MANAGEMENT & ORGANISATIONAL BEHAVIOUR			
Course Code	**3MBA101**	Scheme	2026
Type of Course	**PCC**	Semester	I
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester 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

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

1: Appreciate the principles, theories, and evolution of Management and Organisational behaviour.
2: Apply managerial functions such as planning, organising, leading, and controlling in Organisational contexts.
3: Analyze individual behaviour, motivation, perception, and emotional dynamics influencing workplace performance.
4: Analyze team dynamics, leadership styles, power, conflict, and negotiation in organisational settings.
5: Examine Organisational culture, change management practices, and contemporary issues, including ethics and digital transformation.

Module-1

Module 1: Introduction: Introduction, Meaning, Nature of Management, Differences between Administration and Management, Levels of Management, Roles and Skills of Managers. Evolution of Management Thought – Early Classical, neo-classical, and Modern approaches. Contemporary Issues in Management – Sustainability, Diversity, Equity & Inclusion (DEI), and the Role of AI in Management.

Number of Hours: **10**

Module-2

Module-2: Functions of Management: Planning –Meaning, Importance, Process, Types of Plans, Decision-Making Process**. Organising**–Meaning, Principles, Types of Organisation Structures**. Leading** – Meaning, Nature, Traits and Behaviour theory of leadership, Contingency Approaches to Leadership: Fiedler's Contingency Theory, Hersey–Blanchard Situational Leadership, Transformational and Transactional Leadership**. Controlling** – Meaning, Steps in the Control Process, Types of Control.

Number of Hours: **12**

Module-3

Module-3: Organisational Behaviour and Individual Behaviour:
Organisational Behaviour – Meaning, Model of OB, **Emerging Trends in Organisational Behaviour** – Remote Work, Gig Economy, Workplace Ethics. **Behavioural Dynamics:** MARS Model of individual behaviour and performance, Types of Individual behaviour,
Personality: MBTI, Big 5 Model, **Values in the workplace**, Types of values, **Perception,** Meaning, Model of Perceptual Process.

Number of Hours: **12**

Module-4

Motivation, Teams, and Workplace Dynamics:
Emotions in the workplace, Circumplex Model of Emotions, **Attitudes,** and components of attitude, work-related **stress,** and stress management. **Motivation:** meaning, Maslow's Hierarchy of Needs Theory, and the Four Drive Theory of Motivation. **Teams:** meaning, stages of team development, and team effectiveness. **Power:** meaning, Sources of Power, contingencies, and consequences of power.

Number of Hours: **12**

Module-5

Module–5: Conflict, Organisational Culture, and Change Management:
Conflict– Types of Conflict, Conflict Process, Conflict Management Strategies, Negotiation Techniques. **Organisational Culture** – Meaning, Types, Elements, Importance, and Levels of Culture. **Organisational Change** – Meaning, Resistance to Change, Lewin's Change Management Model. **Approaches to Change** – Action Research, Appreciative Inquiry, Large Group Interventions, Parallel Learning Structures.

Number of Hours: **10**

Suggested Learning Resources:

Text books:

- Management – Stephen P. Robbins & Mary Coulter, Latest Edition, Pearson
- Organizational Behavior – Stephen P. Robbins & Timothy Judge, Latest Edition, Pearson
- Organizational Behavior – Steven L. McShane & Mary Ann Von Glinow, McGraw-Hill

Reference Book/ Manuals

- Essentials of Management – Koontz & Weihrich, McGraw-Hill
- Management & Organisational Behaviour – Laurie J. Mullins
- Organizational Behaviour – Fred Luthans, McGraw-Hill
- Fast Tracking to Managerial & CEO Roles – Ajit Singhvi & Sapta Sheel

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.
A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

ACCOUNTING FOR MANAGERS			
Course Code	**3MBA102**	Scheme	2026
Type of Course	**PCC**	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester 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

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

- Demonstrate basic accounting knowledge for preparation of books of accounts in real time.
- Appreciate the accounting system & financial statement preparation as per the applicable entity.
- Deduce the application of accounting books in terms of financial statement analysis of an enterprise.
- Understand the fundamentals of accounting and appreciate recent trends in accounting.
- Analyze the utility of the costing models with marginal costing in managerial decision-making.

Module-1

Module 1:
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)

Number of Hours: **7 08 Hours**

Module-2

Module 2:
Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cash books only. (Theory and Problems).

Number of Hours: **13**

Module-3

Module 3:
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).

Number of Hours: **13**

Module-4

Accounting for Decision Making: 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. Marginal Costing: Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems - Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -

Limiting Factor (Theory & Problems)

Number of Hours: **16**

Module-5

Emerging Issues in Accounting: Artificial Intelligence in Accounting, Block Chain, Cloud Computing, Financial Reporting,Fraud Detection Models, Forensic Analytics and Digital Transformation
Human Resource Accounting, Forensic Accounting, Environmental Accounting, Sustainability Reporting, Cloud-based Accounting, Block chain, AI in Accounting, Big Data in Accounting (Theory only).

