**Syllabus**

**Semester-1**

## **24-MBA-101, Management Process and Organizational Behaviour**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** To develop an understanding of fundamental management theories, organizational behavior concepts, and contemporary management issues, enabling students to apply managerial functions and address organizational change, culture, and ethical challenges effectively.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Introduction to Management Theories, Contemporary Management Issues & Social System** **(Contact Hours: 15)** |
| Evolution of Management Thought (Classical, Neo-Classical and Modern Theories). Managerial Processes and Functions. Skills and Roles of a Manager in an organization. Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence and Success in Contemporary business environment. Learning Organizations vs Organizational Learning. Organizations as Social Systems. |
| **Unit-2: Introduction to Management Functions** **(Contact Hours: 9)** |
| Planning (Types of plans, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (Job Analysis, Recruitment and Selection- definition and types), Directing (Leadership, Motivation and Communication-process, form and barriers) and Controlling (Process and Technique). |
| **Unit-3: Introduction to Organizational Behavior****(Contact Hours: 11)** |
| Nature and scope of OB, Individual Behavior: Attitudes, Personality (Theories - Extrovert & Introvert, Type-A & Type-B, Sigmund Freud’s Psychoanalytic theory), Perception, Emotions & Emotional Intelligence, Learning. Interpersonal Behavior: Transactional Analysis-Johari Window, Ego States, Life Positions. Group Dynamics: Defining and Classifying Groups, Stages of Group Development, Group Decision Making, Group Norms, Teams and its types. |
| **Unit-4: Organization Change, Culture and Ethics in Management****(Contact Hours: 10)** |
| Organizational Change (Definition, Process and Models- Kurt Lewin, Action Research), Organizational Culture, Organizational Development and Organizational Effectiveness.  |

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| **Course Outcomes: After completion of this course students would be able to** | **Bloom’s Level** |
| **CO 1** | Understand the theories and application of management. | Understand |
| **CO 2** | Apply various functions of management. | Apply |
| **CO 3** | Examine the organizational social system, issues and challenges in contemporary management. | Analyse |
| **CO 4** | Identify Individual, Interpersonal behaviour & Groups dynamics. | Apply |
| **CO 5** | Analyse Organizational culture, Change and Development. | Analyse |

**Suggested Readings:**

1. Richard L. Daft, The New Era of Management, Cengage India, Latest Edition.
2. Robbins, S.P. Organizational Behaviour, Pearson Education India, New Delhi, Latest Edition.
3. Jones and George, Contemporary Management, McGraw Hill.
4. Mullins. J, Management and OB, Pearson Education.
5. Koontz. Essentials of Management, McGraw-Hill, Latest Edition.

## **24-MBA-102, Managerial Economics**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** The objective of this course is to equip students with a comprehensive understanding of the fundamental principles of managerial economics and their practical applications in business decision-making.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Fundamentals of Managerial Economics** **(Contact Hours: 08)** |
| Nature and Scope of Managerial Economics. Basic concepts of economic used in managerial decision making; Objective of a firm: Wealth, profit and sales maximization.  |
| **Unit-2: Theory of Demand and Demand forecasting** **(Contact Hours: 10)** |
| Demand function: Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting. Managerial Applications. |
| **Unit-3: Theory of Production & Cost****(Contact Hours: 12)** |
| Producer’s optimizing behaviour in short run (product curves, law of diminishing margin productivity, stages of production); optimizing behaviour in long run (isoquants, isocost line, optimal combination of resources); traditional theory of cost (short run and long run); modern theory of cost (short run and long run); economies of scale and scope.  |
| **Unit-4: Theory of firm (Market Structures)****(Contact Hours: 12)** |
| Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; Pricing strategies and tactics. Advance pricing and Auctions- Game theory and Asymmetric information. Market Failures: Externality, Public Good, Economics of Information: Moral Hazard, Adverse Selection. |

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| **Course Outcomes: -** After the completion of the course, students will be able to – | **Bloom’s Level** |
| **CO 1** | Understand managerial economics and key concepts to analyze firm objectives of wealth, profit, and sales maximization." | Understand |
| **CO 2** | Apply demand analysis and forecasting concepts to support managerial decision-making. | Apply |
| **CO 3** | Analyze producer optimization in production and cost decisions in short and long-run. | Analyse |
| **CO 4** | Evaluate price and output determination across market structures and assess pricing strategies for optimal decision-making | Evaluate |
| **CO 5** | Evaluate advanced pricing, auctions, market failures, and asymmetric information using game theory | Evaluate |

**Suggested Readings:**

1. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.
2. Salvatore, D. Managerial Economics, Oxford University Press.
3. Geetika, Managerial Economics, McGraw hill Education
4. H. Craig Petersen, Sudhir K. Jain and W. Cris Lewis Managerial Economics, Pearson Education
5. Koutsoyiannis, A, Modern Microeconomics, Palgrave, McMillan
6. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. Managerial Economics, Pearson.
7. Mehta, P.L. Managerial Economics, Sultan Chand, New Delhi.
8. Thomas & Maurice, Managerial Economics: Concepts and Applications (SIE), McGraw Hill Education

