

School of Management Studies and Research

Curriculum and Syllabus

(2025-2027)

MBA- Master of Business Administration

INDEX

Sr.No.	Content	Page No
1	<u>Vision and Mission of KLE Technological University</u>	3
2	<u>Vision and Mission Statement of Department/ School</u>	4
3	<u>Program Educational Objectives (PEOs) /Program Outcomes (POs)</u>	5
4	<u>Curriculum Structure-Overall</u>	6
5	<u>Curriculum Structure – Semester-wise</u>	7
6	<u>Curriculum Content- Course-wise</u>	12

Vision

KLE Technological University will be a national leader in Higher Education –recognised globally for innovative culture, outstanding student experience, research excellence and social impact.

Mission

KLE Technological University is dedicated to teaching that meets highest standards of excellence, generation and application of new knowledge through research and creative endeavours.

The three-fold mission of the University is:

- To offer undergraduate and post-graduate programs with engaged and experiential learning environment enriched by high quality instruction that prepares students to succeed in their lives and professional careers.
- To enable and grow disciplinary and inter-disciplinary areas of research that build on present strengths and future opportunities aligning with areas of national strategic importance and priority.
- To actively engage in the Socio-economic development of the region by contributing our expertise, experience and leadership, to enhance competitiveness and quality of life.

As a unified community of faculty, staff and students, we work together with the spirit of collaboration and partnership to accomplish our mission.

[Back](#)

Title: Vision and Mission Statements of the Department/School

Vision:

KLE Tech Department of Management will be a premier institute in management education by fostering an innovative culture, delivering a transformative student experience, driving impactful research, and contributing meaningfully to business and society.

Mission:

M1: To offer a program in an engaging and experiential learning environment, preparing students for success in their lives and professional careers.

M2: To strengthen management knowledge through research that addresses real-world management challenges and shapes professionals

M3: To engage with industry and community stakeholders by contributing to the region's socio-economic development.

[Back](#)

Title: Consolidated View of Program Educational Objectives (PEOs) /Program Outcomes (POs) and Program-Specific Objectives (PSOs)

Program Educational Objectives (PEOs)	Program Outcomes (POs)
PEO1: Graduates will demonstrate entrepreneurial and managerial competencies in management as they apply problem-solving skills to conceive, analyse, design and develop sustainable solutions with or without the technological avenues for the holistic development of an enterprise and oneself.	PO1: Apply knowledge of management theories and practices to solve business problems.
PEO2: Graduates will actively embrace leadership roles and strive to achieve professional and organizational goals with adherence to professional and ethical values, team expectations and sensitivities to cultural diversity.	PO2: Foster analytical and critical thinking abilities for data-based decision making.
PEO3: Graduates will be committed to practising management philosophy and ethics in industry and government organizations, meeting stakeholders'; growing expectations and contributing to societal development.	PO3: Ability to develop value-based leadership ability.
PEO4: Graduates will actively participate in ongoing professional development opportunities, continuously update and adapt core knowledge and abilities to compete in the ever-changing global enterprise and pursue new career opportunities.	PO4:Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
	PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
	PSO1:Ability to analyse, synthesize and solve organizational and societal issues.

[Back](#)

Title: Curriculum Structure -Overall

MBA Batch 2025-27

Semester		Total Program Credits: 88		
Course with course Code	I	II	III	IV
	Organizational Theory & Practice (20MBAC701)	Data Analytics (25MBAC703)	Strategic Management (20MBAC801)	Legal Aspects of Business (20MBAC804)
	Micro and Macro Business Environment (25MBAC701)	Entrepreneurship Development (20MBAC705)	Elective – I (20MBAE8XX)	Supply Chain Management (22MBAC801)
	Accounting for Managers (25MBAC704)	Financial Management (24MBAC703)	Elective – II (20MBAE8XX)	Corporate Dissertation (25MBAP806)
	Business Research Methods (25MBAC706)	Human Resource Management (24MBAC704)	Elective – III (20MBAE8XX)	Elective – I (20MBAE8XX)
	Marketing Management (25MBAC705)	Operations Management (20MBAC712)	Elective – IV (20MBAE8XX)	Elective – II (20MBAE8XX)
	Statistics and Probability (25MBAC702)	Gen AI for Managers (25MBAP701)	Summer Internship (20MBAI801)	Elective – III (20MBAE8XX)
	Industry Experience- Phase I (25MBAP703)	Digital Marketing for Rural Business (24MBAP701)	Climate Change & Sustainability Management (25MBAP801)	Elective – IV (20MBAE8XX)
	Business Communication (25MBAP704)	Managerial Communication and Aptitude (24MBAP702)	Industry Experience -Phase III (25MBAP802)/ Business Venture Phase – II (25MBAP805)/ Research Experience Phase- I (25MBAR801) Social Entrepreneurship Phase- I (25MBAP804)	Research Experience Phase- II (24MBAR801) Social Entrepreneurship Phase II (24MBAP803)
		Industry Experience- Phase II (24MBAP703) Business Venture Phase – I (25MBAP702)		
Credits	23	22	22	21