Number of Hours: **7**

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

Text 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., 2/e, Vikas Publishing.
3. Accounting for Management-Text & Cases – S.K. Bhattacharya & John Dearden, 3/e, Vikas Publishing.
4. Computerized Accounting – Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1/e, 2018.
5. Financial Accounting – Jain S. P and Narang K L, Kalyani Publishers.
6. Cost Accounting: Jawaharlal & Seema Srivastava, 6th Edition, TMH
7. Accounting for Managers – Pralhad Rathod, HH Ramesha, Praveenkumar & RG Saha, 1/e, Himalaya Publishing House, 2023.

Reference books / Manuals:

1. Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002
2. Introduction to Financial Statement Analysis - Ashish K Bhattacharya, Elsevier India.
3. Financial Accounting for Management - An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
4. Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.
A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

Theory questions : 40 % Problems : 60 %

MANAGERIAL ECONOMICS			
Course Code	**3MBA103**	Scheme	2026
Type of Course	**PCC**	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester 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

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

- To understand the basic concepts and importance of managerial economics in business decision-making.
- To explain the concepts of demand, production, cost, profit, and market structures and their business applications.
- To apply economic tools and techniques to solve business and managerial problems.
- To understand key macroeconomic concepts and the working of the Indian economy.

- To examine the impact of economic policies, globalization, and the WTO on businesses and the Indian economy.

Module-1

Introduction to Managerial Economics & Demand Analysis

Managerial Economics – Meaning, Nature, Scope & Significance.

Theory of Demand – Demand Determinants; Law of Demand & Exceptions; Elasticity of Demand – An overview of the meaning, types and relevance of Price, Income & Cross elasticities (Theory Only); Demand Forecasting – Relevance & Methods; (Theory Only); Supply – Meaning & Determinants; Law of Supply.

Total Number of Hours : **10**

Module-2

Production, Cost & Profit Analysis

Theory of Production – Law of Variable Proportions; Law of Returns to Scale; Isoquants; Economies & Diseconomies of Scale –Forms; Economies of Scope.

Theory of Costs – Types of costs for decision making; Short run cost output relations; Long run costs – features; Envelope curve & U-shaped curves.

Theory of Profits – Accounting vs. Economic profit; Profit Control; Breakeven Analysis – Meaning, Assumptions & managerial applications; numerical problems in BEA.

Total Number of Hours : **14**

Module-3

Market Structures

Perfect Competition – Meaning, Features, Price output determination; Monopoly – Features, Sources, Short run & Long run pricing under monopoly; Price Discrimination – Meaning, Forms, Types (Degrees) & Relevance; Monopolistic Competition – Meaning, Features, Short run & Long run pricing; Product Differentiation; Oligopoly – Meaning, Features, Kinked demand curve concept;

Cartels – an overview.

Total Number of Hours : **12**

Module-4

Macro-Economic Concepts

Macroeconomics – An introduction; Indian Economy – Salient Features; SWOT analysis, Three Sectors & Recent changes.

Business Cycles – Meaning, Features, Phases & Indicators; GDP – Meaning & Components; National Income – Concepts, Methods to Compute National Income, Difficulties in Measurement of National Income; Inflation – Meaning, Causes & Types; Concept of Consumers' Price Index.

Total Number of Hours : **10**

Module-5

Economic Policies & Globalization

Industrial Policy – Need, New Industrial Policy 1991 – aims & components; Monetary Policy – Meaning, objectives, instruments (credit control tools); Fiscal Policy – Meaning, objectives & instruments; Fiscal Deficit – Causes & Remedies;

Globalization – Meaning, Pros & Cons; Impact/Effects on various sectors; WTO – Role, Functions & Impact of WTO on Indian Economy.

Total Number of Hours : **10**

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

Textbooks:

1. Managerial economics: Geetika, Ghosh, P., & Roy Chowdhury, P. (2021). Managerial economics (3rd ed.). McGraw Hill Education.
2. Mote, V. L., Paul, S., & Gupta, G. S. (2017). Managerial economics: Concepts and cases. Tata McGraw Hill.
3. Mishra, S. K., & Puri, V. K. (2023). Indian economy (43rd ed.). Himalaya Publishing House.

Reference books / Manuals:

1. Baye, M. R., & Prince, J. T. (2022). Managerial economics and business strategy (10th ed.). McGraw Hill.
2. Samuelson, W. F., & Marks, S. G. (2021). Managerial economics (9th ed.). Wiley.
3. Datt, R., & Sundharam, K. P. M. (2022). Indian economy (76th ed.). S. Chand Publishing.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a

maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA.
In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks

Assessment Structure (both CIE and SEE)
The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.
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Continuous Internal Evaluation:
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. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.
In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks.**