## **24-MBA-103, Business Communication**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** To equip MBA students with essential business communication skills, including effective written, oral, and interpersonal communication, while fostering professionalism, networking abilities, and confidence in public speaking for diverse business scenarios.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Foundations of Business Communication** **(Contact Hours: 10)** |
| Introduction to Business Communication: Definition, Importance, Forms, Communication Process, and Barriers, Effective Listening Skills: Importance in Business, Types, and Techniques to Improve Listening Skills, Interpersonal Communication: Developing Skills, Role of Emotional Intelligence, and the 7 Cs of Effective Communication |
| **Unit-2: Written Business Communication** **(Contact Hours: 12)** |
|  Business Writing Fundamentals: Principles of Effective Writing, Tone, and Style, Business Correspondence: Types of Business Letters (Inquiry, Complaint, Response, etc.), Email Etiquette and Professionalism, Report Writing, Notices, Memo, and Proposal Writing, Resume/CV Writing, Cover Letter Writing |
| **Unit-3: Oral Business Communication****(Contact Hours: 10)** |
| Effective Business Presentations: Planning and Structuring, Use of Visual Aids and Technology, Public Speaking Techniques, Meetings and Conferences, Effective Meeting Management, Minutes of Meeting, Interviews and Negotiations: Preparing for Business Interviews, Techniques of Negotiation, Conflict Resolution Strategies |
| **Unit-4: Networking and Professional Communication****(Contact Hours: 10)** |
| Networking and Professional Communication: Building a Professional Network, Use of Digital Platforms for Business Communication, Communication at Business Events, social media, and Online Professionalism, Just a Minute (JAM) Sessions: Importance of Impromptu Speaking, Techniques to Improve Quick Thinking and Speaking Skills, Overcoming Glossophobia (Fear of Public Speaking) |

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| **Course Outcomes: After completion of this course students would be able to** | **Bloom’s Level** |
| **CO 1** | Discuss the concept of Business communication, Interpersonal skills and effective listening skills. | Understand |
| **CO 2** | Understand various forms of formal communication. | Understand |
| **CO 3** | Develop effective oral communication tools | Apply |
| **CO 4** | Built the professional and networking communication | Apply |

**Suggested Readings:**

1. Bovee, C. L., & Thill, J. V. Business Communication Today. Pearson.
2. Guffey, M. E., & Loewy, D. Business Communication: Process & Product, Cengage Learning.
3. Pradhan,Homai, et al, Business Communication, Himalaya Publishing House
4. Sinha,K.K, Business Communication , Galgotia Publishing company.
5. Paul, Rajendra and Korthalli, Business Communication, Sultan Chand and Sons

## **24-MBA-104, Business Environment**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** To analyze the dynamic interplay between economic, political, social, and technological factors in shaping the business environment and develop strategies for organizations to adapt and thrive in a globalized economy.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Overview of Business Environment**  **(Contact Hours: 10)** |
| Micro and Macro Dimensions of Business Environment - Environmental Analysis, Demographic and Consumption Pattern, Purchasing Power and Distribution of Wealth, Assessing Business Risk |
| **Unit-2: Economic Environment** **(Contact Hours: 10)** |
|  Nature and Structure of an Economy –Monetary and Fiscal Policies, Balance of Payments, Foreign Capital in India, Foreign Trade Policy, Ease of Doing Business |
| **Unit-3: Economic Reforms and Recent Govt initiatives/policies****(Contact Hours: 12)** |
| LPG Reforms, New Industrial Policy, Banking Reforms, Business Implication of Make in India, Atamnirbhar Bharat Initiatives, Public and Private sector in India, MSME Issues and Challenges |
| **Unit-4: Geo-Political and Legal Environment****(Contact Hours: 13)** |
| Introduction to Competition Act, Insolvency and Bankruptcy code, IT Act, IPR Act, DPDP Act, Introduction to International Business Environment: Major trade blocs like BRICS, ASEAN, EU, Role of WTO, World Bank and IMF. |

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| **Course Outcomes: After completion of this course students would be able to** | **Bloom’s Level** |
| CO 1 | Understand the micro and macro indicators and current state for the Indian Economy | Understand |
| CO 2 | Examine the impact of monetary and fiscal policies and pertinent legislation for industries. | Apply |
| CO 3 | Analyze the impact of economic reforms on the health of Indian Economy | Analyze |
| CO 4 | Understand the legal aspects of the Business | Understand |
| CO 5 | Analyse different aspects related to Globalization and trade blocs. | Analyse |

**Suggested Readings:**

1. Cherunillam, F, A Course Book on Business Environment, Himalya Publishers
2. Aswathapa, K, Business Environment, Himalaya Books
3. Bedi, SK, Business Environment, Excel Books
4. Sundram, KPM, Datt, G and Mahajan, A, Indian Economy, S Chand
5. Misra, S.K and Puri, V.K, Indian Economy, Himalya Publisher

## **24-MBA-105, Accounting for Managers**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** To equip MBA students with the knowledge and skills to interpret and analyze financial statements and managerial accounting reports, enabling effective decision-making and strategic planning in a business environment

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Financial Accounting** **(Contact Hours: 10)** |
| Introduction to Financial Accounting: Importance and Scope, Limitations; Users of accounting information, Generally Accepted Accounting Principles - Principles of Accounting, Accounting Concepts & Conventions. Indian Accounting Standards (Ind-AS), International Financial Reporting Standards (IFRS). The Accounting Equation.  |
| **Unit-2: Financial Statements** **(Contact Hours: 12)** |
| Preparation of Financial statements according to companies act 2013, Journal Entry, Ledger, Trial Balance, Bank Reconciliation & Rectification, Trading A/c, Manufacturing A/c, Trial, Balance Sheet. Depreciation and Amortization. |
| **Unit-3: Analyzing Financial Statement** **(Contact Hours: 14)** |
| Financial Statement Analysis: Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Limitation of Ratios. Funds flow analysis and Cash flow analysis.  |
| **Unit-4: Contemporary Issues in financial Accounting****(Contact Hours: 8)** |
| Responsibility accounting and segmental analysis- meaning, types process, advantages, HR accounting, Life cycle costing. Inflation accounting  |