	FORM ISO 21001:2018	Document #: FMCD2004	Rev: 1.0
Title: Curriculum structure semester wise			Page
			Year:

Title: Curriculum Structure- Semester-wise

Curriculum Structure for the year 2025-27 batch

I Semester

Sr.No	Course code	Course Title	L	T	P	Evaluation scheme			Credit (L+T+P)	Exam Hours
						ISA	ESA	Total		
1	20MBAC701	<u>Organizational Theory & Practice</u>	3	0	0	50	50	100	3	3 hours
2	25MBAC701	<u>Micro and Macro Business Environment</u>	3	0	0	50	50	100	3	3 hours
3	25MBAC704	<u>Accounting for Managers</u>	2	1	0	50	50	100	3	2 hours
4	25MBAC706	<u>Business Research Methods</u>	3	0	0	50	50	100	3	3 hours
5	25MBAC705	<u>Marketing Management</u>	2	0	1	67	33	100	3	2 hours
6	25MBAC702	<u>Statistics and Probability</u>	2	0	1	67	33	100	3	2 hours
7	25MBAP703	<u>Industry Experience- Phase I</u>	0	0	3	50	50	100	3	-
8	25MBAP704	<u>Business Communication</u>	0	0	1	80	20	100	1	-
TOTAL			15	1	6				22	

- Marketing Management (25MBAC705) and Statistics and Probability (25MBAC702):- 2-0-1 credits is an integrated course with ISA 67 and ESA 33 marks. ESA Examination will be for 2 Hours and Max Marks is 60 Marks.

ISA: In-semester Assessment ESA: End Semester Assessment L: Lecture T: Tutorials P: Practical

Date

Program Head

	FORM ISO 21001:2018	Document #: FMCD2004	Rev: 1.0
Title: Curriculum structure semester wise			Page
			Year:

II Semester

Sr.No	Course code	Course Title	L	T	P	Evaluation scheme			Credit (L+T+P)	Exam Hours
						ISA	ESA	Total		
1	25MBAC703	Data Analytics	2	0	1	67	33	100	3	2 hours
2	20MBAC705	Entrepreneurship Development	3	0	0	50	50	100	3	3 hours
3	24MBAC703	Financial Management	2	1	0	50	50	100	3	2 hours
4	24MBAC704	Human Resource Management	2	1	0	50	50	100	3	2 hours
5	20MBAC712	Operations Management	3	0	0	50	50	100	3	3 hours
6	25MBAP701	Gen AI for Managers	0	0	2	80	20	100	2	-
7	24MBAP701	Digital Marketing for Rural Business	0	0	1	80	20	100	1	-
8	24MBAP702	Managerial Communication and Aptitude	0	0	2	80	20	100	2	-
9	24MBAP703	Industry Experience- Phase II	0	0	3	50	50	100	3	-
	25MBAP702	Business Venture Phase – I	0							
TOTAL			12	2	9				23	

- Data Analytics (25MBAC703):-2-0-1 credits is an integrated course with ISA 67 and ESA 33 marks. ESA Examination will be for 2 Hours and Max Marks is 60 Marks.

