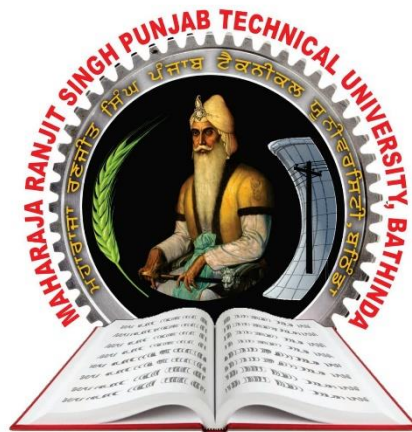


Maharaja Ranjit Singh Punjab Technical University Bathinda-151001



FACULTY OF COMMERCE AND MANAGEMENT

SYLLABUS

FOR

MBA (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME

2025 BATCH ONWARDS

Note: (i) Copy rights are reserved.

Nobody is allowed to print it in any form.

Defaulters will be prosecuted.

(ii) Subject to change in the syllabi at any time.

Please visit the University website time to time.

**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Distribution of Credits in various type of Courses:

Course Type	Type of Courses in the Programme						Total Credits in Semester
	DSC	SEC	AEC	VAC	DSE	MDE/ GE	
Semester-I	20	2	2	0	00	0	24
Semester-II	24	2	2	0	00	0	28
Semester-III	00	2	0	0	24	0	26
Semester-IV	00	5	0	0	08	3	16
Total Credits in Courses:	44	11	4	0	32	3	94

DSC: Discipline Specific Core Course

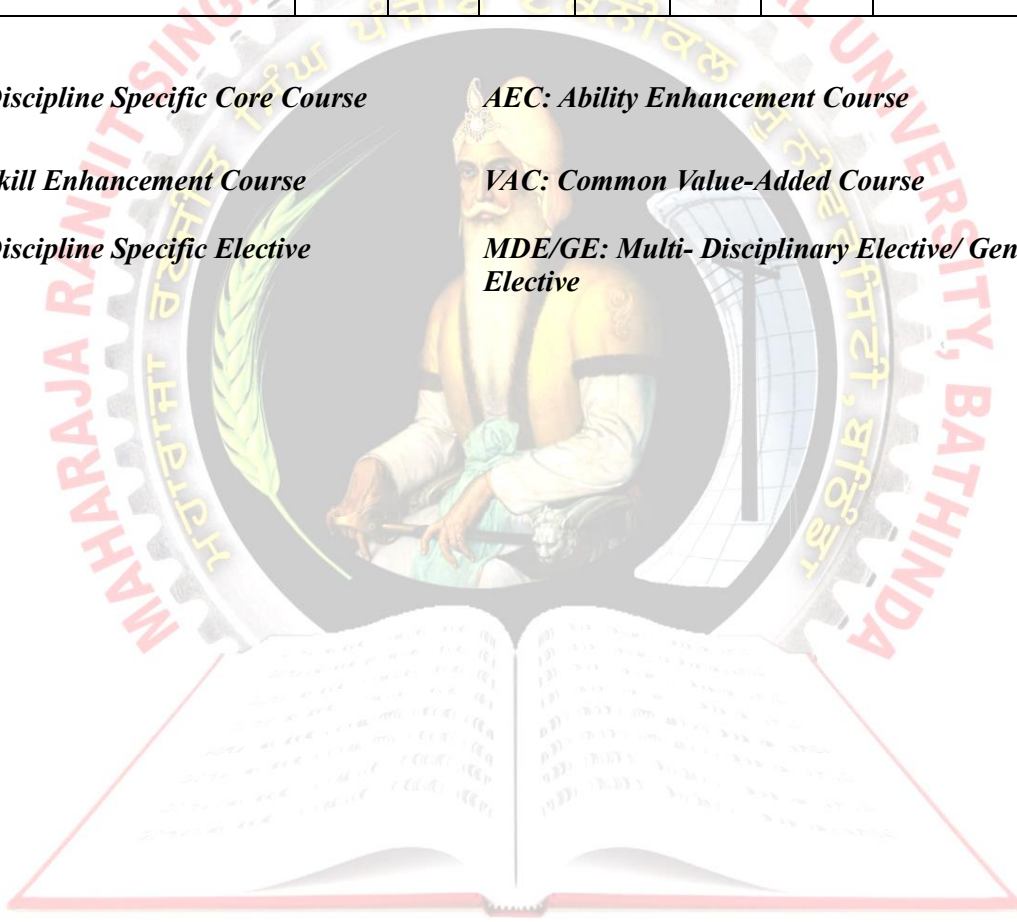
AEC: Ability Enhancement Course

SEC: Skill Enhancement Course

VAC: Common Value-Added Course

DSE: Discipline Specific Elective

MDE/GE: Multi- Disciplinary Elective/ General Elective



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Semester wise study scheme:

1 st Semester			Contact Hrs.			Marks			Credits
Course Code	Course Name	Course Type	L	T	P	Int.	Ext.	Total	
MBADS1-141	Organizational Behaviour	DSC1	4	-	-	40	60	100	4
MBADS1-142	Accounting for Managers	DSC2	4	-	-	40	60	100	4
MBADS1-143	Legal and Business Environment	DSC3	4	-	-	40	60	100	4
MBADS1-144	Business Statistics	DSC4	4	-	-	40	60	100	4
MBADS1-145	Managerial Economics	DSC5	4	-	-	40	60	100	4
MBADA1-146	Sustainable Business Environment	AEC	2	-	-	40	60	100	2
MBADC1-147	Business Communication	SEC	2	-	-	40	60	100	2
Total			24	-	-	280	420	700	24

2 nd Semester			Contact Hrs.			Marks			Credits
Course Code	Course Name	Course Type	L	T	P	Int.	Ext.	Total	
MBADS1-241	Strategic Management	DSC1	4	-	-	40	60	100	4
MBADS1-242	Financial Management	DSC2	4	-	-	40	60	100	4
MBADS1-243	Human Resource Management	DSC3	4	-	-	40	60	100	4
MBADS1-244	Marketing Management	DSC4	4	-	-	40	60	100	4
MBADS1-245	Operations Management	DSC5	4	-	-	40	60	100	4
MBADS1-246	Business Research Methods	DSC6	4	-	-	40	60	100	4
MBADA1-247	Entrepreneurship & Innovation	AEC	2	-	-	40	60	100	2
MBADC1-248	Excel Modelling for Decision Making	SEC	-	-	4	60	40	100	2
Total			26	-	4	340	460	800	28

Note:

1. Students will have the option to exit the MBA program after the first year and will be awarded a **“Post Graduate Diploma in Business Administration”**. To be eligible for exit, students must complete an additional 08 credits—comprising 4 credits from a 10-week summer internship and 4 credits from a MOOC/SWAYAM/NPTEL course, as approved by the university.
2. Students opting for early exit must successfully complete the designated MOOC/SWAYAM/NPTEL course and submit the certificate of completion, along with the internship report and viva voce as per the schedule prescribed by the university.
3. PG Diploma in Business Administration will be equivalent to National Credit Framework credit level of 6.



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Course Description

Pedagogy

1. The medium of delivery of course will be English.
2. Subject wise small projects are given to students for better clarity of concepts in context of business scenario.
3. For sharpening the communication skills of students, presentations are conducted on individual basis or group basis.
4. Case Studies and Caselet are discussed in the class for enhancing the decision making and analytical skills of students.
5. Workshops, Expert lectures of industry persons and industrial visits must be conducted to integrate the theoretical knowledge into practical one.
6. Relevant articles from Newspapers, Journals and Magazines are extracted and discussed in the class to update students with current global business issues.
7. Students are suggested to enroll in MOOC courses to enhance their knowledge in their interested areas.
8. Students are encouraged to participate in various competitive events (Sports/Cultural/Academics) in different colleges and universities for developing their overall personality.

Attendance

The attendance requirement shall be a minimum of 75% of the classes actually conducted in every course the student has registered for in the Academic Term



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Scheme of Examination

The medium of instructions and examination will be in English.

Distribution of Marks

Examinations	Marks
Internal	40
External	60

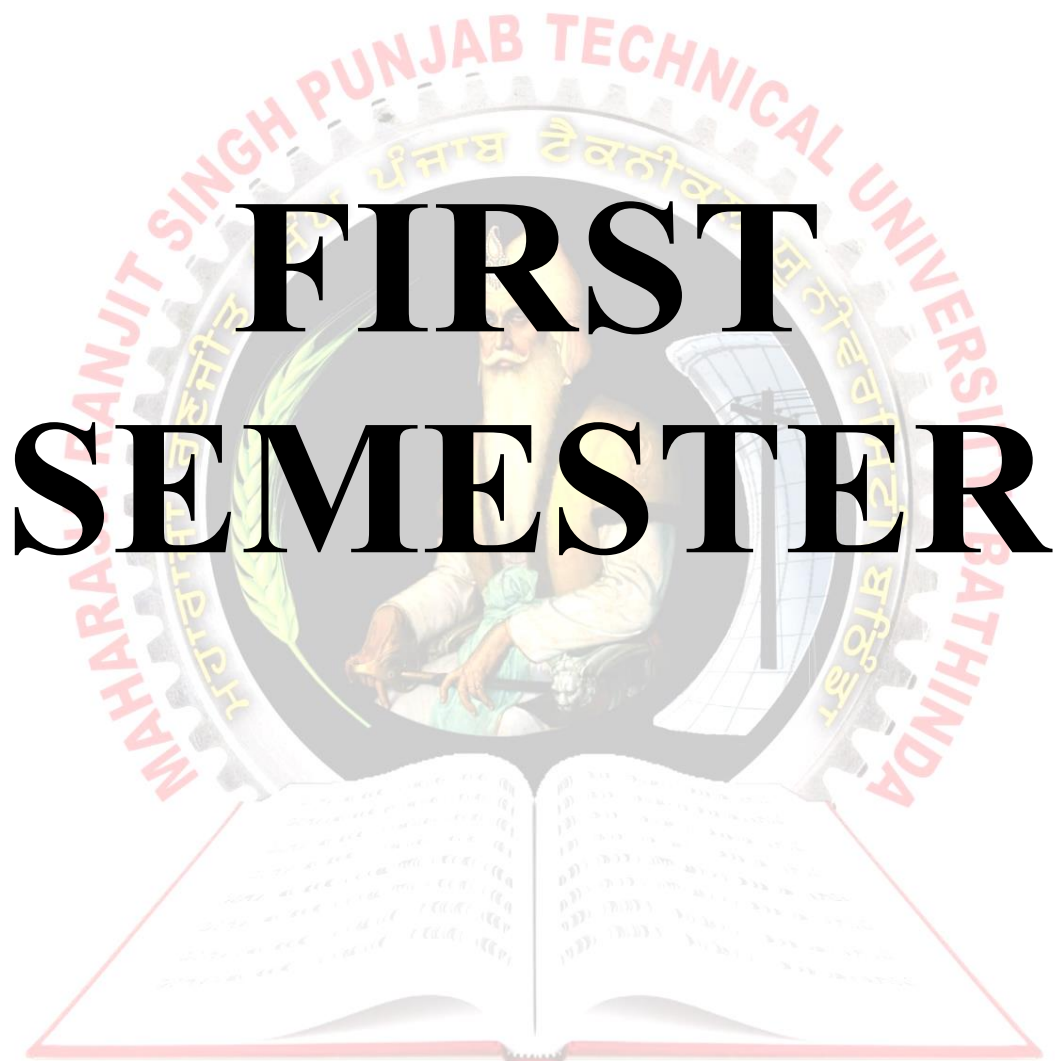
Internal Examinations

Category	Marks	Descriptions														
MST (Mid Term Sessional Test)	24	There will be Two MSTs of 24 Marks. The average of marks of both MSTs will be taken.														
Assignments	06	One assignment will be submitted by students. Assignment will be small project based on the topics of respective course.														
Seminar/ Presentation	05	Based on contemporary issues with respect to the course														
Attendance	05	Every Student has to maintain 75% of attendance. Marks criteria will be as following: <table border="1" data-bbox="815 1137 1236 1406"><thead><tr><th>Percentage</th><th>Marks</th></tr></thead><tbody><tr><td>0 - 75%</td><td>0</td></tr><tr><td>76%- 80%</td><td>1</td></tr><tr><td>81%- 85%</td><td>2</td></tr><tr><td>86%- 90%</td><td>3</td></tr><tr><td>91%- 95%</td><td>4</td></tr><tr><td>96%- 100%</td><td>5</td></tr></tbody></table>	Percentage	Marks	0 - 75%	0	76%- 80%	1	81%- 85%	2	86%- 90%	3	91%- 95%	4	96%- 100%	5
Percentage	Marks															
0 - 75%	0															
76%- 80%	1															
81%- 85%	2															
86%- 90%	3															
91%- 95%	4															
96%- 100%	5															
Total	40															

