

BENGALURU NORTH UNIVERSITY

TAMAKA, KOLAR- 563103

Guidelines and Curriculum

Master of Business Administration (MBA)



Choice Based Credit System

Faculty of Management Studies

Bengaluru North University

Kolar -563103

(With Effect from Academic Year 2024-25)



BENGALURU NORTH UNIVERSITY

Sri Devaraj Urs Extension, Tamaka, Kolar – 563 103.

No: BNU /BOS/P.G- MBA / /2024-25

Date 13.11.2024

REVISED NOTIFICATION

Sub: Constitution of Board of Studies in Master of Business Administration – reg

Ref: 1. Resolution of the Syndicate meeting held on: 06.02.2024
2. Chairman Letter Date: 13.11.2024

Pursuant to the resolution of the Syndicate cited at reference (1) and under Section 33 of the Karnataka State Universities Act 2000 and Bangalore University Statutes, the **Board of Studies in Master of Business Administration (PG)** for Bengaluru North University is Constituted as follows with immediate effect for a period of 3 years or until further orders.

| | | |
|----|--|-----------------|
| 1. | Dr. Anandhamma, Nagarjuna College of Management Studies Chikkaballapura | Chairman |
| 2. | Dr. Muninarayannappa Dean, Faculty of Commerce and Management Bengaluru North University | Member |
| 3. | Dr. Sumitha, K Principal, Hindustan Business School, Marathalli Bengaluru | Member |
| 4. | Dr. T. N. Muthegowda, Principal S.E.A College of Science, Commerce and Arts, Bangalore | Member |
| 5. | Dr. Sara Kunnath, Prof of Management Koshy Institute of Management, Bengaluru | Member |
| 6. | Dr. Prakash, Senior Vice President EPGI Group of Institutions, Bengaluru | Member |
| 7. | Dr. Suryanaryana. K. S Chief Academic Officer Professor of Management, IASMS Indian Academy Group of Institutions, Bengaluru | Member |
| 8. | Dr. Suresh Babu, CEO and MD Vasuki Group of Companies Member, FKCCI Bengaluru | Member |



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| 9. | Dr. S. Devarajan, President- BCIC and Sr. Vice President, TVS Motor Co.Ltd. President, BCIC-Bangalore Chamber of Industry and Commerce | Member |
| 10. | Dr. Jerry John Professor & Director One School Of Business | Member |
| 11. | Dr. M.M Bagali, Academic Head and Director. Board of. Director, IREU Edtech group of Institutions. Bangalore. | Resource Person |
| 12. | Director, Fiscal Policy Institute Near panchamukhi Ganesha Temple, Kengeri Post, Bangalore- Mysore road, Bengaluru, Karnataka 560060 | Member |
| 13. | Dr. Reena Shyam, Director, IA School of Management Studies | Member |
| 14. | Dr .Anita Mathew Principal Krupanidhi College of Management | Member |
| 15. | Prof. Sharathchandra Kamath K. Patel Institute of Science and Management K. Agrahar, Bellandur Post, Bengaluru -56010 | Member/ Co-ordinate |
| 16. | Dr. Kiran kumar T.N, Nagarjuna College of Management Studies Chikkaballapura | Member/ Co-ordinate |

As per the decision of the Syndicate, the Hon'ble Vice-Chancellor is authorized to nominate two experts from the Industry/NGOs/State/National Organizations.

The Chairman and Members are requested to accept the Chairmanship/ Membership of the above Board.

The Sitting fee, local conveyance allowance and TA/DA as the case may be, shall be paid to the Chairperson and Members of the Board as per the Bengaluru North University Rules for attending the BOS meetings.

To:

The Chairperson and Members of the Board of Studies in
Master of Business Administration, BNU







REGISTRAR
Registrar
Bengaluru North University
Tamaka, Kolar, Karnataka-563 103.





Copy to:

1. PS to Vice-Chancellor, Bengaluru North University, Tamaka, Kolar 563103
2. Registrar (Evaluation), Bengaluru North University, Tamaka, Kolar 563103
3. The Finance Officer, Bengaluru North University, Tamaka, Kolar 563103
4. Office copy/Guard file.

Proceedings of BOS Meetings

The BOS meeting for the PG- MBA (Regular) programme as per the CBCS structure for the Academic Year 2024-25 was held on, 28th September (Online), 19th October (Offline), 4th November (Online) & 11th November 2024 (Offline) under the Chairmanship of Dr. Anandamma N. Chairperson welcomed the members and highlighted the importance of curriculum review to align with industry and academic standards. The course matrix and syllabus for the afore mentioned program has been approved after a thorough review and thoughtful discussions by the BOS members. The board has ensured curriculum development through constructive suggestions. It was also further decided that in case of any input requirements, the same shall be initiated by the Chairperson and necessary modifications shall be done as approved by the Board.

| Sl. No | Name | | Signature |
|--------|--|----------|---|
| 1. | Dr. Anandamma N, Principal, Nagarjuna College of Management Studies, Chikkaballapur. | Chairman |  |
| 2. | Dr. T N Muthgowda, Principal, SEA College of Science, Commerce & Arts, K R Puram, Bengaluru. | Member |  |
| 3. | Dr. Reena Shyam, Director, IA School of Management Studies. | Member |  |
| 4. | Dr. Sumitha K, Principal, Hindustan Business School, Marathalli, Bengaluru | Member |  |
| 5. | Dr. Anita Mathew, Principal, Krupanidhi College of Management | Member |  |
| 6. | Dr. Jerry John Professor & Director, One School Of Business | Member |  |

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|-----|--|------------------------|---|
| 7. | Dr. Suryanaryana. K. S Chief Academic Officer, Professor of Management, IASMS Indian Academy Group of Institutions, Bengaluru | Member |  |
| 8. | Dr. Sara Kunnath, Prof of Management, Koshy Institute of Management, Bengaluru | Member |  |
| 9. | Dr. M.M Bagali, Academic Head and Director, Board of. Director, IREU Edtech group of Institutions, Bangalore. | Resource Person |  |
| 10. | Dr. Kiran Kumar T.N, Nagarjuna College of Management Studies Chikkaballapura | Member/ Co-ordinate |  |
| 11. | Dr. Prakash, Senior Vice President, EPGI Group of Institutions, Bengaluru | Member | Online |
| 12 | Dr. Muninarayannappa, Dean, Faculty of Commerce & Management, Bengaluru North University. | Member | Absent |
| 13 | Director, Fiscal Policy Institute Near panchamukhi Ganesha Temple, Kengeri Post, Bangalore- Mysore road, Bengaluru, Karnataka 560060 | Member | Absent |
| 14 | Dr. Suresh Babu, CEO and MD Vasuki Group of Companies Member, FKCCI Bengaluru | Member | Absent |
| 15 | Dr. S. Devarajan, President- BCIC and Sr. Vice President, TVS Motor Co.Ltd. President, BCIC- Bangalore Chamber of Industry and Commerce | Member | Absent |
| 16. | Prof. Sharathchandra Kamath K. Patel Institute of Science and Management K. Agrahar, Bellandur Post, Bengaluru- 56010 | Member/ Co-ordinate | Absent |

Date:11/11/2024



BOS Chairperson
(Signature)

REGULATIONS PERTAINING TO MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME UNDER CBCS SYSTEM FROM 2024-25 ONWARDS

1. TITLE

These regulations shall be cited as Academic Regulations Pertaining to MBA Degree (Day) of Bengaluru North University (2024 – 25 onwards) under Choice Based Credit System (BNU- PG-CBCS, 2024).

2. OBJECTIVE

The primary objective of the Master of Business Administration (MBA) program is to equip students with advanced professional education and hands-on training across various facets of business management and its dynamic environment. The program aims to cultivate essential managerial, analytical, and strategic skills that enable students to navigate and excel in complex, competitive business landscapes at both national and global levels. Furthermore, it fosters adaptability and resilience, preparing students to effectively respond to emerging trends and innovations in the business world.

3. EXTENT OF APPLICATION

These regulations will apply to the Post Graduate Program in Management (MBA) being run in the Bengaluru North University and its affiliated colleges having approval of the University/AICTE as the case may be for the following course:

4. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE

4.1. Basic Qualification:

- Candidates must have completed a graduate degree under the 10+2+3 or 10+2+4 pattern in any discipline, securing at least 50% marks in aggregate (including languages) from a recognized university in India or abroad. Honors degree holders under the 10+2+4 pattern from a UGC-recognized university must also have a minimum of 50% in aggregate (including languages).
- Candidates who obtained their Bachelor's or Master's degree through a correspondence or Open University system are exempt from the 10+2 pattern, provided the duration of the Bachelor's degree is at least three years and the Master's degree is two years.

4.2. Minimum Marks Requirement:

For admission to the MBA program, candidates must have secured an aggregate minimum of 50% in all subjects, including languages, across all years of their Bachelor's degree (minimum three-year duration). For candidates belonging to SC, ST, and Category-I, the minimum aggregate requirement is reduced to 45%, as per university and AICTE reservation norms. (Subject to change as per government regulations).

Candidates who have completed their Bachelor's or Master's degree in a single-sitting pattern are not eligible.

5. DURATION OF THE COURSE

The duration of the MBA program shall extend over 4 semesters (two academic years) of 16 weeks each or more with a minimum of 90 actual working days of instruction in each semester and 2 to 3 weeks of examinations.