ISA: In-semester Assessment ESA: End Semester Assessment L: Lecture T: Tutorials P: Practical

Date

Program Head

	FORM ISO 21001:2018	Document #: FMCD2004	Rev: 1.0
Title: Curriculum structure semester wise			Page
			Year:

Curriculum Structure for the year 2025-27 Batch

III Semester

ISA: In-semester Assessment ESA: End Semester Assessment L: Lecture T: Tutorials P: Practical

Sr. No	Course code	Course Title	L	T	P	Evaluation scheme			Credit (L+T+P)	Exam Hours
						ISA	ESA	Total		
1	20MBAC801	Strategic Management	3	0	0	50	50	100	3	3 hours
2	20MBAE8XX	Elective – I	3	0	0	50	50	100	3	3 hours
3	20MBAE8XX	Elective – II	3	0	0	50	50	100	3	3 hours
4	20MBAE8XX	Elective – III	3	0	0	50	50	100	3	3 hours
5	20MBAE8XX	Elective – IV	3	0	0	50	50	100	3	3 hours
6	20MBAI801	Summer Internship	0	0	3	50	50	100	3	--
7	25MBAP801	Climate Change & Sustainability Management	0	0	1	80	20	100	1	--
8	25MBAP802	Industry Experience -Phase III	0	0	3	50	50	100	3	--
	25MBAP805	Business Venture Phase – II								
	25MBAR801	Research Experience Phase- I								
	25MBAP804	Social Entrepreneurship Phase- I								
TOTAL			15	0	7				22	

Date

Program Head

	FORM ISO 21001:2018	Document #: FMCD2004	Rev: 1.0
			Title: Curriculum structure semester wise
			Page
			Year:

IV Semester

Sr.No	Course code	Course Title	L	T	P	Evaluation scheme			Credit (L+T+P)	Exam Hours
						ISA	ESA	Total		
1	20MBAC804	Legal Aspects of Business	3	0	0	50	50	100	3	3 hours
2	22MBAC801	Supply Chain Management	3	0	0	50	50	100	3	3 hours
3	20MBAE8XX	Elective - V	3	0	0	50	50	100	3	3 hours
4	20MBAE8XX	Elective – VI	3	0	0	50	50	100	3	3 hours
5	20MBAE8XX	Elective – VII	3	0	0	50	50	100	3	3 hours
6	20MBAE8XX	Elective - VIII	3	0	0	50	50	100	3	3 hours
7	25MBAP806	Corporate Dissertation	0	0	3	50	50	100	3	--
8	24MBAR801	Research Experience Phase- II*	0	0	3	50	50	100	3	--
	24MBAP803	Social Entrepreneurship Phase- II*								
TOTAL			18	0	3				21	

***Students who opt for Research Experience Phase II/ Social Entrepreneurship Phase II are exempted from one elective course of 3 credits**

ISA: In-semester Assessment ESA: End Semester Assessment L: Lecture T: Tutorials P: Practical

Date

Program Head

Electives I, II, III, IV, V, VI, VII, VIII				
Marketing 20MBAE8XX	Finance 20MBAE8XY	Human Resource 20MBAE8XZ	Operations 20MBAE8XA	Business Analytics 20MBAE8XB
Offered in III Semester				
▪ Sales Management (25MBAE801) ▪ Retail Management (25MBAE802) ▪ Rural Marketing (25MBAE803) ▪ Digital Marketing (25MBAE806)	▪ Security Analysis and Portfolio Management (25MBAE811) ▪ Advanced Financial Management (20MBAE812) ▪ Merchant Banking and Financial Services (20MBAE813)	▪ Legal Aspects of Employment (20MBAE822) ▪ Emerging Trends in HR Practices (20MBAE824) ▪ HR Analytics (22MBAE821) ▪ Emotional Intelligence in Practice (24MBAE821) ▪ Organisational Change and Development (24MBAE822)	▪ Services Operations Management (20MBAE832) ▪ Project Management (20MBAE833) ▪ Inventory Management (25MBAE831)	▪ Data Science for Business (25MBAE844) ▪ Data Visualisation Using Power Bi (25MBAE842)

Electives I, II, III, IV, V, VI, VII, VIII				
Marketing	Finance	Human Resource	Operations	Business Analytics
20MBAE8XX	20MBAE8XY	20MBAE8XZ	20MBAE8XA	20MBAE8XB
Offered in IV Semester				
▪ Service Marketing (25MBAE804) ▪ Integrated Marketing Communications (24MBAE802) ▪ Industrial Marketing (25MBAE805) ▪ Product and Brand Management (24MBAE803)	▪ International Financial Management (25MBAE812) ▪ Derivatives and Risk Management (24MBAE816) ▪ Mergers, Acquisitions and Corporate Restructuring (20MBAE815) ▪ Behavioural Biases and Investment (21MBAE811) ▪ Behavioural Finance (22MBAE811)	▪ Learning and Development (20MBAE821) ▪ HR Operations (24MBAE823) ▪ Talent and Competency Management (20MBAE825) ▪ Team Development and Leadership (20MBAE826)	▪ Total Quality Management (24MBAE831) ▪ Logistics and Warehouse Management (20MBAE835)	▪ Introduction to Python (24MBAE847) ▪ DBMS for Managers (24MBAE845) ▪ Perspective Analytics (25MBAE841)

