

I Semester MBA Syllabus

2025-2027

Course Matrix I Sem

Paper Code (*)		Course Name (*)	Subject Type (*)	Credit (*)
01BMBAR24161	HARD CORE	Fundamentals of Management	THEORY	3
01BMBAR24162		Managerial Accounting	THEORY	3
01BMBAR24163		Financial Management	THEORY	3
01BMBAR24164		Human Resource Management	THEORY	3
01BMBAR24165		Marketing Management	THEORY	3
01BMBAR24166		Operations Management	THEORY	3
01BMBAR24167		Managerial Economics	THEORY	3
01BMBAR24168		MS Office Essentials	PRACTICAL	3
TOTAL CREDIT				24

**SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME – Master of Business Administration Regular**

01BMBAR24161: Fundamentals of Management

Course Frame Work

Credits: L-T-P: 3 - 0 – 0

Total Credits: 3

Contact Hours/Week: 4

Direct Teaching Hours: 45

Total Contact Hours: 45

Course Learning Objectives:

The course aims to understand the basic concepts such as:

- This comprehensive course delves into the fundamentals of management, covering key concepts like the 5 Ms of business and management functions.
- It explores the intricacies of organizational behaviour, from individual attitudes and learning theories to group dynamics and leadership styles. Environmental analysis techniques are taught to assess both internal and external factors shaping business environments.
- The course also addresses effective communication, strategic planning tools such as just-in-time and lean manufacturing, and navigating organizational change. By delving into the Indian start-up ecosystem, students gain insights into emerging opportunities and challenges in the business landscape.
- Through this course, students will develop essential skills for effective management, leadership, and decision-making in diverse organizational settings.

Course Outcomes: On completion of the course, student would be able to:

CO's	Course Outcomes
CO1	Define and apply Recall management principles and functions.
CO2	Understand the 5 Ms of business and core management theories, and apply learning theories and study attitude formation and change.
CO3	Analyse individual and group behaviour in organizations.
CO4	Improve and study management skills, conflict resolution, and negotiation, Propose, Plan modern management techniques.

Fundamentals of Management

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	3	2	1	3	2	1	1	1	2	1	1	2	3	2
CO2	3	3	2	3	3	2	1	1	2	2	1	2	3	3
CO3	2	2	1	3	2	3	2	2	3	2	1	2	2	2
CO4	3	3	3	3	3	2	2	2	3	3	2	3	3	3

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	1	1
CO2	3	3	2	2	2
CO3	2	2	3	1	2
CO4	3	3	3	2	3

>70- 100	>40 &<70	<40
3	2	1

Syllabus
Hours
Unit – 1
10
Introduction to Management

- 1.1 Definition of Management, 5 Ms of Business, Functions of Management, Principles of Management.
- 1.2 Vision & Mission, Objectives, Goal Setting.
- 1.3 The Seven Processes – Planning, Organizing, Staffing, Directing, Coordinating, Reporting, And Budgeting.
- 1.4 Just-in-Time, Lean Manufacturing, Total Quality Management, Outsourcing.

Unit – 2
15
Management environment

- 2.1 Elements of the Environment: Internal and External.
- 2.2 Techniques of Environmental Scanning and Monitoring.
- 2.3 Significance and Elements of the Economic Environment; Economic Systems.
- 2.4 Indian Start-up Ecosystem: Opportunities and Growth.

Unit – 3
8
Key concepts of management

- 3.1 Role of manager, Power, Authority, Responsibility and delegation, Management and leadership, Organizational flexibility,
- 3.2 Discipline, Grievance, termination contract, Equal opportunities, Leading Managing and motivating the teams.
- 3.3 Fundamental Management Skills, Technical Skills, Interpersonal Skills, Conceptual Skills, Communication Skills, Decision-Making Skills, Time-Management Skills.

Unit – 4
12
Distinctions of management

- 4.1 Management & Administration, Management & Leadership, Transformation of Management, Challenges of Management.
- 4.2 Designing and managing operation system, controlling: Steps in the Control Process, Designing Control Systems, Financial Control, Responsibility Centre, Management of Quality, Technology and people, managing change with information technology.
- 4.3 Modern Management Techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management, Functions of management in industries 5.0.

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
1.	End Semester Examination	30 marks	Online Examination

Question Paper Pattern:

- Question paper shall have 6 main questions corresponding to 5 modules.
- Each main question will have two full questions carrying 5 marks each.
- The students will have to answer all 6 questions.