Final Examination

1. The final examination will be of Three Hours. Total Marks will be 60.
2. The question paper will be comprised of Three Sections (A, B and C)
3. Section A (20 Marks) consists of 10 questions. Each question carries 2 Marks.
4. Section B (32 Marks) consists of Eight Questions (2 Question from each unit). Students have to attempt four questions (One question from each unit). Each question carries 8 Marks.
5. Section C (8 Marks) consists of case study. It carries 8 Marks.





ORGANIZATIONAL BEHAVIOR

Subject Code: MBADS1-141

**LT P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives

The main aim of this course is:

1. To provide an understanding of basic concepts, theories and techniques in the organizational Behaviour.
2. To understand the concept of motivation and its theories, job satisfaction and various leadership styles.
3. To provide an understanding of basic concepts, theories and techniques in the field of foundation of group behavior, group decision making and conflict management.
4. To understand human behaviour with its relevance to organizational functions.

Course Outcomes:

After the completion of this course students will be able to:

1. Understand the basic concepts of the organization behavior and personality
2. Motivate employees, enhance job satisfaction among peers and demonstrate leadership styles
3. Perform in teams by demonstrating group behavior, and manage conflict in groups
4. Able to control negotiation, power and politics in organization environment for sustainable performance.

UNIT-I (15 Hrs.)

Organizational Behavior: Concepts, Theories and organization aspects of OB, Contributing Disciplines to OB, Challenges and opportunities for OB. Foundations of Individual Behavior: Biographical Characteristics, Learning, Theories of Learning, Ability, Attitudes, Attitude Change, Values & Beliefs, Prejudices

Personality: Determinants of Personality, Perception, Attribution Theory, Person's Perception.

UNIT-II (12 Hrs.)

Motivation: Definition & Process, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept.

Job Satisfaction: Nature & Significance of Job satisfaction

Leadership: Nature Significance & Theories; Leadership Effectiveness Model; Leadership in Indian Culture; Leadership Traits & Skills; Behavioural Styles in Leadership. Transactional Analysis, Life Position, Johari Window Model.

UNIT-III (20 Hrs.)

Foundations of Group Behavior: Nature & Concept of Group Formation, Group properties: Roles, Norms, Status, Size and Cohesiveness, Stages of Group Formation, Theories of Group Formation. Teams, Work Teams, Difference between Group & Team.

Group Decision Making: Decision Making Process; Decision Making Styles; Advantages & Disadvantages of Decision Making; Techniques of Decision Making; Consensus Decision Making in Groups.

Conflict Management: Definition of Conflict, Transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual, Group Level Conflict and Organization level Conflict; Managing Organizational Conflict



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

UNIT-IV (13 Hrs.)

Negotiations - Meaning & Definition, Negotiations Process; Issues in Negotiations

Organizational Change & Development: Understanding Organization, Managing Organization Culture and Technology, Organizational Change: Change Agents, Change Models, Resistance to Change. **Managing Power and Politics in Organization:** Nature & Concepts, Sources & Types of Power, Techniques of Politics.

Recommended Books

1. Robbins, 'Organization Behaviour', Pearson Education, *Latest Edition*
2. Luthans, 'Organization Behaviour', Tata McGraw Hill, *Latest Edition*
3. Hersey, 'Management of Organizational Behaviour', Prentice Hall India, *Latest Edition*
4. Aswathappa, 'Organization Behaviour', Himalaya Publications, *Latest Edition*
5. L.M. Prasad, 'Organisation Behaviour', Sultan Chand & Sons, *Latest Edition*



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

ACCOUNTING FOR MANAGERS

Subject Code: MBADS1-142

L T P C

Duration: 60 Hrs.

4 0 0 4

Course Objectives

The main aim of this course is:

1. To acquaint the students regarding various accounting concepts and its application in managerial decision making.
2. To develop analytical skills in interpreting financial statements and using accounting data for business strategy.
3. To understand cost structures and their impact on business profitability.
4. To make students understand about the financial reporting.

Course Outcomes

After the completion of this course students will be able to:

1. Identify and utilise value-relevant information contained within financial statement.
2. Explain the relationship between strategic business analysis, accounting analysis and financial analysis
3. Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance.
4. Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information)

UNIT-I (20 Hrs.)

Introduction to Accounting: Concepts, Convention and Principles of Accounting; Financial vs. Managerial Accounting: Differences and Applications.

Introduction to Accounting Standards: GAAP, IFRS, and Indian Accounting Standards
Responsibility Accounting; Balanced Scorecard Approach in Decision-Making; Financial Ethics in Accounting; Emerging Trends in Accounting.

Understanding Financial Statements: Nature, Objectives, Uses and Limitations of Financial Statements.

Types of Financial Statements: Balance Sheet, Income Statement, and Cash Flow Statement

UNIT-II (15 Hrs.)

Techniques of Financial Statement Analysis: Common Size Statements, Comparative Statements, Trend Analysis and Ratio Analysis (Liquidity, Leverage, Solvency, Turnover Ratio, Market Ratio and Profitability Ratio), Du Pont Analysis.

Analysis of Firm Performance: Time Series Analysis and Cross-Sectional Analysis,

UNIT-III (13 Hrs.)

Costing: Types of Costs: Fixed, Variable, Semi-Variable, and Opportunity Costs; Break-Even Analysis & Contribution Margin;

Costing for Decision Making: Make or Buy, Pricing, and Product Mix Decisions; Activity-Based Costing (ABC) and Traditional Costing; Cost Volume Profit (CVP) Analysis and Its Applications

UNIT-IV (12 Hrs.)

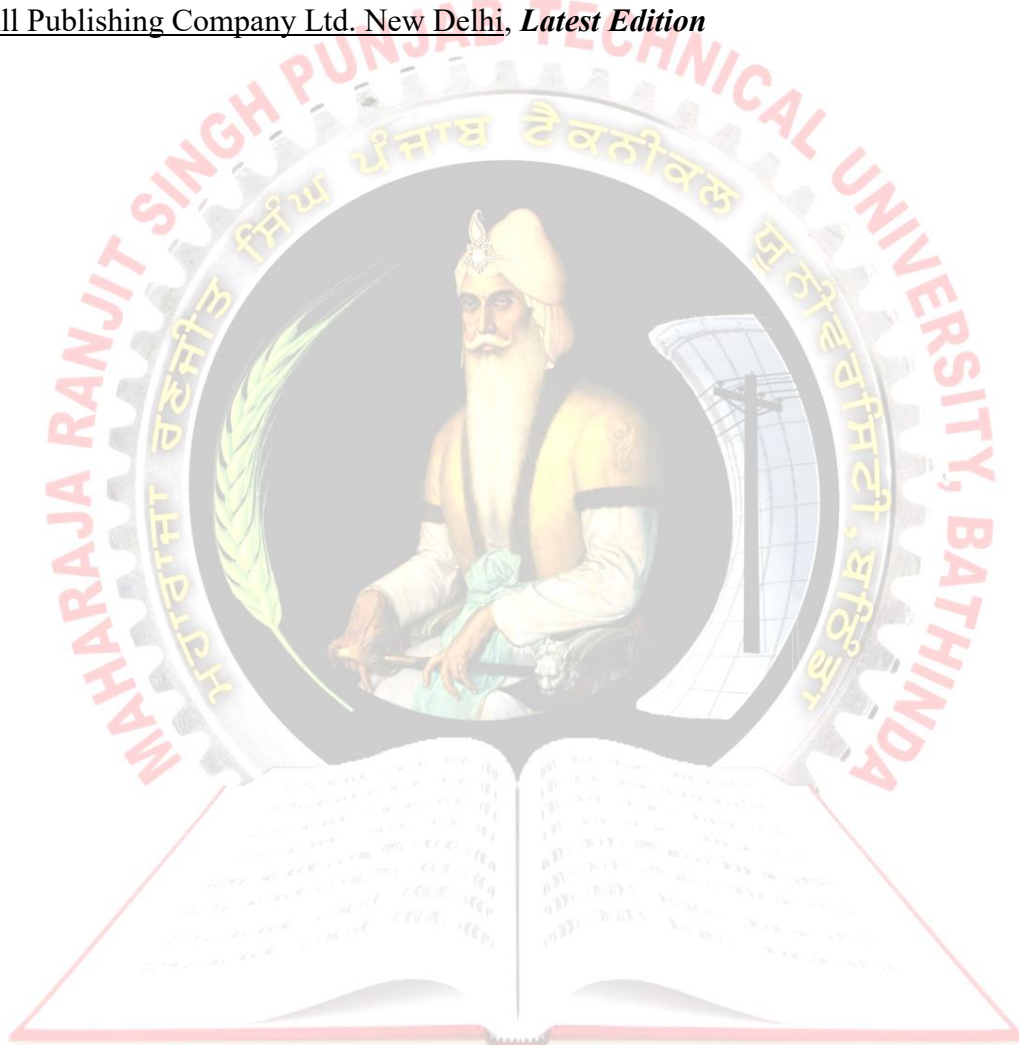
Budgeting- Introduction, Need and Scope of Budgeting; **Types of Budgets:** Operating, Capital, and Cash Budget; Flexible Budgeting vs. Static Budgeting; Variance Analysis: Material, Labor, and Overhead Variances Zero-Based Budgeting (ZBB) vs. Traditional.