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

<table>
<tr><th colspan="4">QUANTITATIVE METHODS</th></tr>
<tr><td>Course Code</td><td>3MBA104</td><td>Scheme</td><td>2026</td></tr>
<tr><td>Type of Course</td><td>PCC</td><td>Semester</td><td>I</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>4: 0 : 0</td><td>CIE Marks</td><td>50</td></tr>
<tr><td>Total Hours of Pedagogy per semester L /T/P/SL&TW:</td><td>56: 0 : 0 :64</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Credits</td><td>4</td><td>Total Marks</td><td>100</td></tr>
<tr><td>Examination type (SEE)</td><td>Theory</td><td>Exam Hours</td><td>3</td></tr>
<tr><td colspan="4">Course Objectives

At the end of the course, the student will be able to:
1. Apply basic mathematical and statistical concepts to business decision-making.
2. Analyze and interpret business data using descriptive and inferential techniques.
3. Apply probability concepts to managerial decision situations involving risk and uncertainty.
4. Use quantitative techniques such as forecasting, linear programming, and decision analysis to solve business problems.
5. Utilize spreadsheets and digital tools for quantitative analysis and managerial reporting.</td></tr>
<tr><td colspan="4" align="center">Module-1</td></tr>
<tr><td colspan="4">Foundations of Quantitative Thinking for Managers
Role of Quantitative Methods in Managerial Decision Making; Business Decision-Making Process; Understanding Business Data; Types and Sources of Data; Scales of Measurement; Data Quality and Data Ethics; Introduction to Business Mathematics for Managers: Percentages, Percentage Change, Ratio and Proportion, Averages (Arithmetic Mean, Weighted Mean, Harmonic Mean – applications), Rates, Speed, and Productivity Calculations Introduction to Linear Equations and their Business Applications, Data Presentation using Tables, Frequency Distributions, Charts, and Graphs for Managerial Interpretation.

Total Number of Hours : 08 Hours</td></tr>
<tr><td colspan="4" align="center">Module-2</td></tr>
<tr><td colspan="4">Descriptive Statistics for Business Decisions
Classification and Tabulation of Data, Frequency Distribution, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Variance, Standard Deviation, Coefficient of Variation, Business Interpretation of Statistical Measures

Total Number of Hours : 08 Hours</td></tr>
<tr><td colspan="4" align="center">Module-3</td></tr>
<tr><td colspan="4">Probability and Decision Making Under Uncertainty
Concept of Probability, Rules of Probability, Conditional Probability, Bayes' Theorem (Conceptual only), Expected Value, Risk Analysis, Decision Trees, Payoff Matrix
Total Number of Hours : 08 Hours</td></tr>
<tr><td colspan="4" align="center">Module-4</td></tr>
</table>

Forecasting and Business Analytics
Time Series Concepts, Trend Analysis, Moving Average Method, Exponential Smoothing (Concept), Correlation Analysis, Simple Linear Regression, Interpretation of Output
Total Number of Hours : **09 Hours**

Module-5

Managerial Analytics and Decision Making
Data-Driven Decision Making, Quantitative Techniques in Marketing, Quantitative Techniques in Finance, Quantitative Techniques in HR, Quantitative Techniques in Operations, Business Analytics Framework, Introduction to Decision Support Systems, Managerial Dashboards (Conceptual), AI and Data-Based Managerial Decisions
Total Number of Hours : **09 Hours**

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

Text books:

1. Render, Barry, Stair, Ralph M., Hanna, Michael E., and Hale, Trevor S. *Quantitative Analysis for Management*. Pearson Education.
2. Anderson, David R., Sweeney, Dennis J., Williams, Thomas A., Camm, Jeffrey D., and Cochran, James J. *Statistics for Business and Economics*. Cengage Learning.
3. Sharma, J. K. *Business Statistics*. Pearson Education India.
4. Levin, Richard I., Rubin, David S., Rastogi, Sanjay, and Siddiqui, Masood H. *Statistics for Management*. Pearson Education.

Reference books / Manuals:

1. Vohra, N. D. *Quantitative Techniques in Management*. McGraw Hill Education.
2. Gupta, S. P. *Statistical Methods*. Sultan Chand & Sons.
3. Levin, Richard I., and Rubin, David S. *Statistics for Management*. Pearson Education.
4. Winston, Wayne L. *Microsoft Excel Data Analysis and Business Modeling*. Microsoft Press.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

Theory questions : 40 % Problems : 60 %

Marketing Management			
Course Code	3MBA105	Scheme	2026
Type of Course	PCC	Semester	1
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0: 0: 64	SEE Marks	50
Credits	**4**	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03

Course Objectives

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

1 Demonstrate understanding of fundamental concepts, principles, and functions of Marketing Management in contemporary business environments.
2 Analyze consumer behaviour, market segmentation, targeting, and positioning strategies for effective marketing decisions.
3 Apply product management, branding, and pricing strategies to develop competitive marketing solutions.
4 Evaluate marketing channels, distribution systems, integrated marketing communication, and sales promotion techniques.
5 Design and formulate strategic marketing plans using traditional and digital marketing approaches for diverse business situations.

