MANAGEMENT & ORGANISATIONAL BEHAVIOUR			
Course Code	**3MLS101/3MBA101/3MTM101**	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:	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 behavior.

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

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: 8

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

Organisational Behaviour and Individual Behaviour:

Organisational Behaviour – Meaning, Model of OB, **Emerging Trends in Organisational Behaviour** – Remote Work, Gig Economy, Cross-Cultural Management, 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

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: 12

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

Text books:

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

Reference Book/ Manuals

4. Essentials of Management – Koontz & Weihrich, McGraw-Hill
5. Management & Organisational Behaviour – Laurie J. Mullins
6. Organizational Behaviour – Fred Luthans, McGraw-Hill
7. 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	**3MBA102/3MLS102/3MTM102**	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 towards 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

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

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

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.

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	**3MBA103/3MIM102/3MLS103/3MTM103**	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; Economics of logistics operations: an overview.

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; forecasting for supply chain decisions (Theory Only); Supply – Meaning & Determinants; Law of Supply.

Total Number of Hours : **10 Hours**

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; An overview of components of logistics and supply chain costs; 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 Hours**

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; an overview of competition in logistics markets;
Total Number of Hours : **12 Hours**

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 Hours**

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 Hours**

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

Text books:

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**

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.

QUANTITATIVE METHODS			
Course Code	**3MBA104/3MLS104**	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. 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.

Module-1

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**

Module-2

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**

Module-3

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**

Module-4

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/ 3MLS105/ 3MTM105**	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

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

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

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

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

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, 6th Edition.
3. Marketing Management, Rajan Saxena, McGraw Hill Education, 6th Edition, 2020.
4. Principles of Marketing, Philip Kotler and Gary Armstrong, Pearson, 18th Edition, 2021.

Reference books / Manuals:

1. Fundamentals of Marketing, William J. Stanton, McGraw Hill Education, 14th 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, 1st Edition, 2019.
4. Strategic Market Management, David A. Aaker, Wiley India, 11th Edition, 2017.
5. Marketing Management, Dr. K. Vikram, 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 COMMUNICATION			
Course Code	**3MLS106**	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 outcome (Course Skill Set)

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

- To identify and explain fundamental concepts of communication skills, fostering awareness of their role in effective managerial performance.
- Develop learners' ability to comprehend the mechanics of business writing and apply them to draft clear, concise, and effective business letters in English.
- Equip students with the ability to demonstrate contemporary managerial communication practices used in professional environments.
- Train students to analyze business situations and select appropriate communication strategies for effective decision-making and problem-solving.
- 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: 10

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: 12

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: 12

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: 12

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: 10

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:

1.Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
2. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017.
3.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/ 3MTM107/ 3MLS107**	Scheme	2026
Type of Course	**AEC**	Semester	1
Teaching Hours/Week (L:T:P)	0:0: 2	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	0:0:28 :2	SEE Marks	-
Credits	**1**	Total Marks	50
Examination type (CIE)	Practical		

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, Conflict handling, Ethics - Workplace ethics and integrity, Professional responsibility

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 (4 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. **Reference books / Manuals:** 1. Raman, Meenakshi, and Sharma, Sangeeta. Technical Communication: Principles and Practice. New Delhi: Oxford University Press. 2. Krishna Mohan, and Meera Banerji. Developing Communication Skills. New Delhi: Macmillan Publishers India Ltd 3. Patterson, Kerry, Grenny, Joseph, McMillan, Ron, and Switzler, Al. Crucial Conversations: Tools for Talking When Stakes Are High. New York: McGraw-Hill Education.
Web links and Video Lectures (e-Resources): a) https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com (Developing Soft Skills and Personality) b) https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com (Enhancing Soft Skills and Personality) c) https://onlinecourses.swayam2.ac.in/imb25_mg100/preview?utm_source=chatgpt.com (Soft Skills (IIT Roorkee) d) https://onlinecourses.swayam2.ac.in/imb25_mg100/preview?utm_source=chatgpt.com (Indian Institute of Management Bangalore (SWAYAM))
Teaching-Learning Process (Innovative Delivery Methods): The following are sample strategies that educators may adopt to enhance the effectiveness of the teaching-learning process and facilitate the achievement of course outcomes. 1. Mock Interviews and Assessment Centre Exercises. 2. Business Role Plays and Simulation Games. 3. Case-Based Learning and Reflection Journals. 4. Industry Expert Sessions and Alumni Mentoring. **5.** MOOCs (SWAYAM/NPTEL) and AI-Assisted Learning Activities

Assessment Structure:

The assessment is through Continuous Internal Evaluation (CIE)

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

(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.

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

Rubrics for Learning Activity (Based on the nature of learning activity, design the rubrics for each activity):

	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)
- Any other relevant and innovative academic activity
- Use of MOOCs and Online Platforms

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

APPLICATION OF BUSINESS TOOLS - I			
Course Code	**3MBA108/3MIM107/3MTM108/3MLS108**	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:	0: 0 : 28 :2	SEE Marks	-
Credits	**PP**	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:

4.Computer fundamentals – Introduction to computers, Faithe Wempen, John Wiley and Sons Inc. 2015.
5.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

Continuous Comprehensive Assessments : A minimum of **two Internal Lab Assessment Tests** shall be conducted, It is also 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