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Recommended Books

1. Narayanaswamy, R., 'Financial Accounting – A Managerial Perspective', 5th Edn., Prentice Hall of India. ***Latest Edition***
2. Gerald White, Ashwinder Paul Sondhi and Dov Fried, 'The Analysis and Use of Financial Statements', Wiley India Edn., ***Latest Edition***
3. Gokul Sinha, 'Financial Statement analysis', Prentice Hall of India, New Delhi, ***Latest Edition***
4. John J. Wild, K. R. Subramanyam and Robert F. Halsey, 'Financial Statement Analysis', Tata McGraw Hill Publishing company Ltd. New Delhi, ***Latest Edition***
5. Stephen H Penman, 'Financial Statement Analysis and Security Valuation', Tata McGraw Hill Publishing Company Ltd. New Delhi, ***Latest Edition***



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

LEGAL AND BUSINESS ENVIRONMENT

Subject Code: MBADS1-143

**L T P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives

The aim of this subject is:

1. To study Law of Contract, Sale of Goods Act and Negotiable Instrument for legally smooth functioning of a business.
2. To highlight about Company Law as well as constitutional framework of taxation.
3. To provide insights about Business Environment, Complexity and Diversity of current business environment in the 21st century
4. To provide a deeper understanding of the environmental factors influencing Indian business organizations.

Course Outcomes

After successful completion of this course, students will be able to:

1. Understand the impact of legal environment in a business context and demonstrate knowledge of and need for sustainable development
2. Analyze the various facets of basic case laws of each Act from a legal and managerial perspective
3. Apply the legal provision of Acts in common business situations.
4. Scanning internal and external environment for the sustainability of business

UNIT-I (15 Hrs.)

Law of Contract: Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. **Sale of Goods Act:** Meaning - Formation of contract, condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller, **Negotiable Instrument:** Types of negotiable **Law of Insurance:** Fundamentals Elements of Insurance.

UNIT-II (15 Hrs.)

Company Law Incorporation of companies Memorandum of Association and Articles of Association Membership of a company Prospectus, Issue of capital, Loans, investments, deposits and charges, Meetings, Accounts and Auditors, Amalgamation, reconstructions, arrangements and compromises Provision with respect to appointment and removal of Director, Meeting, Winding up by court. **Taxation:** Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, GST.

UNIT-III (15 Hrs.)

Business Environment - Definition, components and overview of Business Environment, Need to scan the business environment and techniques of scanning the business environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy, **Legal Environment:** Company Regulatory Legislations in India, FEMA, Latest. EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005

UNIT-IV (15 Hrs.)

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatization, Joint sector and Cooperative sector in India. **Social Environment:** Corporate Social Responsibility, Cross-Cultural Business Environment, **Technological Environment:** Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Problems in Technology Transfer.



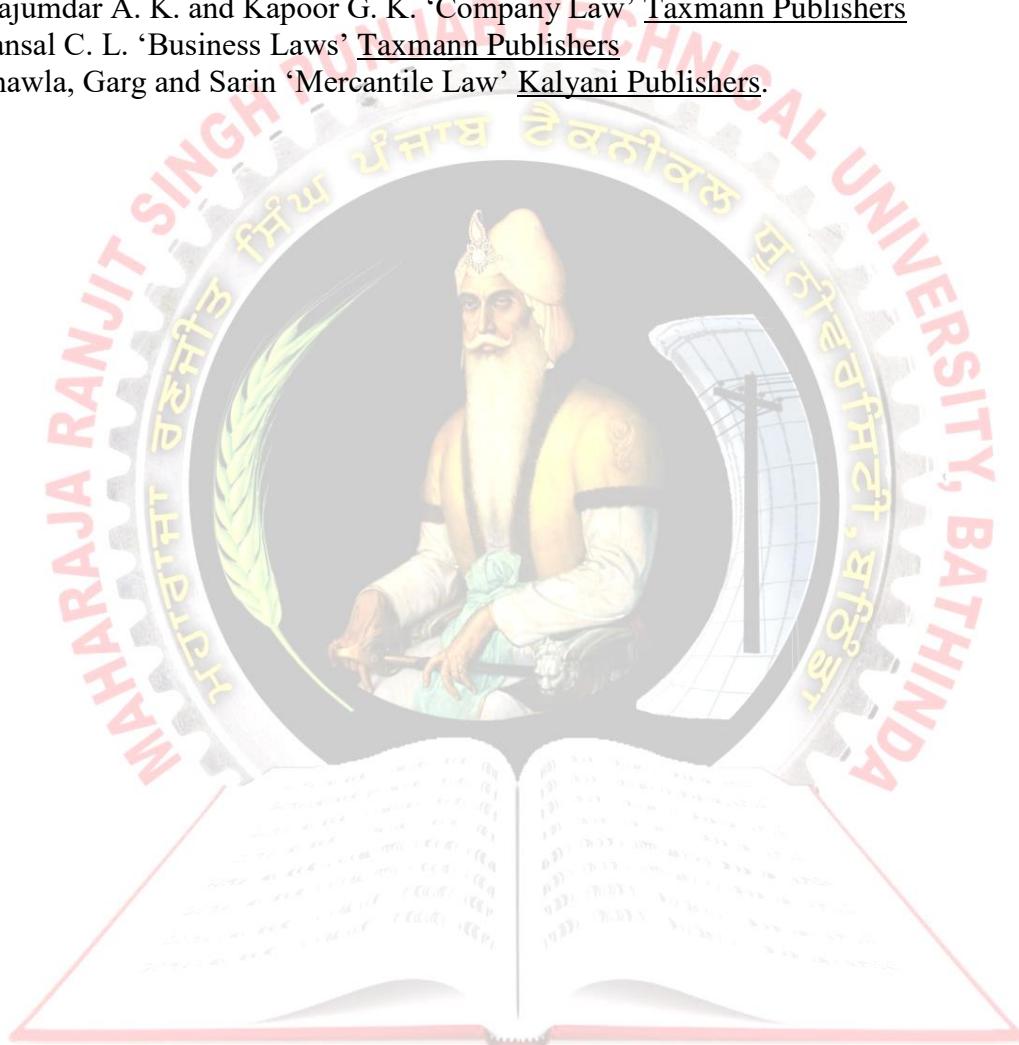
**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

International Environment: Emergence of Globalization. Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade, Dumping and Anti-Dumping measures.

Relevant Case Studies should be discussed in class.

Recommended Books

1. Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
2. Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
3. Aswathappa, Essential of Business Environment, Himalaya Publishing
4. Aggarwal & Diwan, Business Environment, Excel Books
5. Majumdar A. K. and Kapoor G. K. 'Company Law' Taxmann Publishers
6. Bansal C. L. 'Business Laws' Taxmann Publishers
7. Chawla, Garg and Sarin 'Mercantile Law' Kalyani Publishers.



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

BUSINESS STATISTICS

Subject Code: MBADS1-144

**L T P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives

The main aim of this course is:

1. To understand the statistical methods which are applied in all functional areas of business: accounting, finance, management and marketing.
2. To enable students to understand the role and importance of Statistics in improving managerial decisions.
3. To make understanding of various research tools and techniques.

Course Outcomes

After completion of this course, students will be able to:

1. Understand the key terminology, concepts tools and techniques used in various business statistical analysis
2. Apply theory of probability, rules of probability and probability distributions for solving business problems
3. Apply techniques like regression for business forecasting
4. Demonstrate time series techniques to understand the market and economic behaviour for making business decision

UNIT-I (20 Hrs.)

Statistics: An Overview-Concept, Significance and Limitations, Importance and Scope of Statistics in Decision Making in Business Management.

Measure of Central Tendency: Objectives of Averaging; Mathematical Averages – Arithmetic Mean, Geometric Mean, Harmonic Mean, **Averages of Position**-Median and Mode, Partition Values- Quartiles, Deciles and Percentiles, Relationship Between Mean, Median and Mode.

Measure of Dispersion: Classification of Measure of Dispersion; Range and Inter Quartile Range, Deviation, Variance and Standard Deviation, Chebyshev's Theorem, Coefficient of Variation, Skewness and Kurtosis

UNIT-II (15 Hrs.)

Correlation: Significance, Types, Methods of Correlation Analysis: Scatter Diagrams, Karl Pearson's Correlation Coefficient, Rank Correlation Coefficient, Properties of various types of Correlation

Regression: Concept of Regression, Difference between Correlation and Regression, Lines and Equations of Regression.

UNIT-III (10 Hrs.)

Time Series Analysis: Components of a Time Series, Determination of Secular Trend and Seasonal Variations in Business Data, Least Squares Method as a Tool for Forecasting.

Index Numbers: Different Methods of Constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers, Problems of Reversibility in Index Numbers

UNIT-IV (15 Hrs.)

Probability: Definition, Types of Probability, Classical Approach, and Subjective Approach to Probability, Theorems of Probability, Addition and Multiplication Laws, Bays Theorem and its business applications. Probability distributions; Applications of Probability in Business Decision-Making.

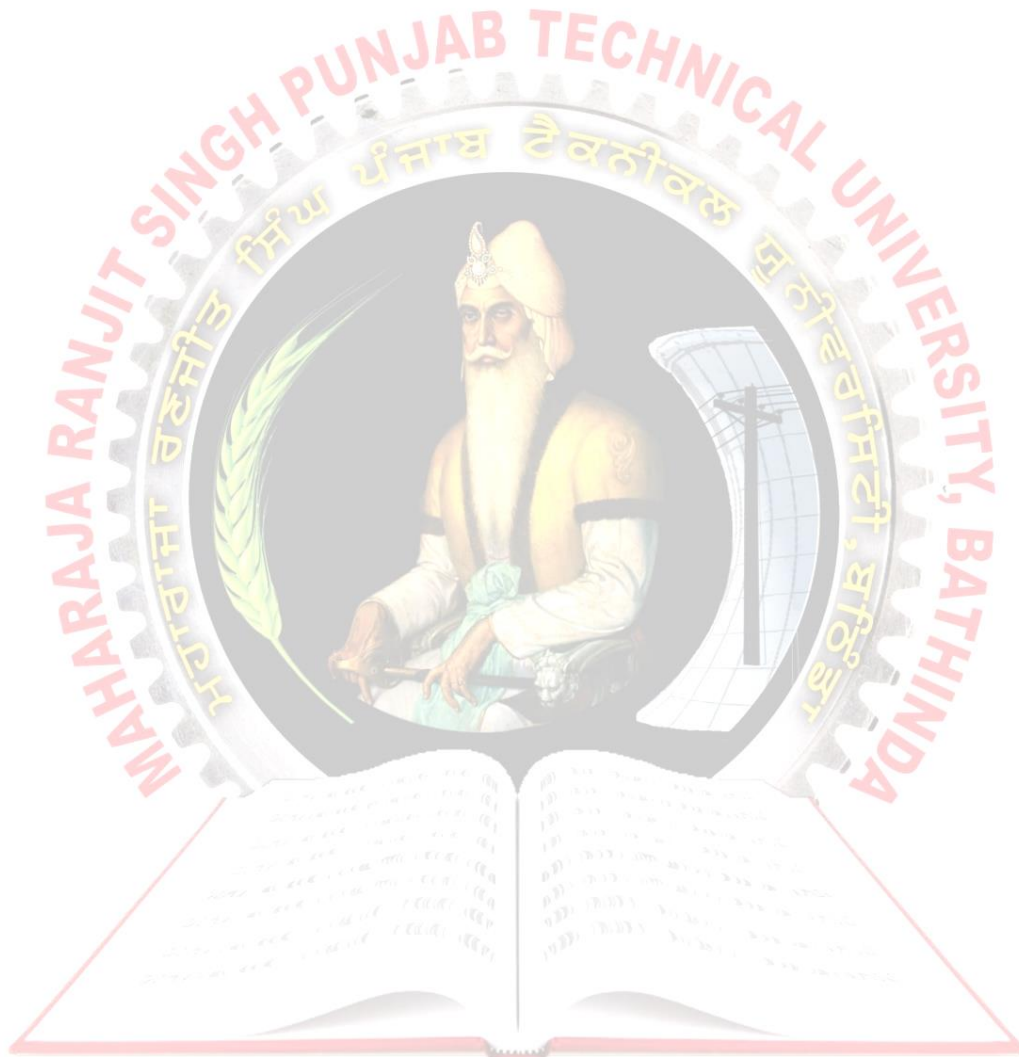


**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Testing of Hypothesis: T- Test, Z- Test, Chi- Square, ANOVA.

Recommended Books

1. Levin & Rubin, 'Statistics for Management', Prentice Hall
2. Beri, 'Business Statistics', Tata Mc Graw Hill
3. Croucher, 'Statistics: Making Business Decisions', Tata McGraw Hill
4. Gupta & Gupta, 'An Introduction to Statistical Methods', Vikas Publications
5. S P Gupta, 'Statistical Methods', Sultan Chand
6. C.R. Reddy, 'Quantitative Techniques for Management Decisions', Himalaya Publishing