6. MEDIUM OF INSTRUCTION

The medium of instruction for all subjects and examination shall be English only.

7. ATTENDANCE

Each paper shall be taken for the purpose of calculating attendance. Students are required to attend not less than 75% of the classes in each subject in order to be eligible to appear for the University examinations. The statement of attendance shall be displayed on the Notice Board by the institution at the end of every month for the information of students. A student who does not satisfy the requirement of percentage of attendance shall not be permitted to take the examination of that paper(s).

8. SEMESTER-WISE CREDIT DISTRIBUTION

| CATEGORY | SEMESTER I | SEMESTER II | SEMESTER III | SEMESTER IV | TOTAL CREDITS |
|---|------------|-------------|--------------|-------------|---------------|
| COMPULSORY CORE COURSE | 24 | 24 | 8 | - | 56 |
| SKILL ENHANCEMENT COURSE/SOFT CORE | 02 | 02 | - | - | 04 |
| ELECTIVES COURSE | - | - | 16 | 16 | 32 |
| CERTIFICATION COURSE (MOOC's/ VALUE ADDED COURSE) | - | - | 2 | - | 02 |
| DISSERTATION | - | - | - | 10 | 10 |
| TOTAL | 26 | 26 | 26 | 26 | 104 |

- There shall be five categories of courses viz., Compulsory Core, skill enhancement /Soft Core, Electives/Specialization, Certification course & Final Dissertation.
- The credits for each of Compulsory Course/ Skill Enhancement /Soft Core Course and Specialization Course may vary from 3 to 4 credits & Dissertation 08 credits.

8.1 Certification Course:

Each student is required to complete one compulsory certification course in the third semester. The course can be completed through an online platform such as SWAYAM, NPTEL, NISM, NCFM, AICTE, or any similar certification course, or through a Value-Added Course offered by the college. Two credits are assigned for the certification course in the third semester, for which colleges need to allot 50 internal assessment marks after verifying the completion certificate. Supporting documents must be maintained in the college for verification by university officials.

Course Duration and Submission Requirements:

- The certification/Value-Added Course should be of a minimum duration of 30 hours if it is offline or 8, 12, or 16 weeks for MOOC platforms.
- Colleges have the discretion to offer either online or offline courses and will specify which course to opt for.
- Students opting for offline certification courses can complete them either during the second semester or in the third semester.
- Students opting for online courses (MOOCs) can enroll in the second semester but must submit the completion certificate before the third semester examination..
- Students must obtain prior approval from the concerned college authority or program director before enrolling in the certification course to ensure it aligns with the program's objectives and is relevant to core areas of Management.

8.2 Specialization (Core & Dual)

- The students have a choice to opt for either dual specialization or single specialization depending upon their interest. Specializations offered are Finance, Marketing, Human Resource, Logistics & Supply Chain, Aviation, Business Analytics and Healthcare Management.
- In case of single specialization, the students will be studying 4 subjects each from the

specialization stream in 3rd semester & 4th semester along with prescribed core papers. Single specialization will be offered only in Finance, Marketing & Human Resource only.

- In case of dual specialization, students can opt for any two out of the specialization streams offered by Bengaluru North University but with one compulsory combination from Finance, Marketing or Human Resource only (Ex: FIN & HR, HR & LSCM, FIN & Aviation, MKTG & Business analytics, MKTG & Healthcare). Student has to study 4 subjects in each specialization along with prescribed core papers, if any.
- To offer any specialization by the college, there must be a minimum of 10 students or above depending upon the needs of the students and the availability of faculty.
- Students must complete their specialization selection within 10 days from the beginning of the third semester, and no changes will be entertained after this deadline.

8.3 Dissertation

Every student is required to work on a Dissertation in the area of his/her specialization and prepare a report under the supervision of a faculty guide. Prior to the actual work, the students are required to submit a synopsis of the dissertation incorporating title, statement of problem, objectives and methodology to be followed and submit the same to the Faculty Guide at the College level. The dissertation has to be organization specific or freelance. The dissertation duly signed by the guide and certified by the principal/director is to be submitted in a bound copy and a soft copy to the university at the end of the fourth semester before the commencement of the semester examination. The dissertation will be evaluated for a total of 200 marks, divided into report evaluation, internal assessment, and viva voce. The report evaluation is allocated with 150 marks, with an additional 50 marks designated for internal assessment by the project guide and 50 marks for the viva voce. The viva voce examination will be conducted by the Board of Examiners or examiners authorized by the Chairperson of the BOE. A minimum of 100 marks is required for a pass in the dissertation. A Student has to work for not less than eight weeks on full time basis on the Dissertation. There will be no classes for the IV Semester students during this period. Classes will be held in the first 10 weeks of the IV Semester, followed by an eight- ten week break in classes for doing the Dissertation. Students have to submit the project to the college before 4th semester examination.

9. SCHEME OF EXAMINATION

Each of the course will have two components – Internal Assessment marks and Semester end exams. The Internal Assessment (IA) is based on continuous internal assessment carried out by the college. Each paper will carry 100 marks of which 30 marks for Internal Assessment and remaining 70 marks for semester end written examination. The duration of the semester end written examination for each paper shall be 3 hours.

| Internal Assessment (IA) | | |
|---------------------------------|---|-----------|
| | Assessment Occasion / Type | Marks |
| | Test – 1 | 10 |
| | Test – 2 | |
| | Seminars/Presentations/Class Participation/ Quiz, experiential learning, Mini projects, oral examinations, fieldwork etc.- (Any two) | 10 |
| | Assignment & Attendance | 10 |
| | TOTAL | 30 |

| Pattern of semester end examination question paper (theory) | | |
|--|--|---------------------|
| SECTION – A | Comprises 7 questions out of which 5 have to be attended. Each question carries 5 marks. | (5 X 5 = 25 Marks) |
| SECTION – B | (Application questions) Comprises 5 questions out of which 3 have to be attended. Each question carries 10 marks | (3 X 10 = 30 Marks) |
| SECTION – C | (Analysis and understanding questions) Case Study- Compulsory question | 15 Marks |
| TOTAL | | 70 Marks |

The pattern will be decided by the Board of Studies of Bengaluru North University from time to time based on the need and same shall be communicated to all affiliated colleges about the pattern as well as the changes therein.

10. ELIGIBILITY TO GO TO THE HIGHER SEMESTER:

- A.** Candidate is allowed to carry over all the previous uncleared (failed) theory papers to subsequent semesters from the first to fourth semester.
- B.** The maximum period for the completion of the course shall be four years from the date of admission.

11. MINIMUM FOR A PASS AND DECLARATION OF RESULTS

- A.** For a pass in a semester, a candidate shall secure a minimum of 40% of the marks (28 out of 70 marks) prescribed for a subject in the University Examination (Theory, certification and Dissertation) and 50% of the marks in the aggregate inclusive of the Internal Assessment marks obtained in all subjects put together.
- B.** The candidates who do not satisfy 10(A) shall be deemed to have failed and have to take exams in the subjects in which he has secured less than 40% at the University examination.
- C.** Provision is made for rejection of results of all the subjects of a Semester only once, if the candidate decides to reappear for all the subjects of that semester. Such rejection should be made within 30 days of announcement of result, by making a written application, through the Head of the Institution. If such rejection is in respect of the results of all the subjects of one semester and earn fresh Internal marks as well.
- D.** The results of any semester will be declared as pass or fail as the case may be in accordance with regulation 10(A).

12. CLASSIFICATION OF RESULT FOR THE MBA COURSE AND DECLARATION OF RANKS:

Further to regulations to 10 (A) the names of all successful candidates securing First Class with Distinction and First Class in the First attempt shall be arranged in the order of Merit and only first FIVE Ranks shall be declared. Any other issue not envisaged above shall be resolved by the Vice-Chancellor in consultation with the appropriate bodies of the University, which shall be final and binding

13. FOUNDATION/ORIENTATION COURSES.

It is recommended that each college organize one week to ten days of induction programme for the students of I semester before the commencement of classes. Similar induction could be planned at the time of the commencement of III Semester on specialization selection and career advancement.

GRADUATE ATTRIBUTES

- Management Knowledge- Develop a comprehensive understanding of foundational and advanced concepts in management, including business theories, models, and practices.
- Problem-Solving and Critical Thinking- Apply analytical and critical thinking skills to identify, analyze, and solve complex business problems with creativity and effective decision-making.
- Global Perspective and Business Environment- Demonstrate awareness of the global business environment, understanding how local, national, and international economic, social, and political factors impact business operations.
- Leadership and Teamwork- Cultivate leadership abilities to effectively manage teams, make decisions, and implement strategies to achieve organizational goals in a collaborative setting.
- Ethical and Social Responsibility- Exhibit high ethical standards, a commitment to social responsibility, and an understanding of sustainable practices in business decisions.
- Cross-Functional Knowledge and Integration- Gain the ability to integrate knowledge from various business functions, such as marketing, finance, operations, and human resources, to make comprehensive, well-rounded business decisions.
- Effective Communication- Communicate clearly and professionally, using appropriate business terminology and tools to convey ideas, influence stakeholders, and manage conflict.
- Entrepreneurial Skills and Innovation- Foster an entrepreneurial mindset to create new opportunities, initiate ventures, and bring innovative solutions to market needs and societal challenges.
- Research and Analytical Skills- Conduct research, analyze data, and interpret results using statistical and quantitative techniques to support business decisions.
- Lifelong Learning- Recognize the need for continuous learning and self-improvement to adapt to changing business environments, and actively engage in professional development.