Text Books:

- Fundamentals of Management, Author : Amanjot Sachdeva & Dr. Pardeep Kumar, year: 2012
- Management Fundamentals Concepts, Applications, and Skill Development, Tenth Edition
Author: Robert N. Lussier - Springfield College, US, January, 2023, SAGE Publications.
- Fundamentals of Management, Essential Concepts and Applications, 9 January 2014, by Stephen P. Robbins (Author), David A. De Cenzo (Author), Mary A. Coulter (Author)

Reference Books:

- Fundamentals of Management, by A. R. Aryasri (Author).
- The Fundamental Elements of Strategy: Concepts, Theories and Cases (Management for Professionals) by Xiu-bao Yu (Author)
- Fundamentals of Management, Seventh Canadian Edition Robbins, Stephen P.; DeCenzo, David A.; Coulter, Mary A.; Anderson, Ian

e-Material:

- <https://www.inderscience.com/jhome.php?jcode=ijmfa>
- <https://www.sciencedirect.com/journal/management-accounting-research>
- <https://www.emeraldgrouppublishing.com/journal/ijaim>

Activity Based Learning/Practical Based Learning:

- 1) <https://nptel.ac.in>
- 2) <https://swayam.gov.in>

Beyond Syllabus

- i. Analyse and solve the business case studies.
- ii. Presenting their Startup ideas, Participate in business idea competitions.

SCHOOL OF COMMERCE AND MANAGEMENT DEPARTMENT OF MANAGEMENT STUDIES PROGRAMME: Master of Business Administration

01BMBAR24162: Managerial Accounting		
Course Frame Work		
Credits: L-T-P: 3- 0- 0		Total Credits: 3
Contact Hours/Week: 3	Direct Teaching Hours: 45	Total Contact Hours: 45
Course Learning Objectives: The course aims to understand the basic concepts such as • Understand and apply fundamental financial accounting concepts, principles, and conventions. • Analyse financial statements using various techniques and interpret financial data for decision-making. • Gain knowledge of cost and management accounting, including cost classification, cost sheets, and budgeting. • Learn budgeting techniques and marginal costing for effective financial planning and control. • Apply managerial accounting techniques to make informed business decisions.		
Course Outcomes: On completion of the course, student would be able to		
CO's	Course Outcomes	
CO1	Explain the fundamental principles of financial accounting, including journal entries, ledgers, trial balances, and final accounts.	
CO2	Analyse financial statements using tools such as ratio analysis, common-size statements, and fund flow & cash flow statements.	
CO3	Differentiate between cost accounting and management accounting, classify costs, and prepare cost sheets.	
CO4	Develop and interpret various types of budgets, including flexible, fixed, cash, and zero-based budgets, for effective financial planning.	

CO5	Apply marginal costing techniques for decision-making, including break-even analysis, key factor analysis, and make-or-buy decisions.
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Managerial Accounting

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	-	-	-	-	-	-	-	-	-
CO2	3	3	-	2	2	-	-	-	-	-	-	-
CO3	2	3	3	2	-	-	-	-	-	-	-	-
CO4	2	2	-	3	1	-	-	-	-	-	-	-
CO5	2	3	-	3	2	-	-	-	-	-	-	-

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	-	-	-
CO2	3	3	2	1	-
CO3	2	3	3	2	-
CO4	2	2	-	3	1
CO5	1	3	-	3	2

>70-100	>40 & <70	<40
3	2	1

Syllabus	Hours
Unit – 1	12
Unit I: Basics of Financial Accounting: 1.1. Financial Accounting: Definition - Advantages and limitations of accounting – Golden Rules of Accounting - Accounting Principles - Concepts and conventions. 1.2 Journal – Ledger - Trial Balance. 1.3 Final Accounts – Statement of profit and loss account, Balance sheet.	
Unit – 2	12
Unit II: Financial Statement Analysis: 2.1 Financial Statement Analysis: Objectives -Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage. 2.2 Accounting Ratios: Construction of balance sheet using ratios - Dupont analysis. 2.3 Fund Flow Statement and Cash Flow Statement Analysis - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of	

Fund Flow Statement – Computation of cash from Operations.

Unit – 3

10

Unit III: Introduction to Cost and Management Accounting, Cost Sheet:

3.1 Introduction to cost accounting - Meaning – Objectives – Classification of cost – Cost Unit and Cost Centre – Methods of Costing.

3.2 Introduction to management accounting - Management Accounting – Meaning – Scope – Importance - Limitations - Management Accounting Vs Cost Accounting – Management Accounting Vs Financial Accounting.

3.3 Elements of cost - Cost Sheet.

Unit – 4

11

Unit IV: Budgeting and Marginal Costing:

4.1 Budget, Budgeting, and Budgeting Control - Types of Budgets – Preparation of flexible and fixed budgets, master budget and cash budget - Zero Base Budgeting.

4.2 Marginal Costing: Definition – Distinction between marginal costing and absorption costing – Break-Even Point Analysis - Contribution, p/v ratio, margin of safety.

4.3 Decision making under marginal costing system: Key factor analysis, make or buy decisions, export decisions, sales mix decisions.

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
1.	End Semester Examination	30 marks	Online Examination

Question Paper Pattern:

- d) Question paper shall have 6 main questions corresponding to 5 modules.
- e) Each main question will have two full questions carrying 5 marks each.
The students will have to answer all 6 questions.

Text Books:

Maheshwari, S. N., & Maheshwari, S. K. (2021). *Financial and management accounting*. Vikas Publishing House.