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

MANAGERIAL ECONOMICS

Subject Code: MBADS1-145

**L T P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives

The main aim of this course is:

1. To enable students to understand various economic factors that influence business in India so and analyze associated opportunities, risks and challenges for managerial decisions.
2. Learn about Managerial Economics & its relation with other disciplines, and understand about Demand Analysis, Theory of Production, Theory of Cost and Market structure.
3. To teach students about basic tools of macroeconomics and apply them to real world economic policy.
4. To make students understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions.

Course Outcomes

After the completion of this course students will be able to:

1. Analyze the demand and supply conditions and assess the position of a company
2. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets
3. Demonstrate the basic understanding of the economic implications of changes in government fiscal or monetary policy.
4. Calculate equilibrium national income levels and use various multipliers and convert nominal values to real values.

UNIT-I (15 Hrs.)

Introduction: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle

Marginal Analysis: Law of diminishing marginal utility, Law of equi-marginal utility

Indifference Curve Analysis: Meaning Assumptions Properties, Consumer Equilibrium.

UNIT-II (15 Hrs.)

Demand Analysis: Law of Demand: Meaning, Determinants, Exceptions, Bandwagon and Snob effects, Demand function, Application of demand analysis in managerial decision making.

Elasticity of Demand: Meaning, Types & Degree of elasticity of demand, Methods of measuring price elasticity of demand, Factors determining the elasticity of demand, Demand Forecasting: Importance, Scope, Techniques of forecasting.

Theory of Production: Production function, Short run and Long run production analysis, Isoquants, Optimal combination of inputs, Application in managerial decision making.

UNIT-III (15 Hrs.)

Theory of Cost: Cost Analysis: Cost Concepts and Determinants of cost, Traditional and Modern Theory of Cost: Long run and Short run, Economy of scale, Revenue Curve

Market Structure: Price Output Decision under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making. Behaviour of Firms and Game Theory: Nash Equilibrium, Prisoner's Dilemma.

UNIT-IV (15 Hrs.)

Macro Economics: Concept of National Income: Conceptual Framework, Measure of National Income, Methods of Measurements, Phillips Curve, Classical Keynesian Theory, Investment Multiplier and Foreign Trade Multiplier.

Business Cycle: Features and Phases, Effects and Control.



MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS 2025 BATCH ONWARDS

Inflation: Meaning, Types, Theories – Demand and Cost Push Inflation, Causes, Effects and Cures of Inflation through Price. Deflation

Macro-Economic Policy: Aspects of Monetary Management; Monetary Policy, Growth and Stabilization Effects of Monetary Policy Operations. Fiscal Policy - Nature and Components of Fiscal Policy; Fiscal Deficit and its Management.

Recommended Books

1. Peterson and Lewis, 'Managerial Economic', Prentice Hall of India
2. Froeb, 'Managerial Economics', Cengage Learning
3. Geetika, 'Managerial Economics', Tata McGraw Hills
4. K.K .Dewett, ' Modern Economic Theory', S. Chand Publication
5. D.M.Mithani, 'Managerial Economics Theory and Applications', Himalaya Publication
D.N.Dwivedi, 'Managerial Economic', Vikas Publications



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

SUSTAINABLE BUSINESS ENVIRONMENT

Subject Code: MBADA1-146

**L T P C
2 0 0 2**

Duration: 30 Hrs.

Course Objectives

1. To understand the role of sustainability in business strategy and decision-making.
2. To explore environmental, social, and governance (ESG) principles in corporate responsibility.
3. To analyse sustainable business models and frameworks.
4. To examine global sustainability challenges and policy implications.

Course Outcomes: After the completion of this course students will be able to:

1. Analyze global sustainability challenges and policy implications.
2. Acquire knowledge about various Economic, Socio-Political and Ecological aspects of Sustainable Development.
3. Understand the strategies adopted by firms for Sustainable Development.
4. Calculate environmental, social, and governance (ESG) values in corporate world.
5. Acquire knowledge about natural resources and their importance with respect to sustainable development.

UNIT-I (08 Hrs.)

Introduction to Sustainability in Business: Concept and Importance of Sustainability in Business; Triple Bottom Line (People, Planet, Profit); Sustainable Development Goals (SDGs) and Corporate Role; Corporate Social Responsibility (CSR) and ESG Frameworks

UNIT-II (07 Hrs.)

Sustainable Business Models and Strategies: Circular Economy and Resource Efficiency; Impact Investing and Sustainable Finance; Carbon Neutrality in Business; Sustainability Reporting and Disclosure Standards (GRI, SASB, TCFD)

UNIT-III (08 Hrs.)

Regulatory Frameworks and Ethical Considerations: Global Environmental and Sustainability Regulations (UNFCCC, Paris Agreement): Corporate Governance and Ethical Leadership in Sustainability; Sustainability Risk Management and Compliance

UNIT-IV (07 Hrs.)

Future Trends and Challenges in Sustainability: Climate Change and Business Resilience Strategies; Role of AI and Technology in Sustainable Business Solutions; Emerging Trends in Sustainability and Policy Implications

Suggestive Readings:

1. Sustainable Economic Development & Environment Raj Kumar Sen Kartik C.Roy Atlantic Publishers & Distributors Pvt Ltd
2. Sustainability Management Deb Prasanna Choudhary Zorba Books
3. Sustainable Development & Environment Snigdha Tripathi Ankit Publication
4. Concepts & Approaches for Sustainability Management Khai Ern Lee Springer International Publishing
5. Introduction to Sustainable Development Martin J.Ossewaarde SAGE Publications Pvt Ltd First Edition
6. Theory & Practice With Case Studies (CSR, Sustainability, Ethics & Governance) Dr.Mark Anthony Camilleri Springer International Publishing.



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

BUSINESS COMMUNICATIONS

Subject Code: MBADC1-147

**L T P C
2 0 0 2**

Duration: 30 Hrs.

Course objectives

The main aim of this course is:

1. To provide students a comprehensive view of communication, its scope and importance in business as well as the role of communication in establishing a favourable image of the organization.
2. To develop students' ability to communicate correctly and effectively on matters having relevance to day-to-day business operations.
3. To make student understand the fundamentals of communication as well as oral, written and non-verbal communication skills.

Course Outcomes

After the completion of this course, students will be able to:

1. Know the dynamics of communication in the business world and Practice the different tools of communication
2. Speak effectively suited to the specific situation
3. Demonstrate a good understanding of effective business writing and effective business communications.
4. Acquire the skills of report writing and modern forms of communication such as email and usage of internet.

UNIT- I (08 Hrs.)

Introduction to Communication: Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication. Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model)

Developing Reading Skills: Factors Effecting Reading, Learning How to Think and Read, Developing Effective Reading Habits, Reading Tactics and Strategies: Training Eye and Training Mind (SQ3R).

Developing Listening Skills: Art of Listening, Factors Affecting Listening, Components of Effective Listening, Process of Listening, Principles and Barriers to Listening.

UNIT –II (07 Hrs.)

Developing Writing Skills: Basics, Advantages and Disadvantages, Covering letter, Need, Functions and Kinds, Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments, Business Proposals, Emails etc.

Report Writing: Structure, Types, Formats, Drafting of Various Types of Report Writing

Departmental Communication: Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Press Release

UNIT- III (08 Hrs.)

Developing Speaking Skills: Art of Public Speaking, Just a Minute Presentation, How To Make Effective Presentations, Four P's of Presentation, Structuring, Rehearsing and Delivery Methods. Overcoming Stage Fright and Overcoming Gloss phobia. Presentation–1 (Planning & Preparing), Presentation–2 (Visual Aids), Presentation–3 (Delivery)



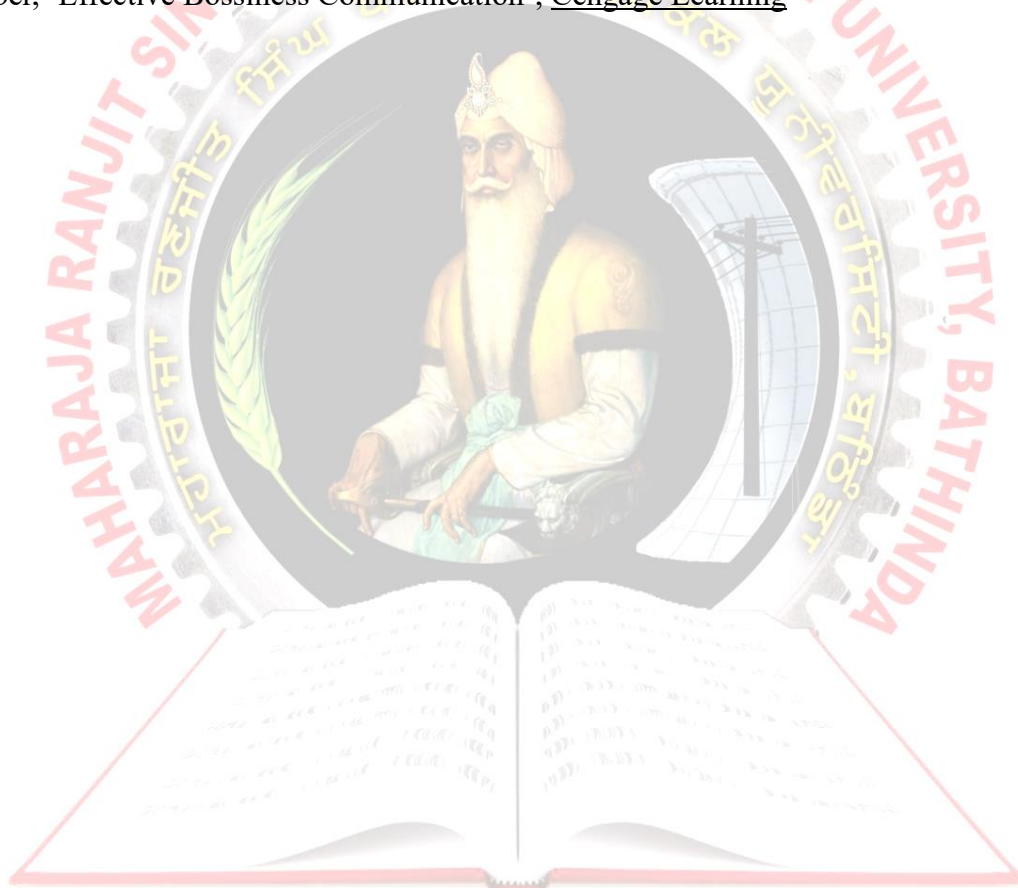
**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