- Technological Proficiency- Develop proficiency in current business technologies and analytics, and apply these tools to enhance productivity, optimize processes, and support informed decision-making.
- Adaptability and Innovation- Cultivate flexibility and an innovative mindset, enabling graduates to adapt to rapid changes in the business environment and leverage opportunities for growth and improvement
- Sustainability and Corporate Social Responsibility (CSR)- Understand the importance of sustainability and CSR in business practices, enabling graduates to make ethical and socially responsible decisions that contribute positively to society and the environment.

PROGRAM EDUCATIONAL OBJECTIVES (PEO's):

- **PEO 1:** The MBA program is a two-year full-time course aimed at building a strong foundation in management knowledge, preparing students to navigate complex business challenges and drive success in diverse industries.
- **PEO 2:** The program aims to develop leadership and teamwork skills, fostering ethical, socially responsible, and sustainable business practices to empower students in making well-rounded impactful decisions.
- **PEO 3:** With a globally relevant curriculum that emphasizes critical thinking, innovation, and adaptability, the program prepares students to embrace lifelong learning and technological proficiency to stay ahead in a dynamic business environment.
- **PEO 4:** The program encourages an entrepreneurial mindset and cultural sensitivity, equipping graduates to excel in multicultural settings, create new opportunities, and lead with inclusiveness in the contemporary business world.

PROGRAM SPECIFIC OUTCOMES (PSO's):

- **PSO 1:** Business Strategy and Management Application: Apply core management principles and strategic insights to effectively manage business operations, analyze market dynamics, and make informed, data-driven decisions for sustainable growth.
- **PSO 2:** Leadership and Ethical Decision-Making: Demonstrate strong leadership abilities with a commitment to ethical standards, social responsibility, and sustainability, fostering trust and accountability in all professional interactions.
- **PSO 3:** Global and Cultural Competency: Exhibit a deep understanding of the global business environment, integrating cross-cultural sensitivity and inclusiveness to collaborate effectively in diverse, multicultural teams.
- **PSO 4:** Innovation and Entrepreneurial Skills: Leverage an entrepreneurial mindset and innovative thinking to identify opportunities, initiate ventures, and implement creative solutions to complex business challenges.
- **PSO 5:** Technological and Analytical Proficiency: Attain proficiency in business technologies, data analytics, and quantitative methods to optimize business processes, enhance productivity, and support decision-making in a technology-driven landscape.

COURSE MATRIX- 1st SEMESTER

| Sl. No. | Course/ Paper Code | Course Category | Title of the Paper | Teaching Hours/ week L+T+P | Semester End Evaluation (Maximum Marks) | | Total Marks | Credits |
|--|-----------------------|-----------------|--|----------------------------------|--|-----|-------------|---------|
| | | | | | SEE | CEE | | |
| 1 | MBA1.1 | DSC | Management & Organizational Behaviour | 4-0-0 | 70 | 30 | 100 | 4 |
| 2 | MBA1.2 | DSC | Accounting for Managers | 4-0-0 | 70 | 30 | 100 | 4 |
| 3 | MBA1.3 | DSC | Statistical Analysis for Managerial Decision | 3-0-1 | 70 | 30 | 100 | 4 |
| 4 | MBA1.4 | DSC | Marketing Management | 4-0-0 | 70 | 30 | 100 | 4 |
| 5 | MBA1.5 | DSC | Economics For Managers | 4-0-0 | 70 | 30 | 100 | 4 |
| 6 | MBA1.6 | DSC | Innovation &Entrepreneurship | 4-0-0 | 70 | 30 | 100 | 4 |
| 7 | MBA1.7 | SEC | Corporate Communication | 3-0-0 | 70 | 30 | 100 | 2 |
| | | | Total | | | | 700 | 26 |
| DSC-Discipline Specific Core, SEC- Skill Enhancement Course L+T+P : Lecture + Tutorial + Practical | | | | | | | | |

| MANAGEMENT AND ORGANIZATIONAL BEHAVIOR | | | |
|---|--|----------------------------|-----------------|
| Course Code | MBA1.1 | Credits | 4 |
| Contact Hours per Week | 4 | Duration of Exam | 3 |
| Summative Assessment Marks | 70 | Formative Assessment Marks | 30 |
| PERSPECTIVE OF THE COURSE: | | | |
| <p>This course provides a comprehensive understanding of management principles and organizational behaviour, focusing on key areas such as decision-making, personality, motivation, leadership, and organizational change. Students will explore various management theories, conflict resolution strategies, and leadership styles, while developing practical skills to manage teams, resolve conflicts, and lead organizational change effectively. The course aims to prepare students to apply these concepts in real-world business scenarios for improved organizational performance.</p> | | | |
| <u>COURSE OBJECTIVES AND OUTCOMES</u> | | | |
| OBJECTIVES: | | | |
| <ul style="list-style-type: none">• To introduce students to core management concepts and organizational behavior.• To develop skills in decision-making, problem-solving, and conflict resolution.• To enhance understanding of leadership styles and their application in organizational settings.• To equip students with tools to manage change and organizational development effectively. | | | |
| OUTCOMES: | | | |
| <p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none">• Gain a foundational understanding of management theories and practices.• Analyze and address decision-making challenges in organizations.• Develop leadership and team management skills applicable in diverse organizational contexts.• Understand the role of leadership in organizational culture and change management• Apply strategies for managing conflict, change, and organizational development | | | |
| COURSE CONTENT AND STRUCTURE | | | |
| MODULE :01 | INTRODUCTION TO MANAGEMENT | | 10 HOURS |
| <p>Management – Definition- Scope- Purpose and Characteristics- Roles – Skills- Effectiveness and Efficiency- Evolution of Management Thought - Classical Theory- Scientific Management - Administrative Management –Bureaucracy - Behavioural Science Approach- Quantitative Approach - Systems Approach - Contingency Approach - Operational Approach - Hawthorne Experiments- Interdisciplinary Nature of OB - Models of OB- Emerging Issues in OB- Managerial Functions- Planning-Organizing- Staffing-Leading-Controlling.</p> | | | |
| MODULE :02 | PERSONALITY, LEARNING AND DECISION-MAKING | | 10 HOURS |
| <p>Definition-Determinants-Types-Personality Traits-Approaches to Understanding Personality- MBTI-Big Five-DISC-FIRO-B- Perception-Perceptual process- Organization –Attribution-Errors- Organizational applications-Importance of Learning-Approaches-Barriers to Learning-Positive and</p> | | | |

| | |
|---|--|
| Negative Reinforcement-Schedules of Reinforcement-Behaviour Modification- Types of managerial decisions- Models- Errors and Barriers in Decision Making- Ethical Principles in decision making | |
| MODULE :03 | ATTITUDES, VALUES, MOTIVATION, POWER AND POLITICAL BEHAVIOUR AND STRESS |
| | 12 HOURS |
| Definition of Attitude - Cognitive Dissonance –Work Attitude- Values- Personal and Organizational Values- Value Conflict- Motivation –Process- Content Models- Hierarchy- Herzberg’s-McGregor-Achievement-Aldefer’s ERG-Process Models- Goal Setting-MBO- Vroom’s Expectancy- -Equity - Motivation and Performance-Rewards System-Power-Definition-Bases of Power, Emerson’s Power dependence theory, Power tactics-Organizational Politics-Influencing Strategies-Impression Management-Ethics in Power and Politics- Nature and Types of Stress-Causes-Organizational and Environmental factors-Consequences- Stress Management. | |
| MODULE :04 | MANAGING CONFLICT, GROUP DYNAMICS, ORGANIZATIONAL STRUCTURE AND DESIGN |
| | 12 HOURS |
| Types of Conflict-Stages-Sources of Conflict-Outcomes of conflict- Resolution Strategies of Conflict Groups- Types and Functions-Tuckman Model of Group Development-Role-Cohesiveness- Threats to Group effectiveness-Teams-Team Building and Managing Teams-Building Trust in organization-Organizational Structure- Traditional and Modern -Functions of Organizational Design-Factors affecting organizational design-Elements of organization structure-High Performance Systems. | |
| MODULE :05 | LEADERSHIP, ORGANIZATIONAL CULTURE AND CHANGE, ORGANIZATIONAL DEVELOPMENT |
| | 12 HOURS |
| Leadership and management –Leadership Traits-Styles-Skills-Ohio studies, Management Grid – Likert-Fiedler’s-Situational Leadership-Path Goal Theory-Transformational versus Transactional-Leader as Mentor- Ethical Leadership-Organizational Culture- Types, Elements and Functions of Culture- Ouchi Framework-Managing Culture- Outcome of Change-People’s Reactions to Change-Resistance to Change-Internal and External change-Planned Change - Lewin’s Force Field-Kotter’s Eight step- Unplanned Change-Effective Change Management-Organizational Development – Definition-Models of OD-Action Research-Appreciative Inquiry- Overcoming Resistance to Change-Manager as a Change Agent | |
| PEDAGOGY | |
| The course will use a mix of lectures, case studies, role play, and group activities to engage students in real-world management and organizational behavior scenarios. Students will develop practical skills in decision-making, leadership, conflict resolution, and change management. Interactive sessions, industry guest lectures, and self-assessment tools will enhance learning and application. Continuous assessments through quizzes, assignments, and presentations will gauge students' progress and skills development. | |

Suggested learning resources:

Management by John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.