Reference Books:

- 1) Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2020). *Introduction to management accounting* (16th ed.). Pearson Education.
- 2) Drury, C. (2018). *Management and cost accounting* (10th ed.). Cengage Learning.
- 3) Khan, M. Y., & Jain, P. K. (2019). *Management accounting: Text, problems and cases* (8th ed.). McGraw Hill Education.
- 4) Jawahar Lal. (2019). *Advanced management accounting: Text, problems and cases* (4th ed.). S. Chand Publishing.
- 5) Kaplan, R. S., & Atkinson, A. A. (2015). *Advanced management accounting* (3rd ed.). Pearson Education.

E-Material:

- 3) <https://ocw.mit.edu/courses/15-511-financial-accounting-summer-2004/pages/lecture-notes>
- 4) <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>
- 5) https://kneconotes.co.ke/wp-content/uploads/2024/03/Managerial_Accounting.pdf

Activity Based Learning/Practical Based Learning:

1. <https://nptel.ac.in/>
2. <https://swayam.gov.in/>
3. <https://www.coursera.org/learn/uva-darden-managerial-accounting>

Beyond Syllabus

- **Visualizations:** Excel, Tally, or QuickBooks to create interactive financial statements and analyze financial data, Tableau or Power BI for presenting accounting reports effectively.
- **Certifications:** Certificate in Financial Accounting (NPTEL/SWAYAM), Tally Essential Certification.

			>70-100	>40 &<70	<40				
			3	2	1				
Syllabus					Hours				
Unit – 1					11				
Unit 1: Overview and Introduction to Financial Management									
1.1 Meaning, Definition, Objectives of Financial Management, Framework, and Scope of Financial Management									
1.2 Finance function – Investment, Financing and Dividend Decisions, the role of financial manager. (K, L)									
1.3 Risk-Return relationship- Time value of money concepts - Investment Decision criteria - (K, L, A)									
Unit – 2					12				
Unit-II: Capital Budgeting and Cost of Capital:									
2.1 Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Payback Period, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI).									
2.2 Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon’s Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall). (K, L, A)									
2.3 EBIT - EPS Analysis - Operating Leverage - Financial Leverage – Problems									
Unit – 3					11				
Unit 3: Capital Structure and Dividend									
3.1 Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) –									
3.2 Determining capital structure in practice. Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis									
3.3 Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.									
Unit – 4					11				
Unit 4: Working Capital Management:									
4.1 Management of Working Capital – Significance and types of Working Capital –									
4.2 Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance –									
4.3 Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.									
Scheme of Evaluation:									
Continuous Internal Assessment (CIA) Scheme:									
Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total

				Exercise					
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
1.	End Semester Examination	30 marks	Online Examination

Question Paper Pattern:

- f) Question paper shall have 6 main questions corresponding to 5 modules.
 - g) Each main question will have two full questions carrying 5 marks each.
- The students will have to answer all 6 questions.

Text Books:

Financial Management, Ravi. M Kishore, Taxmann's Publication

Reference Books:

1. Financial Management (2018) M. Y. Khan and P. K. Jain, McGraw Hill Publication
2. Chandra, P. (2019). Financial Management. New Delhi, India. Tata McGraw Hill Book Co.
3. Pandey, I.M. (2015). Financial Management. New Delhi, India. Vikas Publishing House.
4. Gupta, S, K., Sharma, R.K. & Gupta, N (2013). Financial Management. Kalyani Publishers.

E-Material:

- 1) <https://www.icai.org/post/19152>
- 2) <https://byjus.com/maths/correlation-and-regression/>

Activity Based Learning/Practical Based Learning:

4. <https://www.khanacademy.org/math/statistics-probability>
5. https://onlinecourses.swayam2.ac.in/nou25_cm07/preview
6. <https://stattrek.com/>

Beyond Syllabus

- Prepare a presentation on a recent development in financial management, such as the impact of blockchain technology on financial markets.
- Create a presentation on a company's financial performance, using data visualization tools to illustrate key trends and insights.

**SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBAR**

01BMBAR24164: HUMAN RESOURCE MANAGEMENT

Course Frame Work

Credits: L-T-P: 3- 0- 0

Total Credits: 3

Contact Hours/Week: 3

Direct Teaching Hours: 45

Total Contact Hours: 45

Course Learning Objectives:

1. The course focuses on attracting, identifying, and hiring the best talent through job analysis, sourcing, and interviewing.
2. Performance management involves setting expectations, monitoring progress, and aligning goals with organizational objectives.
3. HRM enhances employee skills and knowledge through training programs and career development opportunities.
4. Compensation and benefits encompass strategies like salary, bonuses, and perks to reward employees and retain top talent.