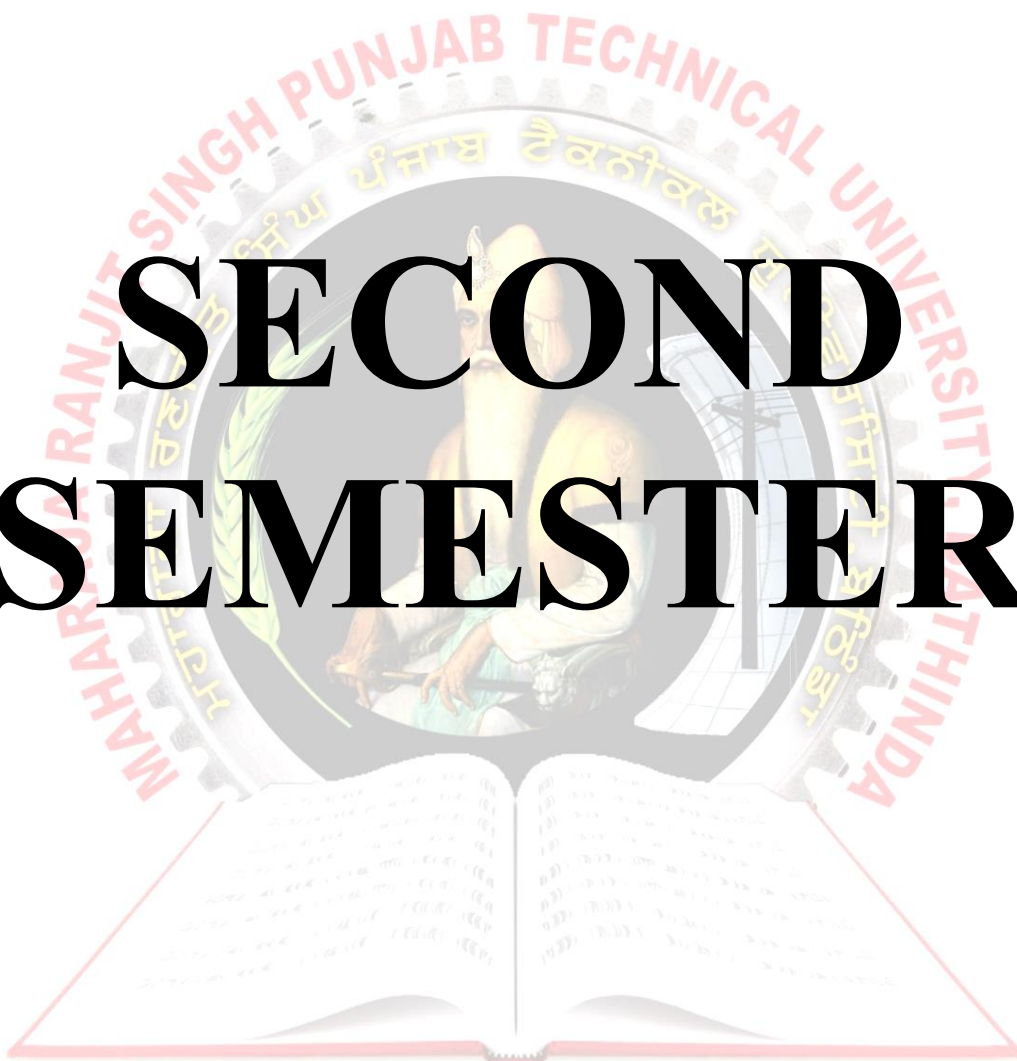
UNIT –IV (07 Hrs.)

Group Discussion: Nature, Uses and Importance, Guidelines for GD Presentations
Resume Writing: Planning, Organizing Contents, Layout, and Guidelines for Good Resume.
Interview Skills: Preparation Techniques, FAQs about How to Face an Interview Board, Proper Body Posture, Projecting a Positive Image, Steps to Succeed In Interviews, Practice Mock Interview in Classrooms.

Recommended Books

1. Lesikar, Petit & Flatley, 'Lesikar's Basic Business Communication', Tata McGraw Hill
2. Raman Meenakshi 'Prakash Singh, Business Communication', Oxford University Press.
3. Rizvi Ashraf, 'Effective Technical Communication', Tata McGraw Hill
4. Krizan, Buddy, 'Merrier, Effective Business Communication', Cengage Learning
5. Diwan & Aggarwal, 'Business Communication', Excel
6. Devaraj, 'Executive Communication', Tata McGraw Hill
7. Ober, 'Effective Bossiness Communication', Cengage Learning





SECOND SEMESTER



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

STRATEGIC MANAGEMENT

Subject Code: MBADS1-241

L T P C

Duration: 60 Hrs.

4 0 0 4

Course Objectives: The main objectives of this course are:

1. To understand the sustainable competitive advantages of the organization and identify the growth avenues.
2. To meet stakeholder interests through growth strategies based on ethical value
3. To conduct SWOT analysis and Competitive analysis through various tools and technologies.

Course Outcomes: After completing this course, students will be able to:

1. Apply holistic approach by integrating people, finance, marketing and organizational perspectives to develop appropriate organizational policies and strategies
2. Understand and investigate various sustainable competitive advantage of company in current business and economic scenario
3. Identify different strategic options available and their relation with dynamic environment
4. Apply knowledge of strategic tools in determining the firm's vision, mission, objectives and ethical operations for the organisations' success.

UNIT-I (15 Hrs.)

Introduction - Definition, Nature, Scope, and Importance of Strategy and Strategic Management (Business Policy). Strategic Decision Making, Process of Strategic Management
Defining Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives,
Environmental Appraisal: Concept of Environment, Components of Environment (Economic, Legal, Social, Political and Technological), Environmental Scanning
Techniques- ETOP, QUEST and SWOT (TOWS).

UNIT-II (15 Hrs.)

Internal Appraisal – The Internal Environment, Organisational Capabilities in Various Functional Areas and Strategic Advantage Profile. Methods and Techniques Used For Organisational Appraisal (Value Chain Analysis, Financial and Non- Financial Analysis, Industry Standards and Benchmarking, Balanced Scorecard and Key Factor Rating). Identification of Critical Success Factors (CSF)

UNIT- III (15 Hrs.)

External Analysis - Porters's Five Forces Model,

Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination Strategies, Corporate Restructuring, Synergy. Mergers & Acquisitions, Corporate Restructuring, **Business Level Strategies:** Porter's Framework of Competitive Strategies; Conditions, Risks and Benefits of Cost Leadership, Differentiation and Focus Strategies. Location and Timing Tactics, Core Competence.

Strategic Analysis and Choice: Corporate Level Analysis (BCG, GE Nine Cell, and Shell Directional Policy Matrix)

UNIT-IV (15 Hrs.)

Implementation and Control: Qualitative Factors in Strategic Choice, Strategy Implementation: Resource Allocation, Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation. Leadership and Corporate Culture, Values, Ethics and Social Responsibility. Operational and Derived Functional Plans to Implement Strategy,



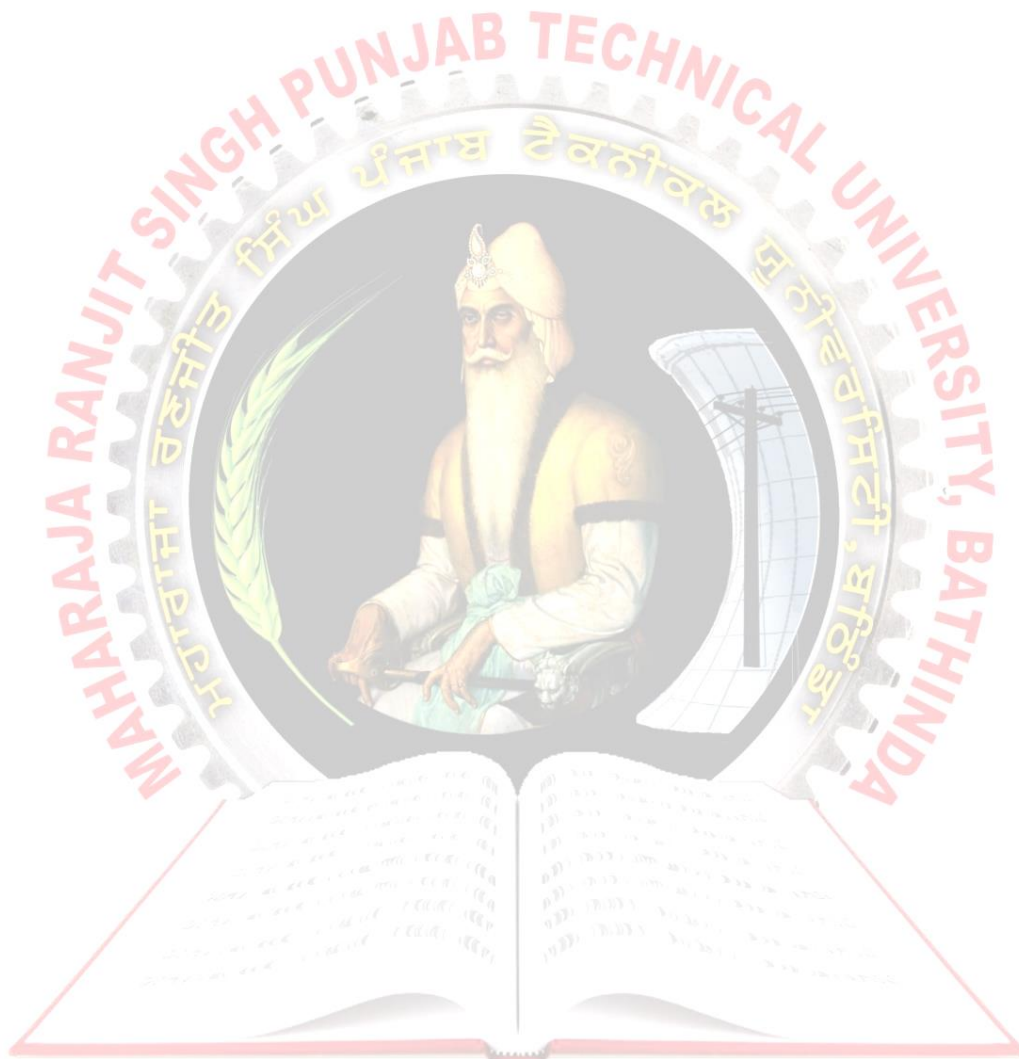
**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Integration of Functional Plans, Strategic Control and Operational Control, Techniques of Strategic Evaluation

Relevant case studies related to the topics should be discussed.