Module-1

Introduction to Marketing Management: Meaning, Nature, Scope and Importance of Marketing, Evolution of Marketing Concepts, Core Concepts of Marketing, Types of Needs, Functions of Marketing, Marketing V/s Selling, Customer Value, Satisfaction and Relationship Marketing, 4P's of Marketing, Marketing Environment: Micro and Macro Environment, Techniques used in environment analysis, Marketing Ethics and Social Responsibility, Marketing to the 21st century customer.

Number of Hours: 10 Hours

Module-2

Consumer Behaviour and Market Segmentation: Meaning and Characteristics, Importance of consumer behaviour, The black box model of consumer behaviour, Factors influencing Consumer Behaviour, Factors Influencing Consumer Behaviour, Consumer Buying Decision Process, Organizational Buying Behaviour: Meaning and stages, Buying Roles, Buying Motives. Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting: Meaning, Bases for identifying target Customers, target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Product Differentiation Strategies.

Number of Hours: 11 Hours

Module-3

Product, Brand and Pricing Management: Product Concepts and Product Classification, product levels, product hierarchy, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labelling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension: meaning, types and effects. Introducing to pricing, Significance of pricing, objectives, factors influencing pricing

(Internal factor and External factor), Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Number of Hours: 12 Hours

Module-4

Marketing Channels and Promotion Management: Role and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decisions, Channel Conflict, Supply chain and physical Distribution System: Meaning, Importance, Components and steps in designing physical Distribution System, Supply chain v/s Logistics. Promotions: Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media, Sales Promotion Techniques, Personal Selling and Public Relations, Push-pull strategies of promotion

Number of Hours: 12 Hours

Module-5

Strategic Marketing Planning and Contemporary Marketing: Marketing Planning: Meaning, Objectives and Process, Marketing Audit: Meaning, Features and components, Marketing Strategies and Competitive Advantage: Marketing Strategies for Leaders, Challengers, Followers and Startups, Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.

Number of Hours:11 Hours

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

Text books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller & Alexander Chernev, Pearson, 16th Edition, 2022.
2. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6^{th} Edition.
3. Marketing Management, Rajan Saxena, McGraw Hill Education, 6^{th} Edition, 2020.
4. Principles of Marketing, Philip Kotler and Gary Armstrong, Pearson, 18^{th} Edition, 2021.

<u>Reference books / Manuals:</u>

1. Fundamentals of Marketing, William J. Stanton, McGraw Hill Education, 14^{th} Edition, 2017.
2. Marketing Management, Arun Kumar and N. Meenakshi, Vikas Publishing House, latest edition, 2018.
3. Marketing Management: Indian Cases, Tapan Panda, Excel Books, 1^{st} Edition, 2019.
4. Strategic Market Management, David A. Aaker, Wiley India, 11^{th} Edition, 2017.
5. Marketing Management, Dr. K. Vikram, Infinite Learning Solutions, 1^{st} Edition, 2025.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

MANAGERIAL COMMUNICATION			
Course Code	**3MBA106**	Scheme	2026
Type of Course	**PCC**	Semester	I
Teaching Hours/Week (L:T:P)	3: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	42: 0 : 0 :48	SEE Marks	50
Credits	**3**	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3

Course Objectives

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

1. To identify and explain fundamental concepts of communication skills, fostering awareness of their role in effective managerial performance.
2. Develop learners' ability to comprehend the mechanics of business writing and apply them to draft clear, concise, and effective business letters in English.
3. Equip students with the ability to demonstrate contemporary managerial communication practices used in professional environments.
4. Train students to analyze business situations and select appropriate communication strategies for effective decision-making and problem-solving.
5. Enable students to design and develop structured, persuasive, and professional business proposals tailored to organizational needs.

Module-1

Module 1: Foundations of Managerial Communication Explain the meaning, definition, role, classification, and purpose of communication. Communication process and characteristics of effective communication. Importance of communication in management and organizational structures. Role of communication in conflict resolution, crisis management, and negotiation. Communication practices in cross-cultural settings. Barriers to effective communication and remedies.

Number of Hours: 8 **Hours**

Module-2

Module 2: Oral, Listening & Nonverbal Communication. Principles and modes of effective oral communication. Techniques for improving conversation control, reflection, and empathy. Barriers to oral communication and improvement strategies. Effective listening skills using appropriate listening approaches and processes. Classify and interpret nonverbal communication cues in professional contexts.

Number of Hours: 8 **Hours**

Module-3

Module 3: Written & Employment Communication apply principles of clarity and effectiveness in business writing. Utilize the 3X3 writing process (pre-writing, writing, revising) in business communication. Analyzing audience needs to craft appropriate positive, neutral, persuasive, and negative messages. Creating various business documents including letters, employee reviews, and recommendation letters. Developing professional CVs and demonstrate group discussion and interview skills. Impact of technology-enabled communication tools (email, intranet, video conferencing, etc.).

Number of Hours: 8 **Hours**

Module-4

Module 4: Advanced Business Communication Prepare structured business reports (short and long) and professional proposals. Construct memos, press releases, and manage media interactions effectively. Design and deliver impactful business presentations using advanced visual aids. Analyze negotiation processes, strategies, and influencing factors. Plan and conduct effective group communication through meetings. Prepare formal meeting documentation including notice, agenda, minutes, and resolutions.