**Course Outcomes**

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| **After completion of this course students would be able to** | **Bloom’s Level** |
| **1** | Understand the accounting concepts, principles and conventions for preparation of financial statements. | Understand |
| **2** | Apply the Indian and International accounting reporting standard for preparation and reporting of financial statements. | Apply |
| **3** | Analyse the financial statements and facilitate the decision-making using different accounting tools.  | Analyze |
| **4** | Understand the dynamic environment of accounting. | Understand |

**Suggested Readings:**

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A.. Accounting: Text and Cases. New Delhi: Tata McGraw Hill.
2. Khan and Jain, Management Accounting, McGraw Hill Education
3. Albrecht, W. S., Stice, D. J., E. K., Monte, R., & Swain, R.M. Accounting: Concepts and applications. U.S.A: South Western.
4. Belverd, E., Needles, Jr. & Powers, M. Principles of Financial Accounting. South Western Publication.
5. Anthony, Accounting: Text and Cases, McGraw hill Education.

## **24-MBA-106, Quantitative Techniques for Business Decisions**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** The objective of this course is to make the students learn about the application of statistical tools and techniques for decision-making.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Mathematical Basis of Managerial Decisions** **(Contact Hours: 8)** |
| Matrices: Types & Properties, Addition & Multiplication of matrices, Transpose of a matrix, Inverse of matrix, Properties of determinants. Measures of Central Tendency: Mean, Median and Mode. Measures of dispersion, Skewness, Kurtosis |
| **Unit-2: Probability and Probability Distributions** **(Contact Hours: 12)** |
|  Basic concepts of Probability, Types of Events, Probability Theory; Classical, relative and subjective probability, Addition and multiplication probability models; Concept of Permutation & Combination, Conditional probability and Baye’s Theorem. Probability Distributions: Binomial, Poisson, and Normal distributions  |
| **Unit-3: Sampling & Sampling Distribution****(Contact Hours: 3)** |
| Probability Sampling Methods & Non-Probability Sampling Methods, Sampling and non-Sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions |
| **Unit-4: Correlation and Regression Analysis****(Contact Hours: 8)** |
| Correlation Analysis: Meaning, types, Karl Pearson, Spearman, Scatter diagram, Regression Analysis:- Meaning, Types, Properties, Regression Equations, Regression Coefficients, Least Square Method.  |
| **Unit-5: Hypothesis Testing****(Contact Hours: 12)** |
| Statistical Estimation and Testing; Point and interval estimation. Statistical testing of hypothesis and errors; Large Sample test (Z-test) and Small Sample test (t-test), Non-Parametric tests: Chi-square test, Sign test, Wilcoxon Signed-Rank test, Kruskal-Wallis test. |
| **Course Outcomes: After completion of the course student will be able to**  | **Bloom’s Level** |
| **CO 1** | Apply the mathematical concepts of matrices, determinants & descriptive statistics in solving business-related problems. | Apply |
| **CO 2** | Understand probability theories and techniques | Understand |
| **CO 3** | Analyze the relationship between variables to interpret data patterns and make informed decisions | Analyze |
| **CO 4** | Analyze a claim or assertion pertaining to diverse organizational problems | Analyze |
| **CO 5** | Evaluate appropriate sampling frame for the problems faced by an organization | Evaluate |

**Suggested Readings:**

* Statistics for Management by Richard I. Levin & David S. Rubin
* S.P Gupta, Statistical Methods- Sultan Chand & Sons, New Delhi
* Hooda, R.P.: Statistics for Business and Economics, Macmillan, New Delhi.
* Heinz; Kohler: Statistics for Business & Economics, Harper Collins, New York.
* Heinz, LW: Quantitative Approach to Managerial Decisions, Prentice Hall, NJ.

## **24-MBA-107, Fundamental of Analytics**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 50

Internal: 50

Time 3 Hours

**Course Objective:** Equip learners with the skills to leverage Excel for business analytics by mastering data analysis, visualization tools, PivotTables and Pivot-Charts, Excel power tools, and creating interactive dashboards for effective reporting and decision-making.

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| **Contents** |
| **Unit-1: Introduction to Business Analytics****(Contact Hours: 8)** |
| Introduction to Business Analytics, Importance of Analytics in business, Overview of Business Analytics tools, Introduction to Excel as analytics tool, Data Management and Cleaning: Data cleaning techniques, Excel functions for data cleaning. |
| **Unit-2: Data Analysis using Excel****(Contact Hours: 10)** |
| Data Analysis Using Excel: Types of Analytics, Data Types, Data sorting and filtering, Conditional formatting, Advanced formulas and functions in excel, What-If-Analysis, Solver  |
| **Unit-3: Data Visualization, and PivotTables and Pivot Charts** **(Contact Hours: 8)** |
| Data Visualization with Excel: Principles of data visualization, Creating different types of charts in Excel. PivotTables and Pivot Charts: Introduction to PivotTables, Creating and customizing PivotTables, Using Pivot Charts for data visualization, Advanced PivotTable techniques  |
| **Unit-4: Excel Power Tools** **(Contact Hours: 9)** |
| Introduction to Power Pivot, Creating models with Power Pivot, Introduction to Power Query, Data transformation with Power Query |
| **Unit-5: Dashboard Design and Reporting with Excel**  **(Contact Hours: 9)** |
| Dashboard Creation and Reporting: Principles of effective dashboard design, Creating interactive dashboards with Excel, Using form controls and slicers, Final project: Building a comprehensive dashboard |