Essentials of Management by Koontz, McGraw Hill, 8/e, 2014.

Organizational Behavior by Stephen P. Robbins, Timothy A. Judge, and Neharika Vohra

Organizational Behaviour by Daniel King and Scott Lawley, Oxford University Press, 4th Edition
Essentials of Organizational Behaviour, Global Edition

Organizational Behaviour: Performance Management in Practice by Richard Pettinger

Organizational Behaviour by Chitale Avinash K., Mohanty Rajendra Prasad, and Dubey Nishith Rajaram, PHI, 2nd Edition

Behaviour in Organizations by Jerald Greenberg, Pearson, 2016

Indian Cases in Organizational Behaviour: Insights for Leading Individuals and Teams by Simi Joy, Pearson Education, 2024

Insights for Leading Individuals and Teams by Simi Joy, Pearson Education, 2022

HBR's 10 Must Reads on Building a Great Culture (with bonus article "How to Build a Culture of Originality" by Adam Grant)

Organisational Behaviour by K. Ashwathappa, Himalaya Publishing

Organizational Behaviour by VSP Rao, Himalaya Publishing

Organizational Behaviour: An Evidence-Based Approach by Fred Luthans, McGraw Hill/Irwin, 2011

Reframing Organizations: Artistry, Choice, and Leadership by Laurie J. Mullins

Organizational Behaviour: Performance Management in Practice by Richard Pettinger

Web Resources:

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

| ACCOUNTING FOR MANAGERS | | | |
|--|--------|----------------------------|-----------------|
| Course Code | MBA1.2 | Credits | 4 |
| Contact Hours per Week | 4 | Duration of Exam | 3 |
| Summative Assessment Marks | 70 | Formative Assessment Marks | 30 |
| PERSPECTIVE OF THE COURSE: <p>The primary responsibility of a manager is to make decisions. A prospective manager needs to learn how to find information and make wise decisions in a timely manner. The Annual Report is one document that offers a wealth of information for numerous decisions. The annual report, which is written by the company's management and sent to the owners (shareholders), provides sufficient information for both internal and external stakeholders. It tells them about the company's performance during the previous fiscal year, as well as the reasons and analysis behind it. The main obstacle, though, is figuring out how to read and comprehend the report and extract data for decision-making. The basic elements of financial statements, their analysis and interpretation, and cost-management strategies are covered in this course.</p> | | | |
| <u>COURSE OBJECTIVES AND OUTCOMES</u> OBJECTIVES: <ul style="list-style-type: none"> To provide the students the opportunity to learn accounting ideas, principles, and practices. To provide an understanding of Financial Statements and Interpretating its results, students should be able to apply tools, techniques and make decisions based on it. To enable students to use cost and financial information for planning, control, and decision-making. OUTCOMES: <ul style="list-style-type: none"> Apply, interpret and analyze, the financial statements, in various decision-making contexts such as corporate failure prediction, credit risk evaluation and takeover. Prepare and interpret segmental analysis, inter-firm comparisons. Financial Statement Analysis of an organization and its utility in making efficient and effective decision. | | | |
| COURSE CONTENT AND STRUCTURE | | | |
| MODULE 1: INTRODUCTION TO ACCOUNTING FRAMEWORK | | | 10 HOURS |
| Introduction, Meaning and definition, understanding forms of Business Organizations, Basic framework of accounting, objectives and purpose of accounting information, users of accounting information, Framework of IFRS, Ind AS – IFRS v/s Ind AS Carve In and Carve Out. | | | |
| MODULE 2: UNDERSTANDING OF FINANCIAL STATEMENTS | | | 10 HOURS |
| Importance of financial statements in an organisation. What do numbers really mean in Financial Statement? Terms and Jargons used in financial statements. Detailed discussions on contents of statement of financial position and statement of comprehensive Income and cash flow statements. Interlinking different financial statements. Financial statement analysis and decision making. | | | |

MODULE 3: ANALYZING AND INTERPRETING FINANCIAL STATEMENTS.**18 HOURS**

Objectives of financial statements analysis, standards of comparison, Techniques of financial statement analysis - Trend Analysis, Common size statement analysis, Ratio Analysis including profitability, liquidity, activity, gearing and investment ratios, Du-Pont Analysis, Cash flow statement (no Preparation, only understanding) - understanding the major components of cash flows – operating, investing and financing activities, Altman's Z Score model, understanding annual reports and notes to Financial statements.

MODULE 4: ORIENTATION TO COST ACCOUNTING**12 HOURS**

Meaning of Costs, Cost Classification - based on elements, functions and behaviour. Cost Management – Techniques for controlling and reducing cost – Marginal Costing, Cost volume-profit analysis, various types of budget and budgetary control.

MODULE 5: LATEST TRENDS & PRACTICES.**06 HOURS**

Introduction to financial Software for analysis: Excel and Prowess. Human Resource Accounting, Inflation Accounting, Forensic Accounting and Sustainability Reporting. (Theory Only)

PEDAGOGY

The course will employ a combination of lectures, practical exercises, case studies, and hands-on software training to help students understand accounting principles and apply them effectively. Students will engage in financial statement analysis through ratio analysis, trend analysis, and real-world examples to develop decision-making skills. Workshops and software demonstrations (Excel and Prowess) will facilitate the use of tools for financial analysis. Continuous assessments through assignments, quizzes, and class discussions will ensure a deep understanding of both theoretical concepts and practical applications.

Note: It is suggested to conduct practical session using Microsoft Excel or any other tools/software where ever applicable

RECOMMENDED READINGS ESSENTIAL READINGS

Chandra, Prasanna, —Finance Sense – Finance for Non-finance Executives, Tata McGraw Hill
Agarwal, V. Rakesh, —Systematic Approach to Cost Accounting, Bharat Publications
Narayanaswamy R, Financial Accounting- A managerial perspective, PHI Learning Pvt Ltd 2014.
Gupta, Ambrish, —Financial Accounting for Management – An Analytical Perspective, Pearson Publications
Ramachandran and Kakani- Financial Accounting for Management, Tata McGraw Hill.
Charles H. Gibson, (2011), Financial Statement Analysis, 12th edition, (ISE), South Western Cengage Learning.

Version 1.0 (11th November 2024)

Fairfield, Zhang and Halsey Easton, (2009), Financial Statement Analysis & Valuation 2nd edition, McNally.

Vijaykumar M P., —First Lessons in Financial Reporting, Snow White Publications

REFERENCES

1. Tulsian and Tulsian, —Financial Reporting, S.Chand
2. Kishore, M. Ravi, —Advanced Cost Accounting and Cost systems, Taxmann Publications
3. Ramachandran, and Kakani, —How to Analyze Financial Statements, Tata McGraw Hill
4. Palat, Raghu, —How to Read Annual Reports and Balance Sheets, JAICO Publishing House
5. Dash A.P., —Financial Wisdom – Finance for Non-Finance Executives, Biztantra

- www.icaai.org/students/Bos-knowledgeportal.
- www.icmai.in
- Journal of Accounting
- Indian Journal of Accounting
- The Chartered Accountant.

| STATISTICAL ANALYSIS FOR MANAGERIAL DECISIONS | | | |
|---|--------|----------------------------|----|
| Course Code | MBA1.3 | Credits | 4 |
| Contact Hours per Week | 4 | Duration of Exam | 3 |
| Summative Assessment Marks | 70 | Formative Assessment Marks | 30 |
| PERSPECTIVE OF THE COURSE: This course equips students with practical skills in statistical analysis, essential for interpreting and applying data in real-life business scenarios. Through modules covering data visualization, statistical measures, time series, hypothesis testing, and decision-making, students develop the competence to analyze data and make informed business decisions. Hands-on practice with software tools like Excel, JASP, and SPSS further enhances their readiness for data-driven environments. | | | |
| <u>COURSE OBJECTIVES AND OUTCOMES</u> OBJECTIVES: <ul style="list-style-type: none"> To elevate students' awareness of data in everyday life and prepare them for a career in today's age of information. To impart to students, an assured level of competence, or understanding, of the basic ideas, terms, and language of statistics. To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels. To promote the practice of the scientific methods in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results. To learn the applications of statistics in business decision making. OUTCOMES: Upon successful completion of the course, students will be able to: <ul style="list-style-type: none"> Achieve statistical literacy and find ways to move beyond the-what of statistics to the how and why of statistics. Facilitate objective solutions in business decision making. Understand and solve business problems Apply statistical techniques to data sets, and correctly interpret the results. Develop skill-set that is in demand in both the research and business environments Enable the students to apply the statistical techniques in a work setting. | | | |
| COURSE CONTENT AND STRUCTURE | | | |
| MODULE :01 MEASURES OF CENTRAL TENDENCY AND VARIATION 14 HOURS Role of Statistics, Applications of statistics in managerial decision-making; Phases of a statistical study, Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis. | | | |