Number of Hours: 10 **Hours**

Module-5

Module 5: Case Analysis, Etiquette & Legal Aspects .Interpret and apply the case method for managerial learning and decision-making. Analyze business cases using structured approaches and frameworks. Best practices and challenges in case preparation and presentation. Role and advantages of etiquette in managerial communication. Legal aspects such as invasion of privacy, misrepresentation, and fraud in communication.

Number of Hours: 8 **Hours**

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

Text 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: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014.

Reference books / Manuals:

- Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
- Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017.
- Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

EMPLOYABILITY SKILLS FOR MANAGERS			
Course Code	**3MBA107**	Scheme	2026
Type of Course	**AEC**	Semester	1
Teaching Hours/Week (L:T:P)	1:0: 2	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	14:0:0 :24:0	SEE Marks	50
Credits	**2**	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 (6 Hours)

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

Module-2

Communication Skills for Employability (6 Hours)

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,

Module-3

Career Readiness and Job Search Skills (6 Hours)

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,

Module-4

Interview, Group Discussion and Presentation Skills (6 Hours)

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

Module-5

Digital Employability and Career Development (6 Hours)
Digital Employability, AI Literacy and Career Development (8 Hours)

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.

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.

<u>Reference books / Manuals:</u>

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

	Superior	Good	Fair	Needs Improvement	Unacceptable
Performance Indicator- 1 (CO/PO Mapping)					
Performance Indicator-2 (CO/PO Mapping)					
…					
Performance Indicator-n (CO/PO Mapping)					

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 (preferably at RBL4 and RBL5 levels)
- GATE-based Aptitude Test
- Assignment (at RBL3, RBL4, or RBL5 levels)

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)

(i)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.
(ii)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.
(iii) 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.
(iv) 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	3MBA108	Scheme	2026
Type of Course	**SEC**	Semester	I
Teaching Hours/Week (L:T:P)	0: 0 : 2	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	30: 0 : 0 :30	SEE Marks	-
Credits	**-**	Total Marks	50
Examination type (Non credit 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 computer and techniques of creating a power point presentation.
2. Understand the importance and application of MS Word for various academic and professional purposes.
3. Apply MS excel techniques for various academic and professional purposes.
4. Represent data using spreadsheet, graphs and charts.
5. Analyse data by applying various excel functions.

Module-1

Introduction to Computers and MS Office Introduction to computers, role of computers, software and application, internet and its uses. Creating effective presentations using MS Power point - Opening, viewing, creating, and printing slides, applying auto layouts, adding custom animation, Using slide transitions, Graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.

Number of Hours: 6 **Hours**

Module-2

M S Word Creating, editing, saving and printing text documents, Font and paragraph formatting, Simple character formatting, inserting tables, smart art, page breaks, using lists and styles, working with images, Using Spelling and Grammar check, understanding document properties, Inserting citation and bibliography

Number of Hours:6 **Hours**

Module-3

M S Excel Spreadsheet basics, Creating, editing, saving and printing spreadsheets, working with functions (sum, average, max, min, count, if) & formulas, arithmetic operators, common file extensions, page layout features, cell referencing.

Number of Hours: 6 **Hours**

Module-4

Data representation and visualization using excel- Modifying worksheets with color & auto-formats, formatting worksheets, graphically representing data: Charts & Graphs, speeding data entry: Using Data Forms

Number of Hours: 6 **Hours**

Module-5

Analyzing the Data – Data Menu, Subtotal, Sorting & Filtering Data, use of data analysis tools available on excel, Securing & Protecting spreadsheets. V – Lookup, H – Lookup and Pivot tables.

Number of Hours: 6 **Hours**

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

Text books:

1. Computer Applications in Management, Niranjan Shrivastava, Dreamtech Press, 2012
2. Computer Applications in Business, Sudalaimuthu S. S. Anthony Raj, HPH, 2/e 2012.

Reference books / Manuals:

- Computer fundamentals – Introduction to computers, Faithe Wempen, John Wiley and Sons Inc. 2015.

Computer and Financial Accounting with Tally 9.0 Course Kit, Vikas Gupta

- Dreamtech Press, 2012.

Web links and Video Lectures (e-Resources):

1. Introduction to computers and office productivity software - https://www.coursera.org/learn/introduction-to-computers-and-office-productivity-software
2. Excel skills for business specialization – https://www.coursera.org/specializations/excel

Teaching-Learning Process (Innovative Delivery Methods):

1. Experiential Learning : Role plays, simulations, and mock sessions (meetings, press conferences, negotiations) . Real-life scenario-based exercises to bridge theory and practice
2. Peer Learning and Collaborative Learning: Group-based tasks and peer evaluations . Students learn by observing and critiquing each other's communication styles .Encourages teamwork and interpersonal skills

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:

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- execution of excel functions	15

II SEMESTER

HUMAN RESOURCES MANAGEMENT			
Course Code	**MBA201**	Scheme	2026
Type of Course	**PCC**	Semester	II
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester 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 :

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

- Recite the theories and various functions of Human Resources Management.
- Describe and explain the relevance and importance of Human Resources Management at workplace.
- Apply and solve the workplace problems through Human Resources Management intervention.
- Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace.
- Design and develop an original framework and model in dealing with the 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, Principles of HRM.
Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.