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| **Course Outcomes: After completion of the course student will be able to** | **Bloom’s Level** |
| **CO 1** | Understand the fundamental concepts of Business Analytics and role of Excel as data management and cleaning tool. | Understand |
| **CO 2** | Analyze data using Excel advanced formulas and functions. | Analyze  |
| **CO 3** | Construct interactive data visualizations in Excel using PivotTables and Pivot Charts.  | Apply |
| **CO 4** | Transform data and create comprehensive data models for business analytics applications. | Apply |
| **CO 5** | Construct a comprehensive dashboard in Excel to synthesize and present actionable insights effectively. | Apply |

**Suggested Readings:**

## L. Winston Wayne, Microsoft Excel 2019: Data Analysis & Business Model, PHI Learning Pvt. Ltd.

## Wallace Wang, Microsoft Office 2019 for Dummies, Wiley

## Michael Alexander, Excel 2019 Bible, Wiley

## Stephen L. Nelson, Microsoft Excel Data Analysis for Dummies, 3rd edition, Wiley

## Levin and Rubin, Statistics for Management, 8th edition, Pearson.

## **24-MBA-108, Managerial Personality Development-I**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 50

Internal: 50

Time 3 Hours

**Course Objective:** This course is designed to equip MBA students with the critical competencies required to develop a compelling personal and professional identity

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| **Contents** |
| **Unit-1: Self Identity and Professional Image** **(Contact Hours: 8)** |
| Crafting a compelling personal narrative and leveraging strengths. Goal Setting Skills: Utilizing SWOT analysis and identifying corporate role models, Set clear goals, creating action plans, prioritize tasks, plan and schedule, avoid procrastination, eliminate time wasters, delegate, practice effective planning, learn to say no, take breaks, and practice self-care. Career Roadmap: Developing a three to five-year career plan, understanding competitive environments, and anticipating challenges |
| **Unit-2: Professional Attire, Social Graces and Etiquette** **(Contact Hours: 8)** |
| Dressing Etiquette: Understanding dress codes, grooming standards, and cultural considerations. Email etiquette: Writing subject lines and opening statements, writing with purpose. First impressions and professional image. Workplace etiquette. Phone etiquette Networking skills and business card etiquette. Dining etiquette: Formal and informal. |
| **Unit-3: Managing Relationships and Time Management****(Contact Hours: 8)** |
| Relationship Management: Techniques for enhancing communication, building trust, strengthening bonds, and resolving conflicts. Self-assessment of current time management practices, techniques for prioritizing tasks, Goal-setting workshop. |
| **Unit-4: Learning Life Skills****(Contact Hours: 8)** |
| **Thematic Apperception Test:** Assess personality and motivations through storytelling responses to ambiguous images. Introduction to Emotional Quotient and Spiritual Quotient: Definition and importance of EQ in business, Components of EQ**:** Self-awareness, self-regulation, motivation, empathy, and social skills, Managing emotions in challenging situations, The significance of empathy in leadership, Differences between IQ, EQ, and SQ  |

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| **Course Outcomes: After completion of the course student will be able to** | **Bloom’s Level** |
| **CO 1** | Develop a compelling personal narrative and set clear goals using SWOT analysis and corporate role models. | Understand |
| **CO 2** | Enhance relationships through effective communication, conflict resolution, and advanced time management strategies. | Analyze  |
| **CO 3** |  Demonstrate professional etiquette, including dressing standards, communication skills, and networking techniques. | Apply |
| **CO 4** | Apply life skills, including emotional and spiritual intelligence, to manage emotions, lead with empathy, and uphold core values. | Apply |

**Suggested Readings:**

## Business Etiquette for Dummies, Sue Fox, Wiley

## Emotional Intelligence 2.0, Travis Bradberry and Jean Greaves, Talent-Smart

## The EQ Edge: Emotional Intelligence and Your Success", Steven J. Stein and Howard published, Jossey-Bass

## Mindset: The New Psychology of Success", Carol S. Dweck, Random House

## The Time Trap: The Classic Book on Time Management", Alec Mackenzie, Anacom

**Semester- 2**

## **24-MBA-201, Business Optimization Techniques**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** To develop analytical and problem-solving skills by applying Operations Research techniques, including Linear Programming, Game Theory, Inventory Management, Transportation, Assignment, and Advanced Operations Models, to optimize decision-making in complex business scenarios.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Introduction to Operations Research and Linear Programming****(Contact Hours: 10)** |
| Operation Research – meaning, process and role of OR models in managerial decision- making. Linear programming, meaning, assumption, usage & application in business decision making. Formulation of linear programming problem and its solution by graphical and Simplex methods. Integer programming, goal programming |
| **Unit-2: Game Theory****(Contact Hours:8)** |
| Introduction to game theory, minimax criterion, optimal strategies, solutions for games with and without saddle points, analysis of 2x2 games, dominance principle, and strategies for m x 2 and 2 x n games.  |
| **Unit-3: Inventory Management** **(Contact Hours: 8)** |
| Introduction to inventory management covering single item models, deterministic models, purchase inventory models with price breaks, stochastic models, and scenarios including instantaneous production, instantaneous demand, continuous demand, and no setup cost. Application of Inventory management techniques in business. |
| **Unit IV: Transportation, Assignment, and Advanced Operations Models** **(Contact Hours: 16)** |
| Transportation Problem:- Methods of Basic Initial solution : North West Corner Method, Least Cost Methods, Vogel Approximation Method, Optimal solution method: MODI method, Transshipment problem. Assignment Problem: Maximization case, multiple optimal solution, minimization case, travelling salesmanship problem using Hungarian method. Role and importance of PERT/CPM in business decision making. |

**Course Outcomes**

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| **After completion of this course students would be able to** | **Bloom’s Level** |
| **CO 1** | Understand role of quantitative techniques in managerial decision-making environment | Understand |
| **CO 2** | Understand the usage of Game theory mathematical models. | Understand |
| **CO 3** | Understand inventory management techniques to optimize business operations, considering various models and demand scenarios. | Understand |
| **CO 4** | Apply Queuing theory and Simulation for Solving Business Problems | Apply |

**Suggested Readings:**

1. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillian India Ltd.
2. Kapoor, V.K.: Operations Research, New Delhi, Sultan Chand
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc.
4. Narang, A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand
5. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001.