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| Practical Exercise/Software Practice: Demonstration on the creation of various types of charts/graphs, including line, bar, column, pie, and scatter diagrams. Calculation of mean, median, mode, range, mean deviation, standard deviation, and coefficient of variation using suitable data sets. | | |
| MODULE :02 | TIME SERIES, CORRELATION & REGRESSION | 08 HOURS |
| Time series analysis: Concept, Additive and Multiplicative models, Components of time series. Trend analysis: Least Square method, Linear and Non- Linear equations, Exponential smoothing method, Applications in business decision-making. Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Regression equations and their application. | | |
| Practical Exercise/Software Practice: Moving averages, weighted averages, exponential smoothing, correlation and regression problems | | |
| MODULE :03 | SAMPLING AND SAMPLING DISTRIBUTIONS | 10 HOURS |
| Concept of Normal Probability distribution – Sampling – Probability and Non-Probability Sampling – Sampling and non-sampling errors- Introduction to sampling distributions, sampling distribution of mean and proportion, Point and Interval estimates for population parameters of large sample and small samples, determining the sample size. | | |
| Practical Exercise/Software Practice: Calculating sampling distributions of the mean and proportion, creating point and interval estimates for population parameters with both large and small samples, and determining appropriate sample sizes | | |
| MODULE :04 | TESTING OF HYPOTHESIS AND PARAMETRIC TESTS | 12 HOURS |
| Introduction to Hypothesis Testing - Formulation of Hypotheses; Procedure for Hypothesis Testing, Type I and Type II Errors, Parametric and Non – Parametric Tests, Testing for Single Population and Two Populations, Application of Z-test, t-test, F-test and Testing ANOVA (one and two way) | | |
| Practical Exercise/Software Practice: JAMOV, JASP, or SPSS to conduct Z-tests, T-tests, F-tests, and ANOVA. | | |
| MODULE :05 | NON-PARAMETRIC TESTS AND DECISION THEORY | 12 HOURS |
| Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit, Sign test for paired data, Rank sum test, Kolmogorov-Smirnov, Wilcoxon Signed Rank Test, Mann-Whitney U Test, Spearman's Rank Correlation, Kruskal Wallis Test, Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty. | | |
| Practical Exercise/Software Practice: JAMOV, JASP, or SPSS to conduct Chi-Square tests, Kruskal-Wallis tests, and Mann-Whitney tests. | | |
| PEDAGOGY Regardless of an individual's role in the statistical information chain, it is essential to have a fundamental understanding of the concepts and terminology, along with the ability to reason, question, compare, and explain. A level of statistical thinking is also necessary to apply these ideas to new | | |

problems and identify emerging questions. To support this, case studies from newspapers and magazines reflecting real-life scenarios can be explored. Additionally, use of Excel and open-source statistical packages like JASP and JAMOVİ, or SPSS etc will be taught through case studies, and data sets, supplementing the formal teaching hours dedicated to statistical methods..

Note: For every module at least one hour of practical session using Microsoft Excel/JAMOVİ/JASP/SPSS is suggested.

Suggested Learning Resources:

Essential Readings:

- J. K. Sharma, Fundamentals of Business Statistics, 2nd Edition, Vikas Publication, 2014
- S. P. Gupta, Statistical Methods, Sultan Chand & Sons, 2021
- T N Srivastava, Shailaja Rego, Statistics for Management, McGraw Hill Education, 3rd edition.
- Naval Bajpai, Business Statistics, Pearson Education India, 2nd Edition.
- Glynn Davis and Branko Pecar, Business Statistics using Excel. Oxford University Press, 2010

Reference Books

- SC Gupta, Fundamentals of Statistics, Himalaya Publications.2013.
- N.D. Vohra, Business Statistics, McGraw Hill Education, 2018
- Amir Aczel, Jayavel Sounderpandian and P. Saravanan; Complete Business Statistics (with CD), 7th Edition, McGraw Hill
- Richard I. Levin and David S. Rubin, Statistics for Management, Pearson Education, 7th Edition
- MacDougall, J. (2024). A User's Guide for JASP. August 2024. (Free PDF)
- Goss-Sampson, M. A. (2024). Statistical Analysis in JASP 0.18.3: A Guide for Students. March 2024. (Free PDF).
- David M. Levine, David F. Stephan, Kathryn A. Szabat. Statistics for Managers Using Microsoft Excel, 9th Edition.

Reference Books:

- Complete Business Statistics (with CD) by Amir Aczel, Jayavel Sounderpandian, and P. Saravanan, McGraw Hill, 7th Edition
- Fundamentals of Statistics by S.C. Gupta, Himalaya Publications, 2013

Web Resources:

- www.socstatistics.com
- www.statista.com
- www.statsci.org/teaching.html
- www.onlinestatbook.com/2/chi_square/Chi_Square.html
- <https://davidfoxcroft.github.io/ljsj-book/learning-statistics-with-jamovi.pdf>
- www.jamovi.org
- <https://jasp-stats.org>
- <https://www.ibm.com/products/spss-statistics>
- <https://www.statisticshowto.com/>

| MARKETING MANAGEMENT | | | |
|---|--------|----------------------------|-----------------|
| Course Code | MBA1.4 | Credits | 4 |
| Contact Hours per Week | 4 | Duration of Exam | 3 |
| Summative Assessment Marks | 70 | Formative Assessment Marks | 30 |
| PERSPECTIVE OF THE COURSE: This course will provide the students an understanding of various Marketing principles, concepts, tools, and their application in concrete business situations. It will create an appreciation for the value of Marketing in the competitive marketplace and provide students a framework for marketing decision making and strategy development | | | |
| <u>COURSE OBJECTIVES AND OUTCOMES</u> OBJECTIVES: <ul style="list-style-type: none"> • Understanding the fundamentals of Marketing. • Gain knowledge of STP Analysis and Branding. • To develop understanding of Product and Pricing Strategies • Explore the functions of Logistics and Supply Chain Management: • To familiarize the students with concept of Advertising and Promotion Strategies • Know about the new trends in Marketing. OUTCOMES: Upon successful completion of the course, students will be able to: <ul style="list-style-type: none"> • Analyze the basic concepts of marketing, the marketing environment and competitive dynamics for better decision making. • Apply target marketing through market segmentation and market positioning and be able develop marketing strategies based on the target market. • Devise suitable strategies for marketing of goods and services and pricing decisions in the marketing context • Analyze marketing channel plans and collaborate with channel partners • Providing an insight on integrated marketing communications • Examine the recent trends in marketing. | | | |
| COURSE CONTENT AND STRUCTURE | | | |
| MODULE :01 FUNDAMENTALS OF MARKETING | | | 12HOUR |
| Introduction to Marketing, Importance of marketing & Marketing Mix, Core marketing concepts, Marketing orientation- Production, Selling, Product, Marketing & Societal Concept, Functions of Marketing Management, Marketing strategies and plans, SWOT analysis, Market Environment Analysis - PESTEL factors, Competitive dynamics- Market Leader, Market Challenger & Market Followers, Marketing Control-Types & Process. Service Marketing & 7P's of Service Marketing, Service vs Product marketing | | | |
| MODULE :02 THE ESSENCE OF STP ANALYSIS AND BRANDING | | | 10 HOURS |
| Market Segmentation, Targeting & Positioning: Concept of Market Segmentation, Importance and Criteria for Effective Segmentation, Bases for Segmenting Consumer Markets and Business Markets, | | | |

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| Market Segmentation Strategies. Target Marketing, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning, Branding - Concept of Branding, Branding strategies, Brand Equity. | |
| MODULE :03 PRODUCT AND PRICING STRATEGY | 10 HOURS |
| Product Concept, Characteristics and classifications of products, Product mix & hierarchy, product line, new product development strategy, Steps in new product development, Adopter Categories for New Products, Product Life Cycle Strategies, Nature and characteristics of services, creating competitive advantage through differentiation - product and services, Significance of pricing, pricing strategies: Pricing environment, Steps in price setting, Methods of pricing, Pricing decision – raising and lowering prices | |
| MODULE :04 ADVERTISING AND PROMOTION STRATEGIES | 12 HOURS |
| Role of Integrated marketing communications, Steps in designing effective communications, Communication mix, managing mass communications like advertising, sales promotion, events and experiences, public relations etc.; Managing personal communications like direct marketing, interactive marketing, Email, SMS, Social media, sales force etc. | |
| MODULE :05 LOGISTICS AND SUPPLY CHAIN MANAGEMENT, KEY TRENDS DRIVING THE FUTURE OF MARKETING | 12 HOURS |
| Marketing Channels-Channel Design and Management, Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management- Supply chain management – Nature and Concepts – Value chain- Functions – Supply chain effectiveness – Outsourcing – 3PLs and 4PLs – Artificial Intelligence in Marketing, Digital Marketing, Upcoming Trends -Social Media Marketing, Mobile Marketing, Influencer marketing and Generational Marketing - Targeting Millennials, Cause related, Ethically and socially responsible marketing, Green Marketing, the Importance of Green Marketing, Neuromarketing, Pros and Cons of Neuromarketing | |
| PEDAGOGY | |
| Combination of lectures, class discussions, case studies, and multimedia resources to provide a comprehensive learning experience. Students will engage in practical exercises like market research, product development, and role-playing to apply marketing concepts in real-world situations. Group work, debates, and presentations will encourage collaboration and critical thinking, while guest lectures and industry interactions will offer insights from marketing professionals. Digital tools and online resources can also be used to familiarize students with current marketing trends and technologies, ensuring they are well-prepared for the dynamic marketing field. | |
| SKILL DEVELOPMENT ACTIVITIES SUGGESTED | |

Case Study Analysis – Assign case studies focused on companies with different marketing orientations (Production, Selling, Product, Marketing, and Societal concepts). Students can analyze and discuss how these orientations impact market success.