Number of Hours: 12 **Hours**

Module-2

HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis: Job Description and Job Evaluation.
Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Types of Selection Tests; Factors Influencing Selections.

Number of Hours: 12 **Hours**

Module-3

Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development.
Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits.
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.

Number of Hours: 12 **Hours**

Module-4
Industrial Relations: Decent Workplace, International Labour Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. **Conflict:** Characteristics , causes of conflict, Process of conflict, Types of Conflict, levels of conflict , causes of work place conflicts, Negotiation: Meaning , Six Foundations of Negotiation. Number of Hours: 8 **Hours**
Module-5
Human Resource Management and Innovations: Factors Affecting the Innovation Process in organizations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management. **HR Information Systems**: Introduction to HRIS. HRIS in the digital age. **Future Trends in Human Resource Management:** Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools. **Introduction to Human Resource Information System (HRIS):** The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS Number of Hours: 12 **Hours**
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): **Text books:** 1. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition. 2. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition. 3. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition. 4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition. 5. **Reference Book/ Manuals** 6. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition. 7. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition. 8. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

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

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

FINANCIAL MANAGEMENT			
Course Code	**3MBA202**	Scheme	2026
Type of Course	**PCC**	Semester	II
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester 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

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

1. To understand basic concepts of financial management, financial system & time value of money.
2. Develop analytical skills for determination of cost of capital to business entity.
3. Estimation of cash flows to evaluate business projects using investment decisions.
4. Evaluate the effectiveness of working capital management of a firm.
5. Analyze the impact of capital structure and dividend decisions on shareholder wealth.

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. Indian Financial System: Structure-types-Financial markets- Financial Instruments –Financial institutions. Emerging areas in Financial Management: Risk Management- Behavioural Finance-Financial Engineering- Derivatives (Theory). Artificial Intelligence in finance, Benefits of AI in finance, ML in finance, Application of AIin financial services, Future AI in financial services.
FinTech, advantages, Traditional banking Vs. digital banking and FinTech, Data.analysis - Big Data introduction, application in finance, Cybersecurity in finance

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: 13 **Hours**

Module-2

Long term sources of Finance & Cost of Capital-Shares- Debentures- Term loans and deferred credit- Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).

Number of Hours: 10 **Hours**

Module-3

Investment Decisions-Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for

new projects and replacement projects. (Theory & Problem).
Number of Hours: 13 **Hours**

Module-4

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 Dividend Policy forms of dividend-bonus issue-stock split (Theory only).
Number of Hours: 10 **Hours**

Module-5

Working Capital Management-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 **Hours**

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

Text books:

1Financial Management, M.Y. Khan & P.K. Jain,TMH 7/e, 2017.
2Financial Management, Prasanna Chandra, TMH 10/e, 2019.
3Financial Management, Rajiv Srivastava & Anil Misra, Oxford University press, 2/e.
4Financial Management, Pralhad Rathod, Babitha, Praveenkumar, 2/e, Himalaya Publishing House, 2023.
5Financial Management, Principals And Practice, Sudhindra Bhat, Excel Books, 2/e.

Reference books / Manuals:

1Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015.
2Financial Management, Ravi M Kishor Taxmann's, 6/e .

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA.

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

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

Theory questions : 40% Problems : 60 %

RESEARCH METHODOLOGY AND IPR			
Course Code	**3MBA203**	Scheme	2026
Type of Course	PCC	Semester	2
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0: 0: 64	SEE Marks	50
Credits	**4**	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03

Course objectives

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

1: Demonstrate understanding of business research concepts, research process, and ethical practices in research.

2: Analyze and design appropriate research methodologies and research designs for business problems.

3: Apply suitable sampling, data collection, measurement, and scaling techniques in research studies.

4: Interpret research data and prepare professional research reports using appropriate analytical tools.

5: Evaluate the significance of Intellectual Property Rights and their application in business, innovation, and research.

Module-1

Introduction to Business Research: Meaning, nature, scope, significance and types of research. Research applications in managerial decision-making. Motives in conducting research. Ethical issues in business research. Characteristics of a good research study.

Research Process: Identification and formulation of management problems, defining the research problem, formulation of research objectives and hypotheses, preparation of research proposals, research design formulation, sampling design, planning and collection of data, data analysis, interpretation, and research reporting.

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. **Number of Hours: 8**

Module-4

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.
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.