**24-MBA-202, Business Research Methodology**

## **(Core Course)**

**(Prerequisite: MBA-106, Quantitative Techniques for Business Decisions)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** To equip students with the ability to design and execute a comprehensive research project, encompassing problem identification, hypothesis formulation, data collection, analysis, and interpretation, to address real-world business challenges effectively.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents**  |
| **Unit 1: Fundamentals of Business Research****(Contact Hours: 08)** |
| Research: Meaning, Nature, Scope, Objectives, and Types; Research Process; Hypothesis: Qualities of a Good Hypothesis; Scientific Method of Research. |
| **Unit 2: Research Design and Data Collection****(Contact Hours: 10)** |
| Importance of Literature Review; Research Design; Sources of Data; Sampling Techniques and Errors; Research Design Types: Exploratory, Descriptive, Experimental; Qualitative Research Methods; Quantitative Research Methods; Observation Studies; Surveys; Experiments and Test Markets; Scaling and Measurement Techniques. |
| **Unit 3: Data Analysis, Research Reporting, and Ethics****(Contact Hours: 10)** |
| Data Editing, Coding, and Tabulation; Data Visualization; Analysis and Interpretation of Data; Validity and Reliability in Research; Business Research Reports: Format and Criteria for Judging a Good Research Report Research Ethics  |
| **Unit 4: Advanced Data Analysis Techniques and Software Applications****(Contact Hours: 15)** |
| Advanced Techniques of Data Analysis: Correlation and Regression Analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis, Multidimensional Scaling, Content Analysis, Time Series Analysis; Usage of Data Analysis Software such as Excel, R-Studio |

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| **Course Outcomes: After competition of this course students would be able to**  | **Bloom’s Level** |
| CO1 | Understand the fundamentals of business research | Understand |
| CO2 | Apply research methodologies, including qualitative and quantitative techniques, to construct research designs | Apply |
| CO3 | Prepare data effectively for analysis using various tools and techniques. | Analyse |
| CO4 | Utilize advanced data analysis techniques and software tools. | Apply |
| CO5 | Prepare comprehensive business research reports. | Apply |

**Suggested Readings:**

1. Chawla, D. &amp; Sondhi, N. Research Methodology: Concept and Cases. Vikas Publishing.

2. Malhotra, N. K., Marketing Research, Pearson.

3. Cooper, D. R. and Schindler, P. S., Business Research Methods, McGraw-Hill.

4. Zikmund, W. G., Babin, B. J., Carr, J. C., &amp; Griffin, M., Business Research Methods, Cengage India Private Limited

5. Hair Jr., J. F., Page, M., &amp; Brunsveld, N., Merkle, A., Cleton, N., Essentials of Business Research Methods, Routledge.

## **24-MBA-203, Operations Management**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** This course aims to develop an understanding of production and operations management, focusing on efficient management of processes, resources, and competencies in both manufacturing and service sectors. It is designed for students targeting roles in manufacturing, supply chain, design, procurement, production, logistics, sales, and service delivery.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Introduction to Operations and Process Analysis****(Contact Hours: 13)** |
| Operations strategy framework – cost, quality, efficiency and strategic trade-offs; Process view of operations: Process Flow Diagrams; Decision Tree Analysis; Process design in manufacturing and service industries |
| **Unit-2: Lean Operations****(Contact Hours: 10)** |
| Inventory management: Pros and Cons of JIT, MRP, EOQ and DSI; Inventory Carrying Cost and Stock outs. Capacity planning and Demand Forecasting: Aligning capacity with demand; Introduction to Lean concepts in manufacturing and services: Tools and Concept; Lean manufacturing; Waste Management; Theory of constraints |
| **Unit-3: Statistical Quality Control** **(Contact Hours: 9)** |
| Measures & dimensions of quality: Quality Assurance, TQM; Statistical process Control: Control charts, Six Sigma and Process Stability Metrics; PPC |
| **Unit-4: Supply Chain Design****(Contact Hours: 10)** |
| Supply Chain Management: Strategic sourcing, Supply chain innovations, Distribution network design; Digital supply chains driven by blockchain; IoT; additive manufacturing; Industry 5.0 and future of POM: Opportunities and challenges for Indian manufacturing |

**Course Outcomes:**

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| **After completion of this course students would be able to** | **Bloom’s Level** |
| CO1 | Understand and describe key concepts and issues of operations management in manufacturing and service organizations.  | Understand |
| CO2 | Identify current and future changes affecting operations and supply chain. | Understand |
| CO3 | Understand different lean manufacturing techniques in production and operations management. | Apply |
| CO4 | Plan and implement effective and efficient flow, replenishment, and control of materials | Apply |
| CO5 | Develop production and operations strategies while maintaining quality and sustainability | Apply |

**Suggested Readings:**

* Operations Management by William J. Stevenson-Latest edition
* Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl-Latest edition
* Articles, news items and tutorials from the internet
* Case Studies and Research papers

## **24-MBA-204, Marketing Management**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** Objective of this course is to make students understand customer needs and develop strategies to meet those needs profitably