	FORM ISO 21001:2018	Document #: FMCD2005	Rev: 1.0
Curriculum Content- Course wise			Page 12 to 110 Year: 2025

2025-27 Batch
Course Content Semester I

Program: MBA		
Course Title: Organizational Theory & Practice	Course Code: 20MBAC701	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Designing organizations: Organization: Meaning and characteristics, Organization Design: Meaning, purpose, Principles, factors affecting organization design, Design process, Managing organizational structure, Types of structures, Stake holder's management and future work place, organizational control 06 hrs		
Module 2: Introduction to Management: The evolution of management thought, approaches to management, Managerial functions, roles, traits and Skills, Ethics and Social Responsibilities of Management, Factors influencing Management, Recent trends and issues in Management, The manager as a planner and strategist 07 hrs		
Module 3: Introduction to Organizational Behavior (OB): Evolution of OB, fundamental concepts, current challenges and its relevance for managers, The foundation of individual behavior, Intelligence Quotient (IQ) and Emotional quotient (EQ), Decision making: introduction, characteristics, types and process. 07 hrs		
Module 4: Foundations of individual behaviour: Personality, determinants & theories of personality, Perception, Values, formation of values, types of values, Attitudes, types of attitudes, Changing attitudes, Cognitive dissonance theory, work related attitudes, Motivation, theories of motivation, using rewards to motivate employees, learning, theories of learning, stress management. 12 hrs		
Module 5: Behaviour in working environment: Leadership, contemporary issues in leadership, Introduction to Groups & Teams, Basics of power and politics, Organizational culture, Organizational change, diversity in workplace. Digital Workplace- role and Perspectives. Lean & Green Workspace. Reduced Inequalities, Ethical Challenges. 08 hrs		

References

- Jones Gareth R, George Jennifer M, Contemporary Management, TMH, 5th Edition, 2009
- Heinz Weihrich, Mark V Cannice, Harold Koontz, Management: A Global, Innovative and Entrepreneurial Perspective, Tata McGraw-Hill, 15th Edition, 2019
- Fred Luthons, Organizational Behavior, Tata McGraw-Hill, 12th Edition, 2017
- Stephen Robbins, Judge, Vohra, Organizational Behavior, Pearson, 18th Edition, 2018

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	
		V	

[Back](#)

Program: MBA		
Course Title: Micro and Macro Business Environment	Course Code: 25MBAC701	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module No. 1		
Introduction: Concepts of economics and managerial economics, the circular flow of economic activity, economics and decision making. Open economy and its characteristics, Informal economy. 03Hrs		
Module No.2		
Demand Theory: Demand Theory: Individual and market demand determinants, Price elasticity, Income elasticity, and Cross elasticity, Demand estimation. Supply Theory: Elasticity of supply, Determinants of supply. 10Hrs		
Module No.3		
Production and Costs: The production function concept, Laws of production, Types of production costs. 09Hrs		
Module No. 4		
Market Structure: Market structure, Perfect competition, Imperfect competition: Oligopoly and Monopolistic competition. Monopoly and types of monopoly. Pricing Decisions: Objectives of pricing policy, Cost-Plus pricing, New product pricing. 06Hrs		
Module No. 5		
Economic Environment: Economic policies, Fiscal policy, Economic survey, Union budget, Taxation, Industrial policies of India, effect of industrial policies on the economy, Industrial Pollution and Environmental Policy. India's recent monetary policy, Monetary Policy instruments. FDI, FII investments in India. Balance of Payments and Forex Reserves. 12Hrs		
References		
• D. M. Mithani, Managerial Economics, Himalaya Publishing House, 8th edition, 2016. • H. Craig Petersen and W. Cris Lewis, Managerial Economics, 4th edition, Prentice- Hall India, 2005. • Mark Hirschy, Economics for Managers, 12th edition, Cengage Learning India Pvt Ltd, 2014. • William Boyes, The New Managerial Economics, 1st edition, Houghton Mifflin Company, 2003. • N Gergory Mankiw, Principles of Economics, 3rd edition, Thomson South-Western, 2003. • D N Dwivedi, Managerial Economics, 7th edition, Vikas Publication house, 2010. • Francis Cherunilam, <i>Business Environment: Text and Cases</i>, 27th Revised Edition Himalaya Publishing House, 2007. • Justin Paul, <i>Business Environment: Text and Cases</i>, 4th edition McGraw-Hill 2018		