Course Outcomes

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Explain the key concepts & key functions of human resource management, including recruitment, selection, training, performance management, and compensation.
CO2	Comprehend the HR policies that promote a positive work environment, legal compliance, and organizational effectiveness. To evaluate the impact of HR policies on employee motivation and organizational culture.
CO3	To analyze employee relations within an organization, including conflict resolution, labor laws, and workplace diversity.
CO4	To assess and apply HR metrics and analytics tools to measure and improve workforce performance.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	1	2	1	2	2	2	1	1
CO2	3	3	3	3	2	1	1	1	2	1	1	2
CO3	3	3	3	3	2	1	1	2	2	2	2	2
CO4	3	3	3	3	3	1	1	1	1	1	2	3

CO PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	2	1	2
CO2	3	3	3	1	1
CO3	3	3	3	2	1
CO4	3	3	1	1	1

>70-100	>40 & <70	<40
3	2	1

Syllabus

Unit – 1 HUMAN RESOURCE MANAGEMENT

11

1.1 Meaning, definition, nature and scope of human resource management - Objectives and Importance of HRM ,1.2 Human resource Functions-strategic impact of human resource management-Current and future challenges to HRM ,1.3 Jobs and careers in HRM- Building a design thinking culture

Unit 2: Human Resource Planning

11

2.1 Meaning, definition and scope of human resource planning ,2.2 Different aspects of human resource planning-Factors affecting HR Planning -Steps involved in HR Planning ,2.3 Advantage and disadvantage of HR Planning -Workforce planning and forecasting - Job analysis methods -Techniques of job designing

Unit 3: Recruitment and Performance appraisal

12

3.1 Meaning and definition of Recruitment- Source of Recruitment, -Method of recruitment -Recruitment practices in India ,3.2 Introduction to performance appraisal- Importance of performance appraisal - Method and process of performance appraisal ,3.3 Introduction to compensation - Principles of good compensation strategy - Different type of compensation plans- Compensation plan and business strategy - Statutory aspect of compensation and benefits

Unit 4: HR Analytics

11

4.1 Introduction to HR Analytics - definition and scope of HR analytics - importance of HR Analytics, types of HR Analytics - HR Analytics metrics.,4.2 Overview of HR Analytics process-HR Analytics tools and technologies ,4.3 Introductions to predictive Analytics for HR- HR Analytics applications - Best practices for implementing HR Analytics in organizations - Recent trends in HR Analytics.

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
1.	End Semester Examination	30 marks	Online Examination

Question Paper Pattern:

- h) Question paper shall have 6 main questions corresponding to 5 modules.
 - i) Each main question will have two full questions carrying 5 marks each.
- The students will have to answer all 6 questions.

Text Books:

1. "Human Resource Management" by Gary Dessler
2. "Human Resource Management: A Contemporary Approach" by Ian Beardwell, Len Holden, and Tim Claydon

3. "Fundamentals of Human Resource Management" by **Robert N. Lussier**

Reference Books:

1. "Strategic Human Resource Management" by **Jeffrey A. Mello**
2. "The New HR Leader's First 100 Days" by **Alan Collins**
3. "The Oxford Handbook of Human Resource Management" edited by **Peter Boxall, John Purcell, and Patrick M. Wright**

e-Material:

<https://www.geeksforgeeks.org/human-resource-management-hrm>

<https://corporatefinanceinstitute.com/resources/management/human-resource-management>

<https://www.aihr.com/blog/human-resource-basics>

Activity Based Learning/Practical Based Learning:

7. <https://nptel.ac.in>
8. <https://swayam.gov.in>

Beyond Syllabus

- Workplace Well-being- Why it's important: Employee well-being impacts productivity, retention, and overall job satisfaction.
- Workplace Diversity and Inclusion- Why it's important: A diverse workforce can lead to better decision-making and innovation.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBAR

01BMBAR24165- Marketing Management																																																																													
Course Frame Work																																																																													
Credits: L-T-P: 3- 0- 0								Total Credits: 3																																																																					
Contact Hours/Week: 3				Direct Teaching Hours: 45				Total Contact Hours: 45																																																																					
Course Learning Objectives																																																																													
The course aims to understand the basic concepts such as																																																																													
1. Understand the fundamental concepts of marketing, including market segmentation, consumer behavior, and the marketing mix to develop a strong foundation in marketing principles. 2. Examine product planning, branding, packaging, and pricing strategies to make informed decisions in product and price management. 3. Explore various promotional and distribution strategies, including advertising, sales promotion, and digital marketing, to effectively communicate value to customers. 4. Evaluate emerging trends and ethical considerations in marketing, such as societal marketing, international marketing, and digital disruptions, to assess their impact on businesses.																																																																													
Course Outcomes																																																																													
On completion of the course, student would be able to																																																																													
<table><tr><th>CO's</th><th colspan="12">Course Outcomes</th></tr><tr><td>CO1</td><td colspan="12">Analyze the core marketing concepts, philosophies, and consumer behavior to understand the impact of marketing decisions</td></tr><tr><td>CO2</td><td colspan="12">Evaluate the stages of product life cycle, branding strategies, and pricing techniques to develop competitive marketing strategies.</td></tr><tr><td>CO3</td><td colspan="12">Apply the principles of promotion and distribution to formulate an effective marketing communication and distribution strategy.</td></tr><tr><td>CO4</td><td colspan="12">Assess the role of digital and ethical marketing practices in shaping modern business strategies and consumer engagement.</td></tr></table>													CO's	Course Outcomes												CO1	Analyze the core marketing concepts, philosophies, and consumer behavior to understand the impact of marketing decisions												CO2	Evaluate the stages of product life cycle, branding strategies, and pricing techniques to develop competitive marketing strategies.												CO3	Apply the principles of promotion and distribution to formulate an effective marketing communication and distribution strategy.												CO4	Assess the role of digital and ethical marketing practices in shaping modern business strategies and consumer engagement.											
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CO2	3	3	3	3	3	1	1	2	2	3	3	3																																																																	
CO3	3	3	3	3	2	1	1	2	2	3	3	3																																																																	