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Marketing Fundamentals** **(Contact Hours: 10)** |
| Marketing: Meaning, Nature, Scope, Evolution, and Importance, Modern concepts of marketing (Holistic Marketing), Marketing Mix and STP (Segmentation, Targeting, and Positioning); tools of product differentiation, building and delivering customer value and satisfaction; retaining customers; Strategies to enhance customer experience across different touchpoints, rural marketing,. marketing environment |
| **Unit-2: Consumer Behaviour****(Contact Hours: 10)** |
| Consumer markets and organization markets and their buying behavior: Consumer Behaviour, importance, buying motives, buying process, and factors influencing consumer behaviour,, Organisational buying behavior: importance, buying motives, buying process, and factors influencing organizational buying behaviour  |
| **Unit-3: Product and Pricing Decisions****(Contact Hours: 09)** |
| Product decisions: concept, classification, product-line decisions, new product development process, product life cycle: marketing strategies in the different stage of the product life cycle, Packaging and Branding decisions, Pricing Concepts: Strategies-Value based, Cost based, Market based, Competitor based, new product pricing – Price Skimming & Penetration pricing, Use of dynamic and personalized pricing in digital environments, factors affecting pricing.  |
| **Unit-4: IMC and Distribution** **(Contact Hours: 10)** |
| Integrated Marketing Communication: Promotion-Mix (Advertising, sales promotion, public relations, personal selling, and direct marketing, online marketing), fundamentals of retailing, Channels of distribution: Concept, types, and factors affecting channel selection, Channel management decisions, Channel conflict, wholesaling and retailing. Emerging concepts in Marketing |

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| **Course Outcomes: After completion of this course students would be able to** | **Bloom’s Level** |
| **CO 1** | Discuss the fundamental concepts and modern theories of marketing. | Understand |
| **CO 2** | Explain the components and processes of marketing research and consumer behaviour. | Understand |
| **CO 3** | Illustrate the decision-making processes related to products and pricing strategies. | Apply |
| **CO 4** | Examine the elements of marketing communication and distribution channels. | Analyze |

**Suggested Readings:**

1. Philip Kotler, Kevin lane Keller: Marketing Management, Pearson Prentice-Hall.
2. V.S. Ramaswamy, S. NamaKumari: Marketing Management, Macmillan Publisher India Ltd.
3. Dhru Grewal, Michael Levy, Marketing, Tata McGraw-Hill Publishing Company Limited.
4. Rajan Saxena, Marketing Management, Tata McGraw-Hill Publishing Company Limited.
5. Nargundkar, Marketing Research - Text and Cases, McGraw Hill Education.

## **24-MBA-205, Financial Management**

## **(Core Course)**

**(Prerequisite: MBA-105, Accounting for Managers)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** Develop the ability to analyze and apply key financial management principles to make informed decisions regarding investment, financing, and dividend strategies in a dynamic business environment

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Introduction to Corporate Finance** **(Contact Hours: 10)** |
| Introduction to Corporate Finance, Profit Maximization vs Wealth Maximization, Types of financial decisions– Finance Decision, Investment Decision, Dividend Decision. Risk-Return Trade-off in Finance Functions. Concept of Time Value of Money.  |
| **Unit-2: Investment Decision** **(Contact Hours: 12)** |
| Long -term investment decisions: Capital Budgeting –Nature and meaning of capital budgeting; Estimation of relevant cash flows and Difficulties determining cash flows; Evaluation techniques and methods of capital budgeting Risk analysis. Management of working capital - Cash, Receivables and Inventory Management. |
| **Unit-3: Financing Decision** **(Contact Hours: 12)** |
| Sources of finance: Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital, Capital Assets Pricing Model (CAPM). Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure. Financial Modelling, essentials and financial modeling framework. |
| **Unit-4: Dividend Decision** **(Contact Hours: 8)** |
| Internal Financing and Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model. |

**Course Outcomes**

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| **After completion of this course students would be able to** | **Bloom’s Level** |
| **1** | Describe the various concept related to financial management. | Understand |
| **2** | Examine the long-term and short-term investment opportunities. | Apply |
| **3** | Analyse capital structure and facilitate the decision making. | Analyse |
| **4** | Understand the basics theories of dividend policies. | Understand |

**Suggested Readings:**

* + - 1. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.
			2. Pandey, IM. : Financial Management, Vikas Publication House, 2000.
			3. Brealey, R.R., Myers.S., Allen, F., & Mohanty, P. Principles of Corporate Finance, Tata Mc-Graw Hill.
			4. Chandra, Financial Management, McGraw Hill Education.
			5. Gupta, S. K., Sharma, R. K. Financial Management: Theory and Practice, Kalyani Publishers.

## **24-MBA-206, Human Resource Management**

## **(Core Course)**

**(Prerequisite: 24-MBA-101, Management Process and Organizational Behaviour)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** To equip MBA students with the ability to analyze and implement key human resource management practices, such as recruitment, performance appraisal, and employee development, aligning them with organizational goals and strategic objectives.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Introduction to Human Resource Management: Theoretical aspects and Functions****(Contact Hours: 10)** |
| Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM: HR Philosophy, HR Policies.; Theoretical Perspectives; HR Models; Role of HR in contemporary organizations; HR Challenges in a changing business environment: types of challenges and addressing HRM challenges. |
| **Unit-2:** **Integrated Human Resource Functions (Contact Hours: 9)** |
| Human Resource Planning and Forecasting; Job Analysis; Recruitment, Selection and Retention of human resources: retention strategies, measuring and improving retention; Placement: effective placement strategies, Induction and Socialization: stages of socialization and socialization tactics; Learning, Training and Development. |
| **Unit-3: Employee performance evaluation and rewarding (Contact Hours: 12)** |
| Performance Appraisal: methods, process, challenges, Performance Management and Potential Appraisal: integration with organizational strategy and concept of Balanced scorecard; Career Management: stages, process of career development; Job Evaluation; Compensation Management, Rewards and Recognition Programs,  |
| **Unit-4: Managing Employee Relations and Welfare (Contact Hours: 12)** |
| Employee relations: Employee involvement, Employee commitment, Employee engagement practices, Employee retention, Employee Separations Practices, Industrial Relations and Trade Unions; Industrial Dispute/Conflict Resolution and Grievance Management; Occupational Safety and Health; HR Ethics. HR Analytics. |