Suggested Readings

1. A Kazmi, 'Business Policy & Strategic Management', Tata McGraw Hill
2. Thomson & Strickland 'Strategic Management: Concept & Cases,' Tata McGraw Hill
3. S. Reddy, 'Strategic Management', Himalaya Publication
4. Wheelen & Hungar 'Strategic Management & Business Policy' Addison- Wesley
5. Johnson & Scholes, 'Exploring Corporate Strategy', Prentice Hall India



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

FINANCIAL MANAGEMENT

Subject Code: MBADS1-242

**L T P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives

The main aim of this course is:

1. To provide an understanding of the functions and role of corporate financial management, covering the sourcing of finances and their issues in investment and operations.
2. To provide analytical knowledge of risk and return in portfolio.
3. To understand leverages, ROI and ROE concepts, simplifying the capital structure theories and dividend policies with illustrations.
4. To get interactive knowledge of Inventory management and receivable management, Estimation and forecasting of working capital requirements of company, functional knowledge of financing short term assets with illustrations and Case studies.

Course Outcomes

After completion of this course, students will be able to:

1. Demonstrate the applicability of the concept of financial management and investment decisions in the working of business
2. Assess the investment decisions and financing of companies by applying various financial management tools.
3. Comprehend various theories of capital structure and dividend policies and their applications in business decisions
4. Apply Working Capital policies to manage cash and Inventory in the business

UNIT-I (20 Hrs.)

Introduction: Nature, Scope and Objectives of Financial Management, Profit Maximization Vs Wealth Maximization, Role of Financial Manager, Agency Problem, Interface between Finance and other Business Functions, Financial Planning: Objectives, Factors affecting Financial Planning

Risk and Return: Risk and Return Concepts, Types of Risks, Relationship between Risk and Return Model - CAPM, Arbitrage Pricing Theory

Investment Decision: Nature and Significance of Investment Decision, Time Value of Money: Future Value of a Single Cash Flow, Annuity, Present Value of a Single Cash Flow, Annuity, Present Value of an Uneven Cash Flow

Capital Budgeting: Process and Techniques, Discounted and Non-Discounted Methods (Pay Back, ARR, NPV, IRR, Benefit Cost Ratio), Capital Rationing, Certainty Equivalent Factor

UNIT-II (15 Hrs.)

Financing Decision: Cost of Capital, Computation of Cost of Equity, Debentures, Preference Shares and Retained Earnings, Weighted Average Cost Capital and Implications

Capital Structure – Introduction, Factors Affecting Capital Structure, Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Model (MM), Criticisms of MM Models, Determinants of Capital Structures, EBIT - EPS Analysis



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

UNIT-III (10 Hrs.)

Leverage: Introduction, Operating Leverage, Financial Leverage and Combined Leverage, Application of Leverage

Dividend Decisions: Meaning and Significance of Dividend, Dividend Models: Traditional Model, Walter Model, Gordon Model, Miller-Modigliani Position, Determinants of Dividend, Bonus Shares, Stock Splits, Dividend Capitalization Approach

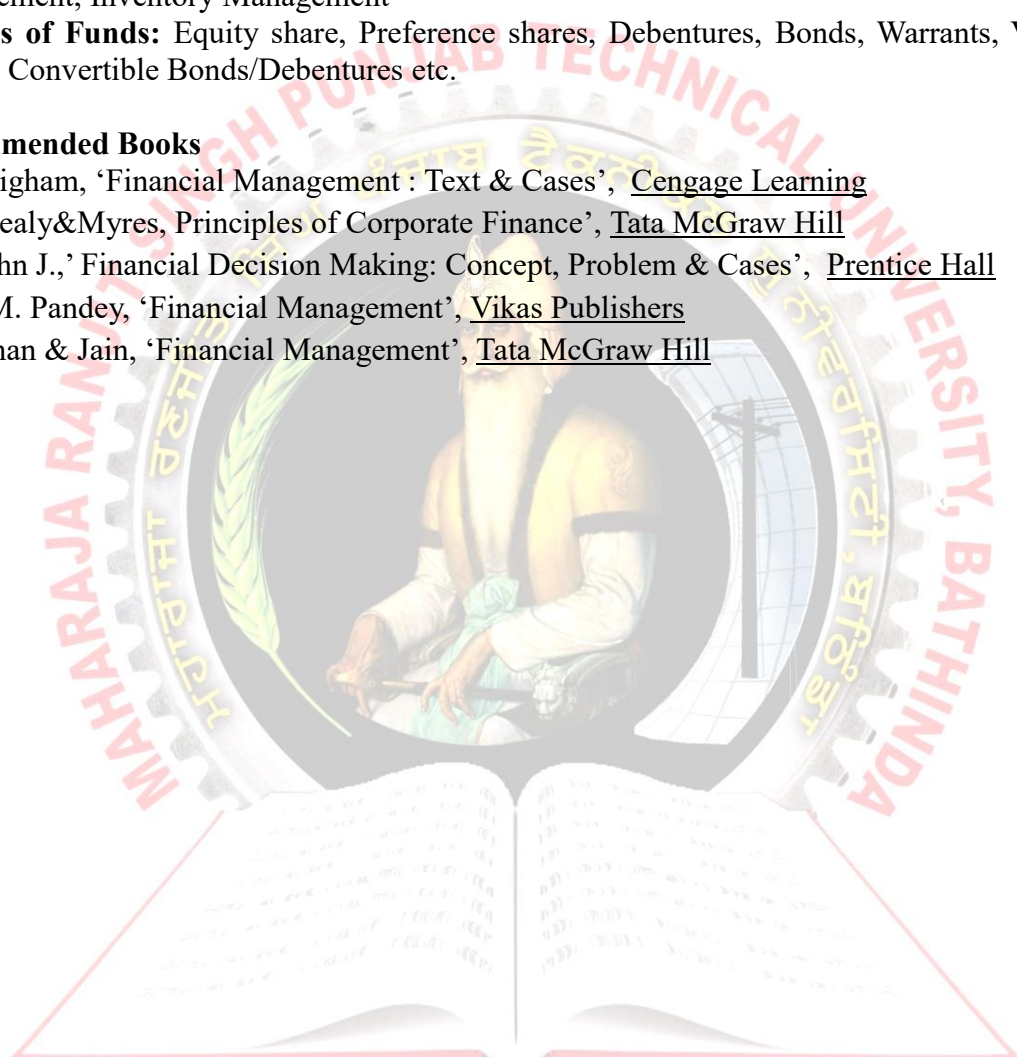
UNIT-IV (15 Hrs.)

Working Capital Decision: Meaning, Nature and Scope of Working Capital - Component of Working Capital –Factors affecting Working Capital, Working Capital Strategies, Cash Management, Inventory Management

Sources of Funds: Equity share, Preference shares, Debentures, Bonds, Warrants, Venture capital, Convertible Bonds/Debentures etc.

Recommended Books

1. Brigham, 'Financial Management : Text & Cases', Cengage Learning
2. Brealy&Myres, Principles of Corporate Finance', Tata McGraw Hill
3. John J.,' Financial Decision Making: Concept, Problem & Cases', Prentice Hall
4. I.M. Pandey, 'Financial Management', Vikas Publishers
5. Khan & Jain, 'Financial Management', Tata McGraw Hill



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

HUMAN RESOURCE MANAGEMENT

Subject Code: MBADS1-243

**L T P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives

The main aim of this course is:

1. To understand meaning, roles and functions of Human Resource Management, meaning and process of HR Planning, Job Description, Job Specification, HRIS, Job Evaluation, Job Analysis, HRM and HRD
2. To understand the process of recruitment and selection, placement and induction, Training and Development, Career Planning, Coaching and Mentoring
3. To understand the meaning and concept of Performance Appraisal, Wage and salary administration, incentives and fringe benefits, promotion, transfer, separation, QWL, Health, safety, welfare, social security, job stress, counseling and monitoring, job satisfaction, morale and competency Mapping

Course Outcomes

After completion of this course, students will be able to:

1. Implement knowledge on Industrial relations, collective bargaining and participative management.
2. Handle various grievances.
3. Understand the need of quality circles.
4. Understand HR Audit

UNIT-I (20 Hrs.)

Human Resources Management: Meaning, Scope, Objective, Functions, Roles and Importance. Interaction with other Functional Areas, HRM & HRD –A Comparative Analysis, Human Resource Management practices in India. Line and Staff Responsibility of HR Managers, HR as a Factor of Competitive Advantage,

Human Resource Planning: Concept, Process, Importance and Methods. Human Resource Information System (HRIS)

Job Analysis: Job Description, Job Specification. Job Evaluation – Concepts and Methods

UNIT-II (15 Hrs.)

Recruitment & Selection: Concept, Process & Methods of Recruitment & Selections. Induction & Placement

Training & Development: Concept and Methods, Difference between Training & Development, Aligning Training to Business Needs, Training Need Analysis, Delivery Methodology, Evaluation, Capacity Building, Future of Training & Development. Career Planning, Coaching & Mentoring

Internal Mobility: Promotion, Transfer, Demotion, Separation, Downsizing, Outplacement

UNIT-III (15 Hrs.)

Performance Appraisal: Concept, Methods, Issues and Ethics in Performance Appraisal, Potential Appraisal.

Compensation Management: Wage & Salary Administration: Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans, Bonus, ESOPs & Fringe Benefits.

Quality of Work Life (QWL): Concept, Development, Various Approaches and Techniques for improving QWL, Counselling and Monitoring, Morale and Productivity



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

UNIT IV (10 Hrs.)

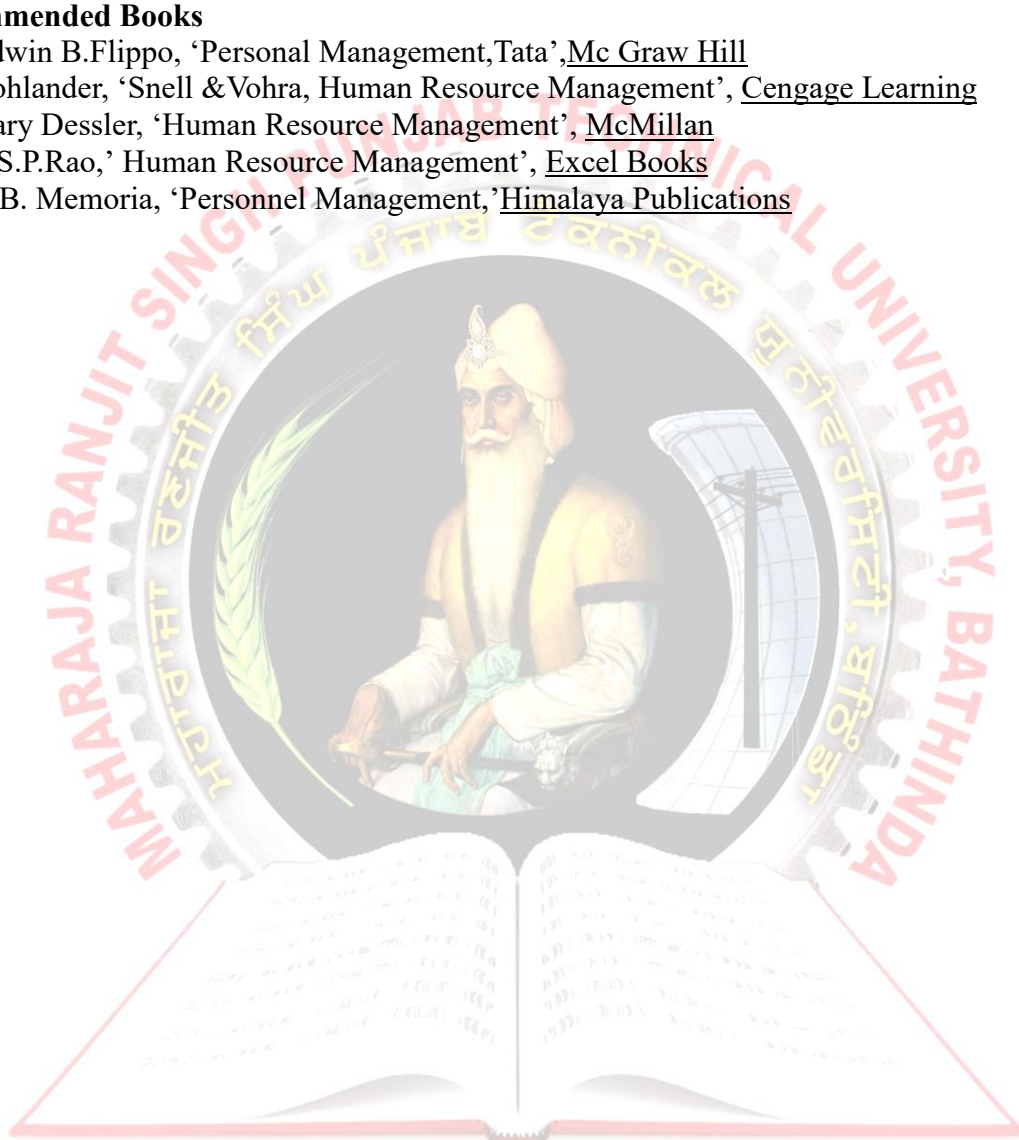
Industrial Relations: Concept, Importance and Difference between HR and IR.