Marketing Plan Simulation – Use a simulation tool or role-playing activity to have students create and implement basic marketing strategies, including setting marketing objectives and target audience identification.

Marketing Mix Challenge – Have students design a product/service and develop its 4P's (Product, Price, Place, Promotion), analyzing each element's importance.

Brand Audit Activity – Have students conduct brand audits of well-known brands to evaluate their positioning and how they differentiate themselves in the market.

Brand Building Exercise – Ask students to conceptualize a new brand, including brand name, logo, and positioning statement. They can then present their brand concepts and rationale.

Advertising Campaign Simulation – Set up a role-playing activity where students design an advertising campaign, developing advertisements, identifying media channels, and crafting a cohesive message.

Sales Promotion Design – Have students create a promotional campaign for a product launch, incorporating techniques like discounts, coupons, contests, or loyalty programs.

Digital Marketing Project – Assign a project where students create a digital marketing plan incorporating AI tool, social media, influencer marketing, and mobile marketing strategies.

Supply Chain Mapping Activity – Have students map out a product's supply chain, from raw materials to final delivery, analyzing each component's importance and the potential for improvements.

Field Visit or Virtual Company Tour – Arrange visits or virtual tours to companies with established marketing departments, allowing students to observe marketing practices.

Suggested Learning Resources:

Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, Pearson Education, Latest Edition.

Etzel, Walker, Stanton & Pandit, Marketing, Tata McGrawhill, Latest Edition.

Saxena, Marketing Management, 5th Ed., McGraw Hill.

Peter, Marketing Management, 9th Ed., McGraw Hill.

Ramaswamy and Namakumari, Marketing Management: Global Perspective, Indian Context, McGraw Hill, 5th Edition, 2013.

Paul Baines, Chris Hill, Kelly Page, Marketing Management, Adapted by Piyush Sinha, Asian Edition, Oxford University Press.

Lambhair Sharma, McDaniel, Marketing Management, Cengage Learning Pvt. Ltd., 2012.

William D. Perreault and Jerome McCarthy, Basic Marketing: A Global Managerial Approach, Tata McGraw Hill, 2006.

Adrian Palmer, Introduction to Marketing, Oxford.

Philip Kotler, Gary Armstrong, Principles of Marketing, Pearson.

Al Ries, Jack Trout, Positioning: The Battle for Your Mind, McGraw-Hill Education.
C. Merle Crawford, Anthony Di Benedetto, New Products Management, McGraw-Hill Education.
Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson.
Kenneth E. Clow, Donald Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson.
Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Marketing 4.0: Moving from Traditional to Digital, Wiley.
D.K. Agrawal, Logistics and Supply Chain Management.
Suresh K. Sood, Green Marketing and Corporate Social Responsibility in India.

Websites:

www.mplans.com
www.marketingtoday.com
www.indianjournalofmarketing.com
www.indianjournalofmanagement.com
<https://www.ama.org>
<https://www.ama.org/journal-of-marketing/>
<https://academy.hubspot.com>
<https://www.palgrave.com/gp/journal/41262>
<https://www.productmanagementinsider.com>
<https://www.pricingsociety.com>
<https://cscmp.org>
<https://www.emeraldgrouppublishing.com/journal/ijpdlm>
<https://adage.com>
<https://www.journalofadvertisingresearch.com>
<https://www.marketingprofs.com>
<https://www.marketing-trends-congress.com>

Journals:

Journal of Marketing
Marketing Education Review
Journal of Consumer Marketing
Journal of Marketing Education
Journal of the Academy of Marketing Science

| ECONOMICS FOR MANAGERS | | | |
|---|---|----------------------------|-----------------|
| Course Code | MBA1.5 | Credits | 4 |
| Contact Hours per Week | 4 | Duration of Exam | 3 |
| Summative Assessment Marks | 70 | Formative Assessment Marks | 30 |
| PERSPECTIVE OF THE COURSE: | | | |
| <p>This course offers an in-depth exploration of economic concepts that influence managerial decisions, with a focus on both microeconomic and macroeconomic perspectives. It covers essential topics including demand analysis, consumer behaviour, production and cost analysis, market structures, pricing, and macroeconomic policies. The course is structured to provide students with the analytical tools necessary to interpret economic data, forecast demand, assess cost structures, and understand the broader economic environment. By integrating theory with real-world applications, this course prepares students to make informed decisions in diverse market scenarios, fostering a strategic approach to business management</p> | | | |
| <u>COURSE OBJECTIVES AND OUTCOMES</u> | | | |
| OBJECTIVES: | | | |
| <ul style="list-style-type: none">• To introduce students to the core principles of managerial economics and their application in business decisions.• To equip students with quantitative tools and techniques for demand forecasting, cost analysis, and pricing strategies.• To provide an understanding of market structures and the implications of economic competition on business.• To analyze the role of macroeconomic policies, including national income, inflation, and monetary policy, in influencing business environments.• To enhance students' skills in evaluating production efficiency, pricing methods, and consumer behaviour for strategic decision-making | | | |
| OUTCOMES: | | | |
| <p>Upon successful completion of the course, students will be able to:</p> | | | |
| <ul style="list-style-type: none">• Explain the relevance of economic principles in managerial decision-making and analyze economic problems faced by firms• Conduct demand forecasting, assess elasticity, and understand consumer behavior using various economic models.• Evaluate production costs, cost control methods, and the factors influencing the scalability of production.• Identify and analyze different market structures, pricing mechanisms, and the impact of market equilibrium on firm profitability.• Interpret macroeconomic indicators, including national income, inflation, and business cycles, to anticipate economic trends and inform business strategies | | | |
| COURSE CONTENT AND STRUCTURE | | | |
| MODULE :01 | INTRODUCTION TO MANAGERIAL ECONOMICS | | 10 HOURS |
| <p>General foundation to Managerial Economics, Kinds of Economic Decisions, applicability of Managerial Economics in decision making, Nature of the firm-objectives of the Firm, Role and</p> | | | |

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| responsibilities of a manager of a firm, Economic principles relevant to managerial decision making, Opportunity cost, Production possibility curve | | |
| MODULE :02 | DEMAND ANALYSIS AND CONSUMER BEHAVIOR | 12 HOURS |
| Concept of Demand, Law of Demand, Elasticity of Demand and its types-Relevance in Business decision making, Demand forecasting, Techniques of Demand forecasting, (including practical problems - least square method). Concept of Consumer, Consumers Equilibrium theory -Cardinal utility approach, and ordinal utility approach Indifference curve analysis Consumer surplus and its application in business (including simple problems) | | |
| MODULE :03 | PRODUCTION AND COST ANALYSIS | 12 HOURS |
| Concept of production and its factors, Law of variable proportions, laws of Return to scale, Isoquants and Isocost curves, Optimum combination of inputs, Elasticity of substitutions; Cost concepts: Types of costs, Short run and long run cost functions, Interrelationship of cost, Cost reduction and cost control.(problems on cost analysis),Break even Analysis-Meaning, Determinants of BEP, Usefulness and limitations of BEA. | | |
| MODULE :04 | MARKET STRUCTURE AND PRICING | 14 HOURS |
| Concepts of Revenue curves of firm and relationship among TR, AR and MR Curves. profit and profit functions. Concept of Market and Market equilibrium, different market structure- characteristics, advantages and disadvantages of perfect competition, monopoly, duopoly, monopolistic, and oligopoly. Concept of Pricing, descriptive pricing approaches, Price discrimination and dumping. Concept of factor pricing, theories of factors pricing, | | |
| MODULE :05 | MACROECONOMIC ANALYSIS | 08 HOURS |
| National Income: Concept and measurement, Circular flow of economic activities, Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics in underdeveloped countries, Business cycle, Inflation, Deflation and Monetary policy | | |
| PEDAGOGY | | |
| Combination of interactive lectures, case studies, data analysis exercises, group discussions, and practical simulations to enhance students' understanding and application of economic theories. Each module will be supported by real-world examples and case studies, helping students connect theoretical concepts with business realities. Activities will focus on enhancing critical thinking, problem-solving, and decision-making skills, with an emphasis on applying economic models to analyse and solve managerial issues. | | |
| Skill Development Activities Suggested | | |
| <ul style="list-style-type: none"> • Use time series analysis to predict future demand. | | |

- Analyse firms production processes and cost structure
- Design strategies for firm in different market structures
- Calculate GDP,GNP...using real world data

Suggested Learning Resources:

Books:

Managerial Economics by D.N. Dwivedi, Vikas Publication

Managerial Economics by D.M. Mithani, HPH Publications, 2016

Micro Economics by Pindyck, Rubinfeld & Mehta, Pearson

Managerial Economics by Ritika Sinha, SBPD Publishing House

Managerial Economics by Suma Damodaran, Oxford University Press

Managerial Economics by Petersen Lewis & Jain, Pearson

Economics by Paul A. Samuelson and William D. Nordhaus, McGraw Hill

Managerial Economics by Geethika, Ghosh & Choudhary, McGraw Hill

Managerial Economics by Dr. A.B. Kalkundrikar and Dr. Rajendra M. Inamdar, 2022

Managerial Economics by Dominick Salvatore, Oxford University Press, 2nd Edition, 2016