CO4	3	3	2	3	3	3	3	3	2	3	2	3
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CO PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2
CO2	3	3	2	2	2
CO3	3	3	3	2	2
CO4	3	3	3	3	3

>70-100	>40 & <70	<40
3	2	1

Syllabus

UNIT I- Introduction to Marketing	Hours
1.1 Meaning and Definition, Goals, Concepts of Marketing, Approaches to Marketing, Functions of Marketing -Marketing vs. Selling - Marketing Management Process 1.2 Core Marketing Concepts, Marketing Philosophies, Marketing Management Process Marketing mix – 7Ps. 1.3 Consumer Markets and buying behaviour - Market segmentation and targeting and positioning. 1.4 Concept of customer retention and relationship marketing	10
Unit II: Product Planning and Pricing	Hours
2.1 Meaning of product, Key Concepts, Product Classification, Major Product Decisions 2.2 Product Life Cycle, New Product Development Process, Standardization vs. Adaptation, Branding Decisions 2.3 Packing vs. Packaging, Packaging Decisions., Packaging as a silent sales man 2.4 Pricing Decisions: Pricing Objectives, Factors Influencing pricing Decisions, Pricing Methods and Strategies.	10
Unit III: Promotion and Distribution	Hours
3.1 Marketing Communications: The Marketing Communication Process the Promotion Mix, Factors Guiding the Selection of Promotion Mix 3.2 Advertising and Its Objectives, Developing the Advertising Campaign; Sales Promotion and Its Objectives, Tools of Sales Promotion, Public Relations and Major Tools; Events and Experiences. Personal Selling: Nature And Process, Direct Marketing 3.3 Distribution Channel and Intermediaries: Role of Intermediaries, Channel Levels, Types and Nature of Intermediaries, Factors Influencing Distributing Decisions 3.4 Channel Conflict, E- Commerce Marketing Practices, Types and Functions of Wholesalers and Retailers	10

Unit IV Emerging Trends and Issues in Marketing	Hours
4.1 Rural Marketing, Societal Marketing, Direct and Online Marketing, Green Marketing 4.2 Ethical Considerations in Marketing, Marketing Ethics, and Consumer Rights, Truth in Advertising and Transparency, Cultural Sensitivity and Diversity. 4.3 Marketing of services; International marketing, Cyber marketing; Relationship marketing and other developments of marketing 4.4 Market Disruption caused by Digital Marketing to traditional marketing, Challenges and Suitability of Digital Marketing in India	10

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Component	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

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End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
1.	End Semester Examination	30 marks	Online Examination

Question Paper Pattern:

- j) Question paper shall have 6 main questions corresponding to 5 modules.
 - k) Each main question will have two full questions carrying 5 marks each.
- The students will have to answer all 6 questions.

Text Books

- 6) Tapan K. Panda (2020), Marketing Management: Text and Cases, Excel Books Publications
- 7) Ramaswamy & Namakumari (2018) "Marketing Management", McGraw Hill Education
- 8) Philip Kotler & Kevin Lane Keller (2021), "Marketing Management", Pearson Publications
- 9) Philip Kotler, Gary Armstrong (2022), "Principles of Marketing", Pearson Education.

Reference Books

1. Gary Armstrong & Philip Kotler (2021), "Marketing: An Introduction", Pearson Publications
2. J. Paul Peter & James H. Donnelly (2018) "Marketing Management: Knowledge and Skills", McGraw Hill Education

e-Material

1. <https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/lecture-notes/>
2. <https://dpvipracollege.in/wp-content/uploads/2023/01/Marketing-Management.pdf>

Activity Based Learning/Practical Based Learning:

- 1) <https://nptel.ac.in>
- 2) <https://swayam.gov.in>

Beyond Syllabus

1. Marketing Campaigns: Students can analyze real-world marketing campaigns from brands like Nike, Apple, or Tesla.
2. **Digital Marketing Experience:** Run **social media marketing** experiments (e.g., Instagram Reels vs. LinkedIn posts)

**SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBAR**

01BMBAR24166: OPERATIONS MANAGEMENT

Course Frame Work

Credits: L-T-P: 3- 0- 0

Total Credits: 3

Contact Hours/Week: 3

Direct Teaching Hours: 45

Total Contact Hours: 45

Course Learning Objectives:

The course aims to understand the basic concepts such as

- The human interactions in an organization,
- To understand the driving force that influences individuals and helps to achieve better results in & attain business goals.
- To understand and design the communication channels and leadership structures that can reinforce organizational culture.
- Organizational behavior can assist in fostering leadership, pro-activity and creative problem-solving.