**Suggested Readings:**

1. Dessler, G., & Varrkey, B. Human Resource Management, Pearson Education India.
2. Aswathappa, K. E. M. A. L., Human resource management: Text and cases., Tata McGraw Hill, New Delhi.
3. Rao, V. S. P., Human resources management: text and cases. Excel Books India.
4. Ivancevich, J. M., & Konopaske, R., Human resource management. McGraw Hill Education
5. Seema Sanghi, Human Resource Management, Macmillan India Publication.

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| **Course Outcomes: After completion of this course students would be able to** | **Bloom’s Level** |
| **CO 1** | Understand and articulate the Human Resource Management concepts, theories and HR models  | Understand |
| **CO 2** | Integrate effective HR planning and forecasting process with primary HR functions  | Apply |
| **CO 3** | Illustrate performance management systems by integrating human resource planning techniques with comprehensive evaluation methods of performance appraisal | Analyze |
| **CO 4** | Analyze employee relations practices and industrial relations, dispute resolution, and HR Skills ethical issues within organizations. | Analyze |

## **24-MBA-207, Data Visualization**

## **(Core Course)**

## **(Prerequisite: Fundamental of Analytics, MBA-107)**

Max. Marks: 100

External: 50

Internal: 50

Time 3 Hours

**Course Objective:** Objective of this course is to make students develop proficiency in using Tableau and Power BI to create effective and interactive data visualizations.

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| **Contents** |
| **Unit-1: Visual Storytelling and Data Visualization Essentials****(Contact Hours: 10)** |
| Overview of Tableau Public, Understanding the Tableau interface, Connecting to different data sources, Exploring Tableau's data types and data management, Storytelling with Data: Creating and organizing data story points, Creating a data story. Creating Basic Visualizations: Bar Charts, Line Charts, and Pie Charts, Data Preparation and Cleaning Techniques, Calculated Fields in Tableau |
| **Unit-2: Creating and Optimizing Interactive Dashboards****(Contact Hours: 10)** |
| Introduction to dashboards in Tableau, Adding and arranging worksheets on a dashboard, Building a basic dashboard, Creating interactive dashboards by adding filters and parameters, optimizing Tableau workbook, Publishing and sharing reports over Tableau. |
| **Unit-3: Power BI Interface and Data Modeling****(Contact Hours: 12)** |
| Introduction to Power BI: Understanding the Power BI interface, Data Connections and Basic Visualizations, Data Preparation and Transformation, Data Modeling and Relationships, Advance Chart Types. |
| **Unit-4: Building Interactive Dashboards and Advanced Data Analysis** **(Contact Hours: 12)** |
| Building Interactive Dashboards: Introduction to dashboards in Power BI, Best practices for dashboard design, Advanced Data Analysis and Calculations: Introduction to DAX (Data Analysis Expressions), Creating and using calculated tables, Using quick measures, Dynamic analysis with parameters and Slicers, Working with Time Series Data: Importing and preparing time series data, Visualizing trends over time, Creating time series visualizations |

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| **Course Outcomes: After completion of the course student will be able to** | **Bloom’s Level** |
| **CO 1** | Understand the fundamentals for creation of basic visualizations. | Understand |
| **CO 2** | Gain proficiency in navigating the Power BI interface and effectively managing data modelling and relationships. | Understand |
| **CO 3** | Analyse data to extract critical insights through advanced techniques such as DAX calculations and time series visualizations in Power BI. | Analyse |
| **CO 4** | Design dynamic, optimized dashboards, ensuring effective data communication through best practices in interactivity and sharing, enhancing interactivity and effectively sharing reports. | Apply |

**Suggested Readings:**

1. Lindy Ryan, Visual Data Storytelling with Tableau, Pearson Education
2. Molly Monsey, Paul Sochan Tableau for Dummies, Wiley.
3. Jack A Hyman, Microsoft Power BI For Dummies, Wiley
4. Errin O'Connor, Microsoft Power Bi Dashboards Step By Step, Pearson Education

## Alexander Loth, Nate Vogel, Sophie Sparkes, Visual Analytics with Tableau, Wiley

## **24-MBA-208, Corporate Governance and Sustainable Business Practices**

## **(Core Course)**

**(Prerequisite: None)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

**Course Objective:** To equip students with a comprehensive understanding of Corporate Governance, Business Ethics, Corporate Social Responsibility, and Sustainability, enabling them to integrate ethical practices, governance models, and sustainable strategies into business operations for long-term value creation.