Number of Hours: 12

Module-5

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.
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:14

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

1. Business Research Methods: Donald R. Cooper and Pamela S. Schindler, McGraw Hill Education, 12th Edition, 2014.
2. Research Methodology: C. R. Kothari and Gaurav Garg, New Age International Publishers, 4th Edition, 2019.
3. Business Research Methods: S. N. Murthy and U. Bhojanna, Excel Books, Latest Edition.
4. Intellectual Property Rights: Debirag E. Bouchoux, Cengage Learning, Latest Edition.

Reference books / Manuals:
1. Research Methodology: R. Paneerselvam, PHI Learning, Latest Edition.
2. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
3. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.
4. Research Methodology and IPR: Shivakumar M N, Infinite Learning Solutions, 1st Edition, 2025.

Assessment Structure (both CIE and SEE)
The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.
A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.
Continuous Internal Evaluation:
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. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

BUSINESS ANALYTICS			
Course Code	**3MBA204**	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4: 0 :0	CIE Marks	50
Total Hours of Pedagogy per semester 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 outcome (Course Skill Set)

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

1. To understand the concepts of business analytics and its role in managerial decision-making.
2. Apply data collection, preprocessing, and management techniques for business problems.
3. To perform exploratory data analysis (EDA) to derive meaningful business insights.
4. To Develop and interpret data visualizations and dashboards using BI tools.
5. To Understand and apply basic predictive analytics and machine learning concepts.
6. To Analyze real-world business problems and provide data-driven solutions through projects.

Module-1

Introduction to Business Analytics :Meaning, Scope, and Importance of Business Analytics; Types of Analytics: Descriptive, Predictive, Prescriptive; Role of Analytics in Managerial Decision-Making; Data-driven organizations and digital transformation; Business Analytics vs Data Science vs AI; Applications of business analytics across domains (Marketing, Finance, HR, Operations).

Number of Hours: 8

Module-2

Types of Data: Structured, Unstructured; Data Sources: Internal & External sources of data, Data Collection Techniques: Primary and Secondary data; Data Cleaning and Preprocessing; Data Warehousing; Data mining, Business problems to data mining task, supervised versus unsupervised data mining, data mining process.
Number of Hours: 8

Module-3

Introduction to Exploratory Data Analysis (EDA); Questions, Variations in data, Missing values, covariation, Patterns in data and models; Understanding data distributions and patterns; Identifying trends, seasonality, and anomalies; Data summarization techniques (tables, pivot tables);
Number of Hours: 10

Module-4

Module 4: Introduction and Importance of Data Visualization; Data types: Items, attributes, Links, Positions, Grids; Dataset Types: Tables, Network, fields and Geometry; Data Set availability: Static and Dynamic; Attribute types: Categorical and Ordinal; Charts, Graphs, and Storytelling with Data.

Number of Hours:10

Module-5

Module 5: Introduction to Predictive Analytics; Regression and Classification Techniques (conceptual); Decision Trees & Clustering basics; Models, Induction and Prediction; Introduction to Machine Learning concepts; Business applications of AI and ML.

Number of Hours: 10

Suggested Learning Resources: (Text Book/ Manuals):

Text books:

1. Visualization Analysis & Design: Tamara Munzner, CRC Press (Taylor & Fancis Group), 2014.
2. R for Data Science-import, tidy, transform, visualizes, and model data: Hadley Wickham and Garrett Grolemund, First Edition, O'Reilly Media, Inc., 2016.
3. Neural Networks for Pattern Recognition: Christopher M. Bishop, Clarendon Press – Oxford, 1995.

Reference Book

4. Introduction to machine Learning: Ethem Alpaydin, Third edition, The MIT Press Cambridge, Massachusetts, London, England, 2014.
5. Applied Predictive Analytics -Principles and Techniques for the Professional Data Analyst: Dean Abbott, John Wiley & Sons, Inc., 2014.
6. Data Science for Business: Foster Provost and Tom Fawcett, First Edition, O'Reilly Media, Inc., 2013.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks..

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

Theory questions : 40 % Problems : 60 %

STRATEGIC MANAGEMENT			
Course Code	**3MBA205**	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester 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 :

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

1. Understand the concepts, process and importance of strategic management in organizations.
2. Analyze internal and external business environments for strategic decision-making.
3. Formulate corporate, business and functional level strategies.
4. Evaluate strategy implementation, leadership and organizational control mechanisms.
5. Assess contemporary strategic issues, innovation and sustainability practices in organizations.

Module-1

Introduction to Strategic Management :

Meaning, Nature and Importance of Strategic Management, Strategic Management Process, Vision, Mission, Goals and Objectives, Strategic Decision-Making, Levels of Strategy, Role of Strategic Management in Business Organizations, Strategic Management in Global Business Environment.

Number of Hours: 10 **Hours**

Module-2

Environmental Analysis and Strategic Planning

Environmental Scanning, Internal Environment Analysis, External Environment Analysis, SWOT Analysis, PESTLE Analysis, Porter’s Five Forces Model, Value Chain Analysis, Competitive Advantage and Core Competencies.