Managerial Economics by Samuelson & Marks, Wiley, 5th Edition, 2015

Websites:

www.bibilomania.com/nonfiction/smith/wealth/index.html

www.planningcommission.gov.in

www.wsj.com

www.netec.wustl.edu/WebEc/WebEc.html

www.nber.org

www.economist.com

www.slate.com

Journals:

Economic and Political Weekly, Mumbai

Economic & Political Weekly Research Foundation

Indian Economic Review, Delhi School of Economics

Indian Economic Journal, Indian Economic Association

| INNOVATION AND ENTREPRENEURSHIP | | | |
|--|--------|-----------------------------------|----|
| Course Code | MBA1.6 | Credits | 4 |
| Contact Hours per Week | 4 | Duration of Exam | 3 |
| Summative Assessment Marks | 70 | Formative Assessment Marks | 30 |
| PERSPECTIVE OF THE COURSE: This course helps students understand innovation and entrepreneurship in business. By learning key principles, methods, and practical approaches, students gain the skills to create new business ideas and encourage creativity within existing companies. The focus is on building essential entrepreneurial skills, using real-world examples, and solving practical problems. | | | |
| <u>COURSE OBJECTIVES AND OUTCOMES</u> OBJECTIVES: <ul style="list-style-type: none"> • Students to gain foundational knowledge, skills and understand concept of Innovation and Entrepreneurship • To generate and evaluate business ideas and entrepreneurial opportunities • To explore different business models and strategies for building and evolving successful ventures. • To understand government initiatives, schemes, and incentives that promote entrepreneurship, with a focus on women entrepreneurs and inclusive growth. • To emphasize ethical decision-making, CSR, and environmental responsibility while developing leadership skills to drive sustainable and ethical businesses OUTCOMES: Upon successful completion of the course, students will be able to: <ul style="list-style-type: none"> • Understand innovation, entrepreneurship and start up ecosystem • Discover new ideas and validating those idea for feasibility analysis • Exploring various business models and strategy for start ups • Understand various government schemes, programs and policies to promote start ups • Make responsible decisions, follow ethical practices, and care for the environment and society. | | | |
| COURSE CONTENT AND STRUCTURE | | | |
| MODULE 1: INTRODUCTION TO INNOVATION AND ENTREPRENEURSHIP <div style="text-align: right;">10 HOURS</div> Definition of Innovation – Importance – Innovative Characteristics– Process – Innovation Models – Stages of innovation -Types of Innovation - Identifying opportunities for innovation. | | | |

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| <p>Definition of Entrepreneurship – Importance –Characteristics of Successful Entrepreneur – Process – Stages of entrepreneurship- Types of entrepreneurs- Overview of the Start-up Ecosystem-Global and Local Innovation Trends-Examples of Successful Entrepreneurs and Start-ups.</p> | |
| <p>MODULE : 2 IDEA GENERATION AND OPPORTUNITY EVALUATION 12 HOURS</p> <p>Overview of Idea Generation - Techniques for Idea Generation-Brainstorming, Mind Mapping, SCAMPER - Digital tools for collaborative idea generation -Understanding Market Needs and Customer Pain Points-Assessing Market Opportunities-Feasibility Analysis-Technical, Financial, Organisational Feasibility, Legal and Regulatory feasibility, Risk Feasibility and Market Feasibility-steps in conducting Feasibility analysis - Validating Business Ideas-Risk Assessment in New Ventures- Identifying Successful Opportunities and Ideas.</p> | |
| <p>MODULE :3 BUSINESS MODELS AND STRATEGY FOR STARTUPS 12 HOURS</p> <p>Understanding Business Models-Types of Business Model - Traditional Models- Modern and Digital Models -Innovative Business Models, Framework and Tools of Business Models – Business Model Canvas, Value Proposition canvas – Blue Ocean Strategy – Lean Startup Methodology- Evaluating and Evolving the Business Models – Business Model Innovation – Matrix – Key Performance Indicators (KPI) – Digital Transformation and ecosystem – Current & Future Trends in business models – Green Business Models – Globalization and Localization.</p> | |
| <p>MODULE 4: ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT 12 HOURS</p> <p>Role of Central Government and State Government in promoting Entrepreneurship -Startup India Scheme - Make in India programme - MUDRA Scheme - Atal Innovation Mission (AIM) - Digital India - Support to training and employment programme for women (STEP) - Biotechnology Industry Research Assistance Council (BIRAC) - Trade-Related Entrepreneurship Assistance And Development(TREAD) – Pradhan Mantri Kaushal Vikas Yojana (PMKVY) - SETU (Self Employment and Talent Utilization) - NITI Aayog - - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Women Entrepreneurs Reasons for low / no women Entrepreneurs their Role, Problems and Prospects.</p> | |
| <p>Module 5: ETHICS AND ENTREPRENEURSHIP 10 HOURS</p> <p>Meaning and Need for Entrepreneurship –for and entrepreneurship ethics-Ethics and Laws-establishing strategy for ethical responsibility – Approaches to Entrepreneurship ethics – Framework for ethical decision making – CSR – Environmental awareness – Ethical leadership by entrepreneurs – Corporate citizenship.</p> | |
| <p>PEDAGOGY</p> <ul style="list-style-type: none"> • Experiential Learning: Integrates real-world projects where students create business models and analyze case studies. • Lean Startup Methodology: Teaches iterative product development based on validated learning, popular in tech entrepreneurship. • Case-Based Learning: Students analyze real business cases, fostering critical thinking and decision-making. | |

Skill Development Activities Suggested

- Hackathons and Pitch Competitions: Encourage rapid prototyping and real-time pitching, promoting innovation.
- Incubator and Accelerator Programs: Provide early-stage startups with resources and mentorship.
- Workshops on Business Model Canvas: Focus on defining core business components like value propositions and customer segments.
- Role-Playing in Negotiation and Leadership: Enhances leadership and conflict resolution skills for entrepreneurial contexts.
- Funding Simulations: Activities that simulate venture capital funding, teaching fundraising and investment skills.

Suggested Learning Resources:

Books:

- Adam J. Bock, Gerard George, “The Business Model Book”, Pearson Education Limited, 2017.
- Barringer, B. R. (2021). *Entrepreneurship: Successfully Launching New Ventures* (6th ed.). Pearson.
- Byers, T., Dorf, R., & Nelson, A. (2020). *Technology Ventures: From Idea to Enterprise* (5th ed.). McGraw-Hill Education.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
- Kuratko, D. F. (2016). *Entrepreneurship: Theory, Process, and Practice* (10th ed.). Cengage Learning.
- Lacy, P., Long, J., & Spindler, W. (2020). *The Circular Economy Handbook: Realizing the Circular Advantage*. Palgrave Macmillan.
- Mullins, J. (2017). *The New Business Road Test: What Entrepreneurs and Executives Should Do Before Launching a Lean Start-Up* (5th ed.). Pearson
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. John Wiley & Sons
- Peter Drucker Innovation and Entrepreneurship for classic insights on entrepreneurial practices and innovation.
- Ries, E. (2017). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Currency.
- Satish Taneja: Entrepreneur Development, HPH.
- Vasant Desai: The Dynamics of Entrepreneurship Development and Management, HPH

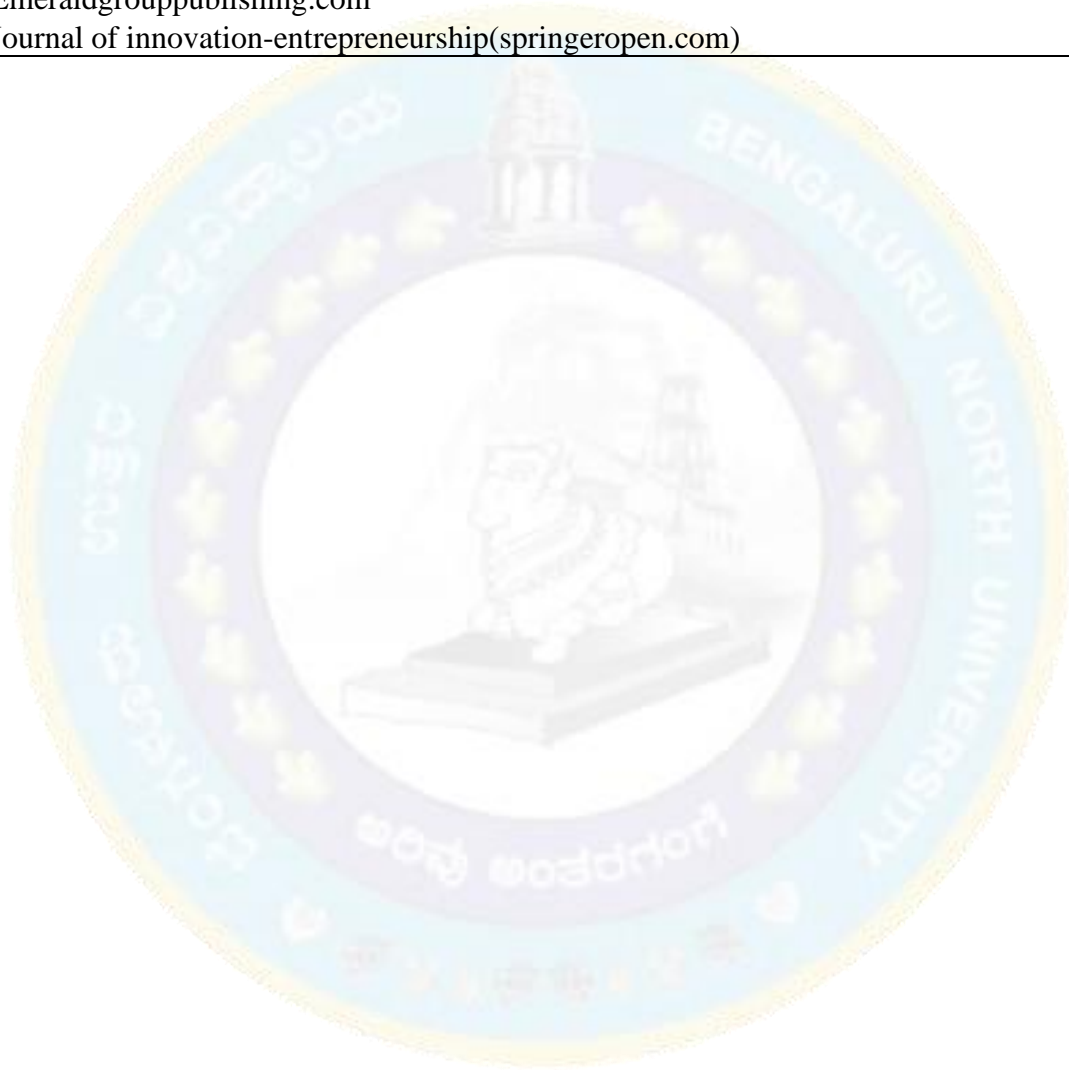
Websites:

- [MIT Innovation - https://innovation.mit.edu/](https://innovation.mit.edu/),
- [Stanford GSB- https://www.gsb.stanford.edu/](https://www.gsb.stanford.edu/)

- [Kauffman Foundation- https://www.kauffman.org/](https://www.kauffman.org/)
- [Harvard i-lab- https://innovationlabs.harvard.edu/](https://innovationlabs.harvard.edu/)
- [Babson.- https://www.babson.edu/](https://www.babson.edu/)
- <https://entrepreneurship.mit.edu/>
- <https://hbr.org/>

Journals:

- Journals.sagepub.com
- Journal of Business Venture
- Emeraldgrouppublishing.com
- Journal of innovation-entrepreneurship(springeropen.com)



| CORPORATE COMMUNICATION | | | |
|---|--|----------------------------|-----------------|
| Course Code | MBA1.7 | Credits | 2 |
| Contact Hours per Week | 3 | Duration of Exam | 3 |
| Summative Assessment Marks | 70 | Formative Assessment Marks | 30 |
| PERSPECTIVE OF THE COURSE: | | | |
| <p>The Corporate Communication course is designed to equip students with the essential communication skills required to succeed in today’s fast-paced and digital workplace. The course focuses on the key aspects of business communication, including writing, reporting, interpersonal communication, and professionalism, all through the lens of the digital age. Students will gain practical insights into effective communication strategies, digital media usage, and professional etiquette, preparing them to meet the demands of modern employers. By mastering digital tools, business writing techniques, and essential professional skills, students will be ready to excel in their careers and contribute effectively to organizational success.</p> | | | |
| <u>COURSE OBJECTIVES AND OUTCOMES</u> | | | |
| OBJECTIVES: | | | |
| <ul style="list-style-type: none">• To enhance students' ability to communicate effectively in the digital age workplace.• To develop skills in business writing, including crafting purposeful messages and selecting appropriate channels.• To equip students with the skills required to generate reports that align with organizational strategies.• To build professionalism, business etiquette, and ethical behavior necessary for succeeding in the digital workplace.• To prepare students to explore and optimize career opportunities using digital tools and create tailored resumes for job applications. | | | |
| OUTCOMES: | | | |
| <p>Upon successful completion of the course, students will be able to:</p> | | | |
| <ul style="list-style-type: none">• Communicate effectively in the digital workplace to enhance career prospects.• Craft clear, purposeful business messages and choose appropriate communication channels.• Create reports that address business issues by organizing and presenting data effectively.• Develop professionalism, business etiquette, and ethical behavior for success in the digital workplace.• Use digital tools to explore career opportunities and create customized resumes aligned with industry expectations | | | |
| COURSE CONTENT AND STRUCTURE | | | |
| MODULE :01 | BUSINESS COMMUNICATION IN THE DIGITAL AGE | | 08 HOURS |
| <p>Overview of Communication - Communicating in the Digital - Age Workplace - Overcoming barriers to Effective Communication – Listening - Building Listening skills - Non-verbal communication - Understanding cultural dimensions of communication - Intercultural communication - social media and communication technology</p> | | | |

Activity: Perfecting the Art of the Elevator Pitch/ Use the Web to research the meanings of selected ten gestures that have different meanings in different countries/ Remembering a Time When Someone Didn't Listen to You

MODULE :02 WORKPLACE COMMUNICATION AND DIGITAL MEDIA 08 HOURS

Oral and Written Communication- Digital-Age E-Mail Messages and Memos - Workplace Messaging and Texting - Making Podcasts – Blogging for Business - Social Networking - Positive Message - Negative Messages- Persuasive Messages - Neutral Messages-Interpersonal Communication-Public Speaking

Activity: Analyze the message and enlist at least five features

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|-------------------|-------------------------|-----------------|
| MODULE :03 | BUSINESS REPORTS | 08 HOURS |
|-------------------|-------------------------|-----------------|

Reporting in the Digital Age - Understanding Report Components- Informal Reports - Purpose and Gathering Data - Informational Reports- Analytical Reports - Formal Business Reports - Business Proposals - Citing Formats and Sources in Business Reports - Incorporating Meaningful Visual Aids and Graphics

Activity: Creating a Business Report on a relevant topic

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|-------------------|---|-----------------|
| MODULE :04 | PROFESSIONALISM, TEAMWORK, MEETINGS, AND SPEAKING SKILLS | 08 HOURS |
|-------------------|---|-----------------|

Business Etiquette at the Office and Online - Ethics, Teamwork, and Meetings- Telephone and Voice Mail Etiquette- Business Presentations- Organizing Content for Impact and Audience Rapport - Contemporary Visual Aids - Engaging Multimedia Presentations - Polishing Your Delivery

Activity: Oral Presentation using Multimedia/ Observing and Outlining a TED Talk.

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|-------------------|---------------------------------|-----------------|
| MODULE :05 | EMPLOYMENT COMMUNICATION | 08 HOURS |
|-------------------|---------------------------------|-----------------|

Job Search Platforms - Using AI to create ATS friendly Resumes- Networking - Customized Résumé and Covering Letters - Purpose and Types of Employment Interviews - Follow up communication – Communication and Negotiation - Preparing Additional Employment Documents

Activity: Preparing customized Resume and Covering Letter/ Mock Interviews

PEDAGOGY

The course will use classroom lectures, language lab sessions, and activity-based learning to enhance both written and verbal communication skills. Students will practice real-world tasks like report writing, resume building, and multimedia presentations. Peer reviews, group activities, and guest lectures will add practical insights, helping students master corporate communication in the digital age.

Suggested Learning Resources:

- Lesikar, R/ Flatley M, *Basic Business Communication: Skills For Empowering The Internet Generation*. 10th ed, TMH.
- Bedi, R/ Aruna, K. *Business Communication*, 1st ed, Vrinda.
- Bovee, C/ Thill, J/ Schatzman, *Business Communication Today*, 7th ed, Pearson Edu.
- Sharma, R. C/ Mohan, K, *Business Correspondence & Report Writing*, 3rd ed, TMH.
- Ludlow, R. & Panton, F. *The Essence of Effective Communications* (1998), Prentice Hall of India Pvt. Ltd.
- Thill, J. V. & Bovee, G. L. *Excellence in Business Communication* (1993), McGraw Hill, New York.
- Bowman, J.P. & Branchaw, P.P. *Business Communications: From Process to Product* (1987), Dryden Press, Chicago.
- Adair, J. *Effective Communication* (2003), Pan Mcmillan.
- Hall, Edward, T. *Beyond Culture*. Garden City, N.Y.: Doubleday, 1976.
- Rutherford, Andrea J. *Basic Communication Skills for Technology: Second Edition*. Delhi: Pearson Education, 2007.
- Raman, Meenakshi & Sangeeta Sharma. *Technical Communication: Principles and Practice*. Second Edition. New Delhi: Oxford University Press, 2011.
- Prasad, H. M. *How to Prepare for Group Discussion and Interview*. New Delhi: Tata McGraw-Hill Publishing Company Limited, 2001.
- Pease, Allan. *Body Language*. Delhi: Sudha Publications, 1998.
- Monippally, Matthukutty, M. *Business Communication Strategies*. New Delhi: Tata McGraw-Hill Publishing Company Ltd., 2001.
- Moore, Ninja-Jo, et al. *Nonverbal Communication: Studies and Applications*. New York: Oxford University Press, 2010.
- Guffey, Ellen Mary & IoEwy Dana. *Essentials of Business Communication*, Cengage Learning, 10e.