Collective Bargaining: Meaning, Scope, Objectives, Issues and Strategies, Negotiations Skills and Strategies, Participative Management

Employee Grievances and Their Resolution: Model for Grievance Resolution Procedure, Fundamentals of Industrial Relations and Fundamentals of Labour Laws, Overcoming harassment at workplace

Recommended Books

1. Edwin B. Flippo, 'Personal Management, Tata', Mc Graw Hill
2. Bohlander, 'Snell & Vohra, Human Resource Management', Cengage Learning
3. Gary Dessler, 'Human Resource Management', McMillan
4. V.S.P. Rao, 'Human Resource Management', Excel Books
5. C.B. Memoria, 'Personnel Management', Himalaya Publications



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

MARKETING MANAGEMENT

Subject Code: MBADS1-244

**L T P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives

The main aim of this course is:

1. To make students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment.
2. To provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.
3. To understand the concept of Marketing, Marketing Information System and Marketing Mix
4. To learn about Consumer Behaviour and Buying behaviour

Course Outcomes

After the completion of this course students will be able to:

1. Understand the role of marketing in the various business environment
2. Apply the strategic marketing in key business issues like pricing, planning
3. Find the appropriate use of latest IT based and environment friendly techniques to enhance the brand communication and product promotion
4. Demonstrate the use of marketing tools and techniques in global business scenario.

UNIT-I (15 Hrs.)

Understanding Marketing and Consumers: Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect of Liberalization and Globalization, Analysing Marketing Environment: Micro, Macro

Consumer Behaviour: Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour

UNIT-II (15 Hrs.)

Creating and Managing Product: Market Segmentation & Targeting, Differentiation & Positioning, Competitors Analysis

Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies

Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies

UNIT-III (18 Hrs.)

Delivering and Promoting Product - Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain.

Promotion Decisions: Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing.

Personal Selling: Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

UNIT-IV (12 Hrs.)

Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Rural Marketing, Customer Relationship Management (CRM),

E-Commerce: Marketing in Digital Age, Marketing Information System.

Relevant Case Studies should be discussed in class.

Recommended Books

1. Ramaswamy & Namakumari, 'Marketing Management.', McMillan
2. Etzel, Walker, Stanton, and Pandit, 'Marketing Management', Tata McGrawHill,
3. Kurtz & Boone, 'Principles of Marketing', Cengage Learning
4. Kotler & Koshy, 'Marketing Management', Pearsons Education
5. Kotler & Armstrong, 'Principles of Marketing', Prentice Hall
6. Biplab S. Bose, 'Marketing Management', Himalaya Publications



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

OPERATIONS MANAGEMENT

Subject Code: MBADS1-245

**L T P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives

The main aim of this course is:

1. To understand the concept, functions, transformation process model of operation management, product design and development.
2. To understand the uses of production planning and control, facility layout and productivity.
3. To understand the significant role of quality management and acceptance sampling in production management.

Course Outcomes

After the completion of this course students will be able to:

1. Understand the role of operations on achieving various competitive capabilities.
2. Improving productivity and meeting customer's competitive capabilities.
3. Conduct investigations of complex problems through analyzing of information to provide valid conclusions.
4. Apply latest techniques for solving various complex business problems

UNIT-I (18 Hrs.)

Operations Management: Concept, Functions, Transformation Process Model: Inputs, Process and Outputs; Classification of Operations; Responsibilities of Operations Manager, Nature of International Operations Management, Difference between Manufacturing and Service Operations

Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Linkage between Corporate, Business, and Operations Strategy, Components of Operations Strategy, Global Strategies and Role of Operations Strategy

UNIT – II (12 Hrs.)

Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques.

Facility Layout Planning: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Layout Planning

Process Selection- Project, Job, Batch, Mass and Process Types of Production Systems, Operations Management in Corporate Profitability and Competitiveness

UNIT – III (15 Hrs.)

Operations scheduling: Definition, Objectives, Types, Sequencing (n-jobs on m machine), Queuing systems (Waiting Line Analysis) (theory and numerical), Line Balancing (theoretical concept only)

Project management; Project scheduling by using network PERT/CPM, (Theory and numerical)

UNIT – IV (15 Hrs.)

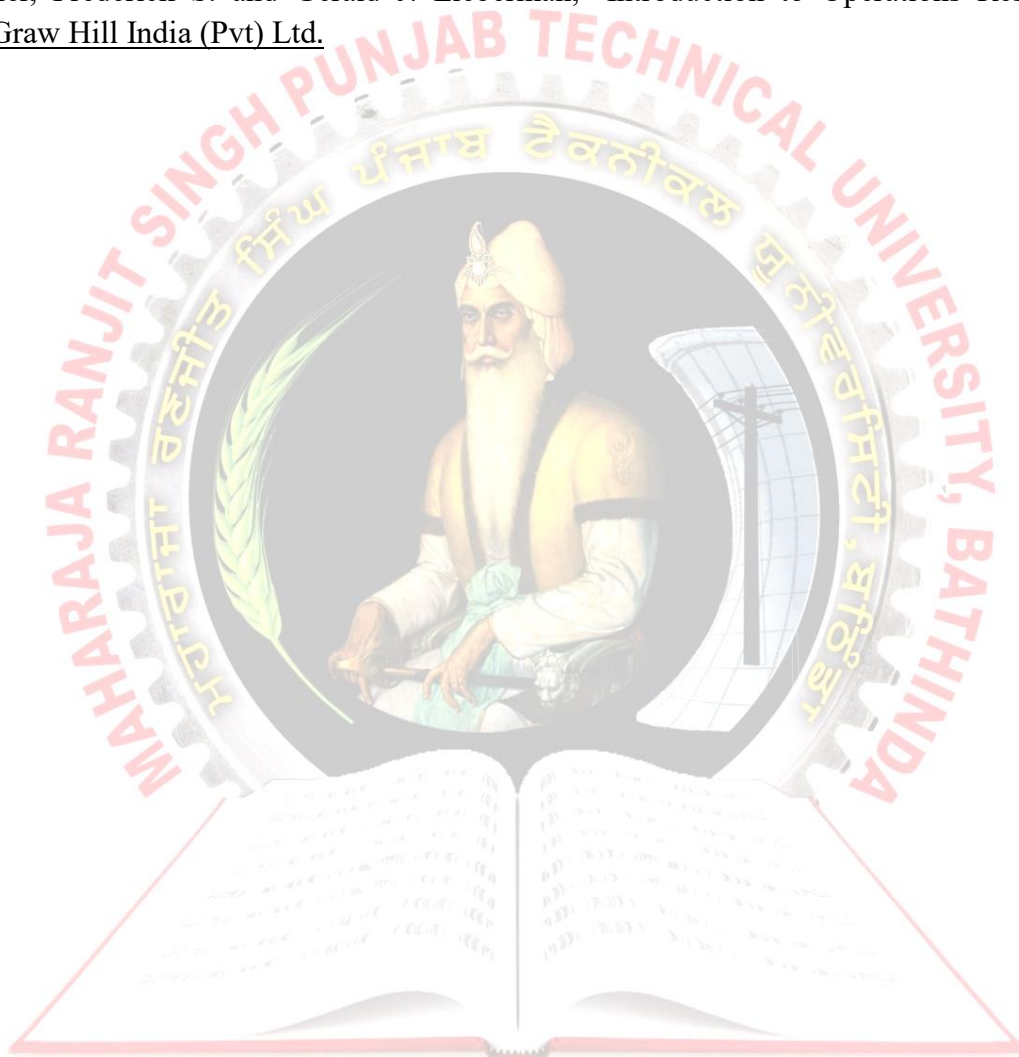
Quality management: Definition, experts' views on quality, Dimensions of quality, Cost of quality and quality cost audit, Statistical process control, control charts, Total quality management (TQM), Six sigma, ISO 9000 and other ISO series, Lean and Just in Time production system, Industrial safety, Quality Circle (theory and numerical)



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Recommended Books

1. Buffa & Sarin, 'Modern Production/Operations Management', John Wiley, Latest edition
2. Chary, Production and Operations Management, Tata McGraw-Hill, Latest Edition
3. Krajewski & Ritzman, 'Operations Management', Pearson Education, Latest edition
4. Adam and Eben, 'Production & Operations', Prentice Hall, Latest edition
5. Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, An Introduction to Management Science, South-Western.
6. Taha, Hamdy A, 'Operations Research – An Introduction', Prentice-Hall of India Private Ltd., New Delhi.
7. Hillier, Frederick S. and Gerald J. Lieberman, 'Introduction to Operations Research', McGraw Hill India (Pvt) Ltd.



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

BUSINESS RESEARCH METHODS

Subject Code: MBADS1-246

**L T P C
4 0 0 4**

Duration: 60 Hrs.

Course Objectives -The main aim of this subject is:

1. To understand the process of formulating research problem, significance of review of literature and in-depth knowledge of various types of research designs
2. To explain various methods of data collection, Sampling, Scaling techniques and their practical implementation in Research.
3. To learn about the functional knowledge of Statistical tests (Correlation, Regression. t-test, Z- test, F- test, Chi – Square, ANOVA) in SPSS with examples
4. To understand about factor analysis and Cluster Analysis in Research projects.

Course Outcomes

After the completion of this course students will be able to

1. Develop an understanding about research problem, research design and their applications under different scenarios
2. Apply various kinds of experimental design, sampling and data collection techniques related to the underlying theoretical framework
3. Assess the reliability and validity of research techniques
4. Comprehend the hypothesis testing process and application of various statistical tools in research

UNIT–I (15 Hrs.)