Course Outcomes

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Explain the key processes involved in operations management, including production, inventory management, and supply chain logistics.
CO2	To apply quantitative techniques such as linear programming, forecasting, and queuing theory to solve operational problems.
CO3	To evaluate and analyze the performance of operations using key performance indicators (KPIs) such as cycle time, throughput, and cost efficiency.
CO4	Apply principles of lean management, quality control, and continuous improvement (e.g., Six Sigma) to enhance productivity and reduce waste in an organization's operations.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	3	2	-	-	-	3	3	2	-
CO2	3	3	3	2	2	3	-	2	3	3	3	2
CO3	3	3	3	3	2	3	2	2	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	2

CO PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3

>70-100	>40 & <70	<40
3	2	1

Syllabus

Unit 1: Foundations of Operations Management

11

- 1.1 Introduction to Operations Management,
- 1.2. Systems Concept and Transformation Process
- 1.3. Evolution of Operations Management
- 1.4. Operations Management Functions - Goods and Service Operations

Unit 2: Planning and Forecasting

11

- 2.1. Concept of Productivity
- 2.2. Problems in Employee, Raw Material, and Energy Productivity
- 2.3. Forecasting and Forecasting Techniques
- 2.4. Introduction to Facility Layout Planning - Different Layout Strategies

Unit 3: Quality Management and Decision Making

12

- 3.1. Capacity and Capacity Utilization
- 3.2. Work Study, Method Study, and Work Measurement Techniques
- 3.3. Plant Location and Break-even Analysis
- 3.4. Total Quality Management and Quality Costs - Statistical Process Control (SPC) Tools and Six Sigma (Project Management)

Unit 4: Supply Chain and Advanced Manufacturing
11

- 4.1. Inventory Control Techniques and Supply Chain Strategy (Distribution Channel)
- 4.2. Role of Information Technology in Supply Chain Management
- 4.3. Supply Chain Disruptions and SCOR Metrics
- 4.4. Production Planning & Control and Aggregate Planning - World Class Manufacturing, JIT, Lean Manufacturing, and Industry 4.0

Scheme of Evaluation:
Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
1.	End Semester Examination	30 marks	Online Examination

Question Paper Pattern:

- l) Question paper shall have 6 main questions corresponding to 5 modules.
- m) Each main question will have two full questions carrying 5 marks each.
- The students will have to answer all 6 questions.

Text Books:

- "Operations Management" by Jay Heizer and Barry Render
- "Operations Management: Strategy and Analysis" by Lee J. Krajewski, Larry P. Ritzman, and Manoj K. Malhotra
- "Operations Management: Sustainability and Supply Chain Management" by Jay Heizer, Barry Render,

and Chuck Munson

Reference Books:

1. "Introduction to Operations and Supply Chain Management" by James R. Stock and Douglas M. Boyer
2. "Essentials of Operations Management" by Nigel Slack, Stuart Chambers, and Robert Johnston
3. "Operations Management for Competitive Advantage" by Richard B. Chase, F. Robert Jacobs, and Nicholas J. Aquilano

e-Material:

<https://ebooks.inflibnet.ac.in/mgmt04/chapter/operations-management-in-manufacturing-and-services>
https://www.mheducation.com/highered/product/Operations-and-Supply-Chain-Management-Stevenson.html?utm_source=chatgpt.com

Activity Based Learning/Practical Based Learning:

9. <https://nptel.ac.in>
10. <https://swayam.gov.in>

Beyond Syllabus

- ☐ **Sustainability and Green Operations**-This includes adopting green supply chain practices, reducing waste, optimizing energy usage, and focusing on sustainable sourcing.
- ☐ **Digital Transformation and Automation**- The integration of digital technologies like Artificial Intelligence (AI), Machine Learning (ML), and the Internet of Things (IoT) is rapidly transforming operations management. These tools help improve real-time decision-making, optimize supply chains, and enable predictive maintenance of machinery.

**SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT
PROGRAMME MBA**

01BMBAR24167: MANAGERIAL ECONOMICS

Course Frame Work

Credits: L-T-P: 3 - 0 – 0

Total Credits: 3

Contact Hours/Week: 3

Direct Teaching Hours: 45

Total Contact Hours: 45

Course Learning Objectives:

The course aims:

- To equip students with the knowledge of managerial economics principles, enabling them to apply economic reasoning, optimization techniques, and market analysis to enhance business decision-making.
- To help students analyze pricing models, market structures, and macroeconomic policies to optimize business decisions

Course Outcomes: On completion of the course, student would be able to:

CO's	Course Outcomes
CO1	Understand and analyze key managerial economics concepts
CO2	Apply cost and revenue concepts to solve production-related problems
CO3	Evaluate pricing strategies across market structures
CO4	Assess macroeconomic factors and policy implications

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	3	2	-	-	1	1	1	2	2
CO2	3	3	2	3	2	-	-	1	1	1	3	2
CO3	3	3	2	3	2	-	-	1	1	2	2	2
CO4	3	2	1	3	3	2	2	2	1	2	3	3

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	1	1	1
CO2	1	3	2	-	1
CO3	3	2	2	2	1
CO4	2	3	1	3	2

>70-100

>40 & <70

<40

	3	2	1						
Syllabus				Hours					
Unit– 1 Foundations of Managerial Economics				11					
1.1 Introduction to Managerial Economics and Decision-Making - Nature and scope of managerial economics - Role of economics in managerial decision-making - Economic optimization and rational decision-making.									
1.2 Demand Analysis, Elasticity, and Forecasting - Demand curve analysis and determinants of demand Law of diminishing marginal utility in consumer decision-making - Elasticity of demand : price elasticity and income elasticity, Techniques for demand forecasting: time-series and causal methods - Importance of demand forecasting in decision-making,									
1.3 Supply Analysis									
Unit-2 Production and Cost				11					
2.1 Production Functions - Short-run and long-run production functions - Marginal and average product, diminishing returns.									
2.2 Cost concepts: explicit, implicit, fixed, variable, and opportunity costs - Cost curves: total cost, average cost, and marginal cost.									
2.3 Revenue Concept: Total Revenue, Average Revenue, Marginal Revenue, Revenue curve, Short Run and Long Run Production Decisions; Economies of Scale and Scope; Break-Even Points.									
2.4 Short Run & Long Run Cost Behaviour: Normal Profit, Super Normal Profit Optimization of Cost to maximize profitability and efficiency									
				11					
3.1 Pricing Strategies under Different Market Structures – Perfect competition, Monopoly, Monopolistic competition, Oligopoly, Duopoly									
3.2 Price determination in Perfect competition, Pricing and output determination in Monopoly,									
3.3 Monopolistic competition: price and product differentiation, Oligopoly pricing: collusion, price leadership. Duopoly.									
Unit-4 Macroeconomic Concepts and Policies in Business Decisions				12					
4.1 Macroeconomic environment and its impact on businesses Key macroeconomic indicators such as GDP, inflation, unemployment, and balance of payments.									
4.2 Macroeconomic Theory -Aggregate Demand and Supply – implications for business decisions and economic outcome.									
4.3 Business Regulations policies including tax policy, government spending, and regulatory changes. Fiscal and Monetary policies and their impact on business conditions									
4.4 National Income. Exploring the phases of the business cycle, leading indicators, and techniques for forecasting economic trends									
Scheme of Evaluation:									
Continuous Internal Assessment (CIA) Scheme:									
Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit /	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total

				Simulation Exercise					
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
2.	End Semester Examination	30 marks	Online Examination

Question Paper Pattern:

- n) Question paper shall have 6 main questions corresponding to 5 modules.
 - o) Each main question will have two full questions carrying 5 marks each.
- The students will have to answer all 6 questions.

Text Books:

- 1) Dwivedi, D. N. (2024). *Managerial Economics* (10th ed.). Vikas Publishing.
- 2) Damodaran, S. Sinha, V. C., & Sinha, R. (2018). *Managerial Economics*. SBPD Publishing House.
- 3) *Managerial Economics* (2nd ed.). Oxford University Press.

Reference Books:

- 1) Pindyck, R. S., & Rubinfeld, D. L. (2017). *Microeconomics* (Pearson Series in Economics). Pearson.
- 2) Petersen, H. C., Lewis, W. C., & Jain, S. K. (2005). *Managerial Economics* (4th ed.). Pearson.
- 3) Samuelson, P. A., Nordhaus, W. D., & Chaudhuri, S. (2019). *Economics (SIE)* (20th ed.). McGraw Hill.

e-Material:

- 1) <https://www.icai.org/post/13829>
- 2) <https://www.cfainstitute.org/sites/default/files/-/media/documents/study-session/2024-l1-los-t2.pdf>

Activity Based Learning/Practical Based Learning:

11. <https://nptel.ac.in>
12. <https://swayam.gov.in>

Beyond Syllabus

- Economic impact of startups and venture capital funding
- Role of financial markets in economic decision-making

**SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBA**

01BMBAR24168: MS OFFICE ESSENTIALS

Course Frame Work

Credits: L-T-P: 4- 0- 0

Total Credits: 3

Contact Hours/Week: 3

Direct Teaching Hours: 45

Total Contact Hours: 45

Course Learning Objectives:

The course aims to understand and apply MS Offices such as

- To navigate the Word interface efficiently, create, save, and open documents, and apply basic text and paragraph formatting, including the use of templates and styles for document editing and organization.
- To develop proficiency in understanding the Excel interface, creating and saving workbooks, managing sheets, and applying basic to advanced formulas and functions.
- To navigate the PowerPoint interface, create and save presentations, and apply slide layouts, themes, transitions, and animations for dynamic presentations and to integrate multimedia elements such as images, audio, and video into their presentations.
- To use Outlook for composing, sending, and receiving emails; organizing contacts; and managing the address book. They will also understand how to organize emails using folders and categories and efficiently manage their calendar and scheduling functions.