Number of Hours: 10 **Hours**

Module-3

Strategy Formulation

Corporate Level Strategies: Stability Strategy, Expansion Strategy, Retrenchment Strategy, Diversification Strategy, Business Level Strategies, Functional Level Strategies, Strategic Alliances and Mergers, International and Global Strategies, Blue Ocean Strategy.

Number of Hours: 12 Hours

Module-4

Strategy Implementation and Evaluation

Strategy Implementation Process, Organizational Structure and Strategy, Strategic Leadership, Resource Allocation and Strategic Control, Corporate Governance and Ethics in Strategy, Balanced Scorecard, Strategy Evaluation and Corrective Actions.

Number of Hours: 12 Hours

Module-5: Contemporary Issues in Strategic Management

Innovation and Strategic Change, Digital Transformation and Strategy, Sustainability and Green Strategy, Entrepreneurship and Strategic Thinking, Knowledge Management, Business Analytics and Strategic Decision-Making, Case Studies in Strategic Management.
Number of Hours: 12

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

Text books:

1. Strategic Management and Business Policy, William F. Glueck, Tata McGraw-Hill.
2. Strategic Management, Fred R. David, Prentice Hall India Publication.
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India.

Reference books / Manuals:

1. Business policy and strategic Management, Azhar Kazmi, Tata McGraw-Hill
2. Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.
A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

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

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

ENTREPRENEURSHIP DEVELOPMENT			
Course Code	**3MBA206**	Scheme	2026
Type of Course	**PCC**	Semester	II
Teaching Hours/Week (L:T:P)	3: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	42: 0: 0: 48	SEE Marks	50
Credits	**3**	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3

Course objectives

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

1: Explain the concepts, types, and significance of entrepreneurship in economic development.
2: Apply creativity and innovation techniques to identify and evaluate viable business opportunities.
3: Develop key components of a business plan for a new venture.
4: Analyze strategies for managing, growing, and sustaining entrepreneurial ventures.
5: Evaluate ethical, social, and sustainability issues in entrepreneurship and suggest responsible business practices.

Module-1

Module 1: Introduction to Entrepreneurship: Concept, nature, and significance of entrepreneurship; role of entrepreneurship in economic development; characteristics, traits, and competencies of entrepreneurs; types of entrepreneurs; entrepreneurial ecosystem in India; institutional support for entrepreneurs; government initiatives and startup policies; challenges and barriers faced by entrepreneurs; case studies of successful entrepreneurs.

Number of Hours: 7

Module-2

Module 2: Creativity, Innovation and Opportunity Identification: Creativity and innovation in entrepreneurship; difference between creativity and innovation; idea generation techniques including brainstorming, SCAMPER, mind mapping, and design thinking; opportunity identification, screening, and evaluation; market research and feasibility analysis; Business Model Canvas; value proposition development; startup case studies.

Module-3

Module 3: Business Planning and Venture Creation: Concept and importance of business planning; components of a business plan; preparation of business plans; forms of business organisation including sole proprietorship, partnership, company, and LLP; steps involved in starting a new venture; legal and registration requirements; incubators and accelerators; sources of finance including bootstrapping, bank finance, angel investors, venture capital, and crowdfunding.

Number of Hours: 9

Module-4

Module 4: Entrepreneurial Environment, Venture Management and Growth Strategies: Regulatory requirements for starting a business; intellectual property rights and compliance awareness; government support schemes and startup policies in India; operations management for startups; marketing strategies for new ventures; basics of financial management; growth and scaling strategies;

risk management and crisis handling; exit strategies including mergers, acquisitions, and IPOs.

Number of Hours: 9

Module-5

Module 5: Ethics, Sustainability and Entrepreneurial Case Studies: Business ethics in entrepreneurship; corporate social responsibility (CSR); sustainable entrepreneurship; social entrepreneurship; environmental and social considerations in business; ethical decision-making practices; analysis of startup failures; case studies of successful and failed ventures; future trends in entrepreneurship.

Number of Hours: 8

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

Textbooks:

- Entrepreneurship: Theory, Process, Practice, Latest Edition, Cengage Learning.
- Entrepreneurship Development, Latest Edition, S. Chand Publishing.
- Entrepreneurship, Latest Edition, McGraw Hill Education.
- The Lean Startup, Latest Edition, Crown Business.
- Business Law, Latest Edition, Sultan Chand & Sons.
- Mercantile Law, Latest Edition, Vikas Publishing.
- Intellectual Property Rights, Latest Edition, Eastern Law House.
- Fundamentals of Entrepreneurship and Small Business Management, Latest Edition, Pearson Education.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

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. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

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

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 questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

APPLICATION OF BUSINESS TOOLS - II			
Course Code	**3MBA208**	Scheme	2026
Type of Course	SEC	Semester	I
Teaching Hours/Week (L:T:P)	0: 0 : 2	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	30: 0 : 0 :30	SEE Marks	
Credits	-	Total Marks	
Examination type (Non credit course)	Practical	Exam Hours	

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 JAMOVI and Navigating JAMOVI, 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
Module 5: **Hypothesis testing Jamovi** Correlation and Regression **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 and Minitab 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, organising and analysing 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