**Instructions for Paper Setter:**

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

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| **Contents** |
| **Unit-1: Corporate Governance****(Contact Hours: 10)** |
| Evolution & Significance: Corporate Governance: Meaning – Definition – Evolution – Historical Perspective of Corporate Governance – Nature and Scope of Corporate Governance – Need for Corporate Governance – Essentials of Corporate Governance – Objectives of Corporate Governance – Benefits and Limitations of Corporate Governance – Structure - Theories |
| **Unit-2: Corporate Governance Committees and Models****(Contact Hours: 10)** |
| CG Committees: Cadbury Committee, Greenbury Committee, Hampel Committee, Sarbanes – Oxley Act, 2002, Blue Ribbon Committee, King Committee, Kumara Mangalam Birla Committee, Narayan Murthy Committee, CII Task Force Committee – CG Models: Anglo American, German, Japanese and Indian Model |
| **Unit-3: Business Ethics****(Contact Hours: 10)** |
| Understanding the need for ethics, Ethical values, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg’s six stages of moral development (CMD), Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; Ethical Culture in Organization, Ethical and value-based leadership. Technological Advancement and Business Ethics  |
| **Unit-4: Corporate Social Responsibility and Sustainability** **(Contact Hours: 12)** |
| Definition- Evolution- Need for CSR: Theoretical perspectives - Corporate Citizenship-Business Practices-Strategies for CSR-Challenges and implementation, CSR in India, Sustainability: Meaning and Scope- Corporate Social Responsibility and Corporate Sustainability-Triple Bottom Line (TBL). Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines, Social and Environmental Responsibilities of Business |

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| **Course Outcomes: After completion of the course student will be able to** | **Bloom’s Level** |
| **CO 1** | Understand the nature, scope, and significance of corporate governance in modern business. | Understand |
| **CO 2** | Evaluate the benefits and limitations of corporate governance frameworks in real-world scenarios. | Evaluate |
| **CO 3** | Understand the importance of Ethics in the business  | Understand |
| **CO 4** | Analyse CSR practices in India and their impact on corporate governance and sustainability | Apply |

**Suggested Readings:**

1. Tom Cannon, Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment, Pearson Publication.
2. Madhumita Chatterji, Corporate Social Responsibility, Oxford Higher Education
3. Paul E Peterson, O.C. Ferrell, Business Ethics: New Challenges for Business Schools and Corporate Leaders, Routledge, Taylor & Francis Group
4. A.C. Fernando, Business Ethics and Corporate Governance, Pearson
5. K. P. Muraleedharan and E. K. Satheesh, Fernando's Business Ethics and Corporate Governance, Pearson

## **24-MBA-209, Managerial Personality Development - II**

## **(Core Course)**

**(Prerequisite: Managerial Personality Development-I, MBA-108)**

Max. Marks: 100

External: 50

Internal: 50

Time 3 Hours

**Course Objective:** This course is designed to help MBA students develop skills in strategic and ethical decision-making and enhancing their professional abilities through mock interviews and presentations.

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| **Contents** |
| **Unit-1: Strategic and Ethical Decision-Making** **(Contact Hours: 8)** |
| **Strategic Decision-Making:** Importance and impact of decision-making in business environments. **Ethical Decision Making:** Role of ethics in decision-making and navigating moral dilemmas in business contexts. **Group Decision Making and Dynamics:** Examination of decision-making within teams and the dynamics influencing outcomes. **Decision-Making in Crisis and Uncertainty:** Strategies for effective decision-making under pressure and in uncertain situations. |
| **Unit-2: Mock Interviews** **(Contact Hours: 8)** |
|  Interview Etiquette: Learning professional conduct, including dress code, body language, and communication skills. Simulated Interviews: Participating in mock interviews with real-time feedback to refine performance and etiquette. Participating in mock interviews. Delivering presentations. Developing an interview strategy. Taking care of the details. Practicing for the interview. Handling challenging questions and situations. Stress interviews, traditional interviews. Understanding the job description. |
| **Unit-3: Developing Key Traits: Creativity, Critical Thinking, Problem Solving and decision making****(Contact Hours: 8)** |
| **Creativity:** Stages of the creative process, techniques for enhancing creativity, brainstorming, mind mapping, lateral thinking, and overcoming barriers. **Critical Thinking:** Elements of critical thinking clarity, accuracy, precision, relevance, depth, breadth, logic, fairness, analyzing arguments and reasoning**. Problem Solving:** Planning and executing solutions, monitoring and evaluating outcomes, continuous improvement, and learning from failures. **Group Presentations:** Problem-solving projects, feedback, and discussion |
| **Unit-4: Survival Strategies****(Contact Hours: 8)** |
| **Stress Management:** Strategies for managing stress, resilience, work-life balance. **Case Studies and Real-World Applications:** Analysis of successful survival strategies in various industries. **Group Discussion: Introduction to Group Discussion:** Purpose and preparation for group discussions. **Skills for Effective Participation:** Traits tested, initiating a discussion, non-verbal communication. **Types of Group Discussions:** Various formats and effective participation techniques. |

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| **Course Outcomes: After completion of the course student will be able to** | **Bloom’s Level** |
| **CO 1** | Evaluate personal interview performance and professional conduct based on feedback, refining communication and presentation strategies. | Evaluate |
| **CO 2** | Understand the significance of professional conduct, including interview etiquette, body language, and communication skills. | Understand |
| **CO 3** | Analyze strategic and ethical decision-making processes in business environments, including handling crises and uncertainty. | Analyse |
| **CO 4** | Demonstrate professionalism in mock interviews, including etiquette, body language, and effective communication strategies. | Apply |

**Suggested Readings:**

1. Making Ethical Decisions, Michael Josephson, Josephson Institute of Ethics
2. How to Ace Your Interview, Michelle Winfrey, CreateSpace Independent Publishing Platform
3. The Art of Thinking Clearly, Rolf Dobelli, HarperOne
4. The Stress Solution", Rangan Chatterjee, Hachette UK
5. Decision Making and Problem SolvingStrategie, John Adair, Kogan Page