Introduction to Research: Meaning, Definition, Objective and Process, Qualitative Research, Quantitative Research, Research Ethics

Research Design: Meaning, Types - Historical, Descriptive, Exploratory and Experimental

Research Problem: Necessity of Defined Problem, Problem Formulation, Understanding of Problem,

Literature Review: Identifying, Accessing and Managing Sources of Information and Scholarly Literature- Academic Writing and Referencing, Steps in Literature Review Development-Argumentation

Design of Experiment: Basic Principal of Experimental Design, Randomized Block, Completely Randomized Block, Latin Square, Factorial Design.

UNIT–II (15 Hrs.)

Sources of Data: Primary and Secondary, Validation of Data

Data Collection Methods: Survey, Questionnaire: Process of Questionnaire Design, Information Required , Interview Method, Questionnaire Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire

Sampling Design & Techniques – Probability Sampling and Non Probability Sampling

Scaling Techniques: Meaning & Types

Reliability: Test – Retest Reliability, Alternative Form Reliability, Internal Comparison Reliability and Scorer Reliability

Validity: Content Validity, Criterion Related Validity and Construct Validity

UNIT–III (15 Hrs.)

Data Process Operations: Editing, Sorting, Coding, Classification and Tabulation



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Analysis of Data: Statistical Measure and Their Significance, Central Tendency, Dispersion, Correlation: Linear and Multiple Regression.

Hypothesis: Introduction, Types, Formulation of Hypothesis, Type-I Error, Type –II Error

Testing of Hypothesis: Steps of Hypothesis Testing, T-test, Z- test, Chi Square, F-test, ANOVA

UNIT – IV (15 Hrs.)

Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi Dimensional Scaling

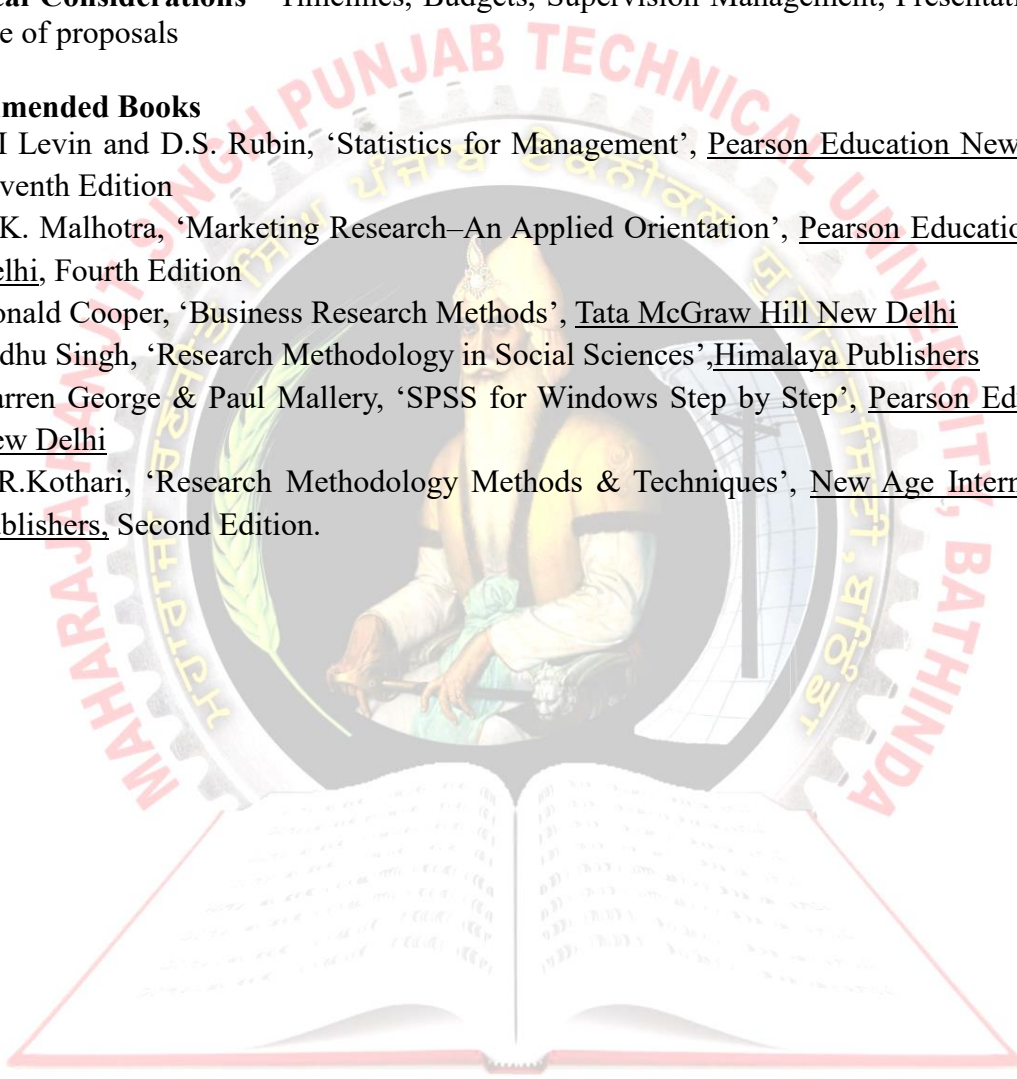
Report Writing: Essentials of Report Writing, Report Format

Research Proposal: Purpose, Nature and Evaluation - Content and Format

Practical Considerations - Timelines, Budgets, Supervision Management, Presentation and Defence of proposals

Recommended Books

1. R.I Levin and D.S. Rubin, ‘Statistics for Management’, Pearson Education New Delhi, Seventh Edition
2. N.K. Malhotra, ‘Marketing Research–An Applied Orientation’, Pearson Education New Delhi, Fourth Edition
3. Donald Cooper, ‘Business Research Methods’, Tata McGraw Hill New Delhi
4. Sadhu Singh, ‘Research Methodology in Social Sciences’, Himalaya Publishers
5. Darren George & Paul Mallery, ‘SPSS for Windows Step by Step’, Pearson Education New Delhi
6. C.R.Kothari, ‘Research Methodology Methods & Techniques’, New Age International Publishers, Second Edition.



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

ENTREPRENEURSHIP AND INNOVATION

Subject Code: MBADA1-247

**L T P C
2 0 0 2**

Duration: 30 Hrs.

Course Objectives: The aim of this course is:

1. To develop an entrepreneurial mindset and understanding of the innovation process.
2. To explore the role of startups, venture creation, and business model development.
3. To analyze strategies for managing and scaling innovative ventures.
4. To foster problem-solving, creativity, and decision-making in entrepreneurial contexts.

Course Outcomes: After completing this course, the students will be able to:

1. Know the parameters to assess opportunities and constraints for new business ideas.
2. Analyzing problems through scanning environment and business scenario for finding innovative solution
3. Understand various funding opportunities available for start-up and new ventures
4. Develop leadership qualities across genders for economic and societal uplifting

UNIT-I (08 Hrs.)

Foundations of Entrepreneurship: Concept, Need, Definition & Role of Entrepreneurship, Definition, Characteristics & Scope of Entrepreneur, Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Types of Entrepreneurs: Social, Tech-Based, Women Entrepreneurs, Intrapreneurs

Entrepreneurial Ecosystem: Role of Incubators, Accelerators

UNIT-II (08 Hrs.)

Business Opportunity Identification: Business ideas, Methods of Generating Ideas, and Opportunity Recognition

Feasibility Study: Environmental Scanning, Competitor and Industry Analysis; Market Feasibility, Technical/Operational Feasibility, Financial Feasibility

Preparing a Business Plan: Meaning and significance of a business plan, components of a business plan, Drawing business plan; Preparing Project Report; Presenting Business Plan to investors

UNIT-III (07 Hrs.)

Funding Sources: Angel Investors, Venture Capital, Crowd funding, and Bootstrapping; Various Government Policies, Uncertainty and Risk in Entrepreneurial Ventures; Reasons for The Failure of Entrepreneurial Ventures; Legal and Ethical Issues in Entrepreneurship;

UNIT-IV (07 Hrs.)

Innovation and Business Model Development: Understanding Innovation: Types (Product, Process, Business Model) & Strategies; Design Thinking & Lean Startup Approach; Prototyping, Minimum Viable Product (MVP) Development; Intellectual Property Rights (IPR) & Patents in Innovation

Project: Students will explore the various entrepreneurial opportunities in rural and urban areas and will prepare a business plan (Students will learn about preparation of Business Plan in Entrepreneurship subject). They will submit the project in the department and will give presentation based on their project report. It may be individual or group project.



**MBA (MASTER OF BUSINESS ADMINISTRATION) SYLLABUS
2025 BATCH ONWARDS**

Recommended Books

1. Vasant Desai, 'Management of Small-Scale Industries', Himalaya Publishing
2. Angadi, Cheema, Das, 'Entrepreneurship, Growth, and Economic Integration', Himalaya Publication
3. Rizwana and Janakiran, 'Entrepreneurship Development', Excel Books
4. Murthy, 'Small Scale Industry and Entrepreneurial Development', Himalaya Publishing
5. Satish Taneja, Entrepreneur Development ", New Venture Creation.
6. Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw Hill



EXCEL MODELLING FOR DECISION MAKING

Subject Code: MBADC1-248

**L T P C
0 0 4 2**

Duration: 60 Hrs.

Course Objectives

The main aim of this course is:

1. To equip students with hands-on skills in Excel for data analysis and decision-making.
2. To enhance problem-solving abilities using Excel functions, tools, and models.
3. To apply Excel-based decision models in finance, marketing, operations, and strategy.
4. To develop proficiency in visualization and automation techniques for business analytics.

Course Outcomes

After the completion of this course students will be able to:

1. Gain practical expertise in using Excel as a decision-support tool.
2. Enhance experimental skills for managerial problem-solving across business domains.
3. To understand visualization and automation practices for business analytics.

UNIT-I (15 Hrs.)

Fundamentals of Excel for Decision Making: Introduction to spreadsheet Interface, Shortcuts, and Best Practices; Data Entry, Formatting, and Conditional Formatting for Decision Support; Basic Formulas & Functions: SUM, AVERAGE, IF, COUNTIF, VLOOKUP, HLOOKUP; Data Cleaning Techniques: Removing Duplicates, Text-to-Columns, Find & Replace.

UNIT-II (15 Hrs.)

Data Validation and Error Handling; Data Analysis & Visualization: Sorting, Filtering, and Advanced Pivot Tables; Creating Interactive Dashboards with Slicers & Timelines
Data Visualization: Charts (Bar, Line, Scatter, Histogram, Waterfall)

UNIT-III (15 Hrs.)

What-If Analysis: Goal Seek, Scenario Manager, and Data Tables
Sensitivity Analysis for Business Decision-Making; Scenario-Based Modelling

UNIT-IV (15 Hrs.)

Business Modelling: Forecasting Techniques Using Regression, Cost-Benefit Analysis and Break-Even Analysis

Recommended Books

1. Greg Harvey, 'Microsoft Excel 2016 All-in-One for Dummies, Wiley Publications
2. Lokesh Lalwani, 'Excel 2019 All – In – One' BPB Publication
3. Manisha Nigam, 'Data Analysis with Excel' BPB Publication
4. Paul McFedries, 'Excel 2016- Formulas and Functions' Que Publications