Course Outcomes

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Navigate and utilize the core features of Microsoft Word, including document creation, formatting, and advanced functionalities for collaborative editing and document management.
CO2	Demonstrate proficiency in Microsoft Excel by conducting data analysis, creating informative charts, using advanced formulas, and understanding data visualization techniques
CO3	Design compelling presentations using Microsoft PowerPoint, incorporating multimedia elements, applying effective slide designs, and mastering presentation delivery skills.
CO4	Manage communication efficiently with Microsoft Outlook, organizing emails, calendars, tasks, and leveraging advanced features for enhanced productivity.

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	3	2	1	1	3	3	2	3
CO2	2	3	2	2	3	3	1	1	2	3	3	2
CO3	1	2	3	3	2	2	1	2	3	3	1	2
CO4	3	3	2	2	3	3	1	1	3	3	2	2

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	2	3	1
CO2	2	2	3	2	2
CO3	2	2	3	3	2
CO4	2	3	2	2	1

>70-100	>40 & <70	<40
3	2	1

Syllabus

Unit I Microsoft Word

11

1.1: Overview of Word interface, Creating, saving, and opening documents, Formatting text and paragraphs, using templates and styles, Document Editing and Formatting.

1.2: Inserting headers, footers, and page numbers, adding tables, images, and shapes, applying formatting options (fonts, colours, styles), Working with bullet points and numbering, Advanced Features and Functions.

1.3: Mail merge for letters and envelopes, Creating and managing references(citations, bibliography), Track changes and comments, Customizing Word settings and options, Collaboration and Sharing.

1.4: Sharing documents for collaboration, using co-authoring and version history, Protecting documents with passwords and permissions, Integration with cloud storage platforms.

Unit II Microsoft Excel

12

2.1: Understanding Excel interface and basic functions, Creating, saving, and opening workbooks, managing sheets and cell formatting, Using basic formulas and functions, Data Analysis and Visualization.

2.2: Sorting and filtering data, creating charts and graphs, applying conditional formatting, Using pivot tables for data summarization, Advanced Excel Functions.

2.3: Advanced formulas (IF, VLOOKUP, INDEX-MATCH), Data validation and, error checking, Working with multiple worksheets and workbooks, Macros and automation, Data Collaboration and Sharing.

2.4: Sharing Excel workbooks and collaboration tools, protecting worksheets and workbooks, Importing and exporting data, Integrating with other Office applications.

Unit III Microsoft Powerpoint

11

3.1: Overview of PowerPoint interface, Creating and saving presentations, adding slides, layouts, and themes, Applying transitions and animations, Design and Multimedia Integration.

3.2: Inserting and formatting text, images, and shapes, working with multimedia (audio, video), Using SmartArt and charts, Design tips for effective presentations, Slide Show Management.

3.3: Slide master and layouts, setting up slide timings and narration, Rehearsing and presenting slideshows, using presenter view and annotation tools, Collaboration and Sharing

3.4: Sharing and collaborating on presentations, Using comments and reviewing tools, Exporting presentations in different formats, Integration with cloud services.

Unit IV Microsoft Outlook

11

4.1: Overview of Outlook interface, Email basics: composing, sending, receiving emails, managing contacts and address book, Organizing emails with folders and categories, Calendar and Scheduling.

4.2: Creating and managing appointments and meetings, sharing calendars and scheduling meetings, setting reminders and recurring events, Using calendar views and options, Task and Time Management.

4.3: Creating and managing tasks, setting task priorities and deadlines, using task assignments and tracking, Integrating tasks with the calendar, Advanced Outlook Features.

4.4: Rules and automation for email management, managing multiple email accounts, Customizing Outlook settings and preferences

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

S.No	Evaluation Category	CIA
1.	Learning via Workshop	5 marks

2.	Learning via Simulation Exercise	10 marks
3.	Learning via Case Solving in Excel	5 marks
4.	Open Assessment	30 marks
5.	Demonstrations	50 marks
		100 marks

Note: To appear for Demonstrations, a student has to obtain a minimum of 50% in the CIA

Text Books:

Reference Books:

e-Material:

1. <https://hbr.org/2016/10/the-performance-management-revolution>
2. <https://www.investopedia.com/terms/p/performancecompensation.asp>
3. <https://www.aihr.com/blog/compensation-management/>

Activity Based Learning/Practical Based Learning:

13. <https://nptel.ac.in>
14. <https://swayam.gov.in>

Beyond Syllabus

- **Reverse Recruitment:** When companies actively pursue top talent instead of waiting for applications.
- **Cultural Fit vs. Skill Fit:** Balancing technical skills with company culture alignment.