Scheme for Semester End Examination (ESA)

UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
		I	All Questions Compulsory
		II	

UNIT I		III	
		IV	
		V	

[Back](#)

Program: MBA		
Course Title: <u>Accounting for Managers</u>	Course Code: 25MBAC704	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1:		
Introduction: Introduction of management accounting, accounting concepts and convention, GAAP and accounting standards, Accounting equation, International Financial Reporting Standards (IFRS). Introduction to IGAP and UGAP.		06Hrs
Module 2:		
Final accounts: Journal and ledger entries, Trading and profit and loss account, Final accounts for companies using tally.		7Hrs
Module3:		
Depreciation Methods and Financial statement analysis: Depreciation Methods: Straight line method and Written-down value method.		
Financial statement analysis: Advantages and limitation of ratio analysis as a management tool. Analysis and interpretation of financial statements, ratio analysis, liquidity, leverage, activity and profitability ratios.		8Hrs
Module 4:		
Cash-flow statement and analysis: Cash-flow statement and Contemporary topics. Ethics in accounting, A case on falsification of cash flows. Ethical Financial Practices for Sustainable Development.		04Hrs
Module 5:		
Elements of Costs: Preparation of cost sheet – Marginal costing and Standard Costing.		03Hrs
References:		
R. Narayanaswamy, Financial Accounting: A Managerial Perspective, Prentice Hall of India, 6thedn, 2017. N. Ramachandran and Ram Kumar Kakani, Financial Accounting for Management, TMH Publications, 5thedn, 2020. - Ashish K Bhattacharya, Financial Accounting for Business Managers, Prentice Hall of India, 5thedn, 2012. - Ambarish Gupta, Financial Accounting for Management: An Analytical Perspective, Pearson India Education Services, 5thedn, 2016. - C Rama Gopal, Financial Management and Management Accounting, New Age International Publishers, 1st edn, 2011.		

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	3 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	
		V	

Program: MBA		
Course Title: Business Research Methods	Course Code: 25MBAC706	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction to business research: Meaning and objectives of research, Research Types, Qualitative and Quantitative approaches to research, Qualitative research – Focus group, case study, ethnography etc. advantages and limitations of qualitative and quantitative research, Quantitative Research Designs, Stages of research process, Characteristics of a Good Research.		
		08Hrs
Module 2: Review of Literature Introduction to Primary & Secondary data Review of literature: importance, purpose& process, types of literature reviews; structuring literature review, characteristics of a good research review, sources for review of literature, process of literature review.		
		07Hrs
Module3: Problem definition and hypothesis formulation: Research problem, definition of a research problem, identifying the problem, Use of secondary data in defining the problem, Review of literature and problem definition, Research Databases, hypothesis-setting, need, testing.		
		07Hrs
Module 4: Data Collection and summarization: Use of primary data in testing the hypothesis. Type I and Type II errors. Levels of measurement: Nominal, Ordinal, Interval, Ratio Scale, Census, Sampling, sampling techniques-probabilistic and non-probabilistic, Primary data collection, Questionnaire design, types of questions, Tabulation, frequency tables, charts and graphs, data summarization.		
		09Hrs
Module 5: Data Analysis and Report Writing in Research: Data processing, coding, labeling, eliminating records and missing values and outliers. testing of hypothesis for large and small samples, comparing two or more than two samples, correlation, and regression. On-parametric test – Chi-square, Discriminant Analysis, Multi-dimensional scaling, SEM,Report writing and ethics of research: Layout of the report, report writing and presentation, Plagiarism, ethical issues.		
		09Hrs

References:

- Cooper and Schlinder, Business Research Methods, 9th edition, 2011 TMH
- William Zikmund, Business Research Methods, 7th edition, 2009, Cengage Publication
- G. C. Beri, Business Research Methods & Statistics, 2nd edition, 2005, Tata McGraw-Hill.
- Uma Sekaran and Roger Bougie, Research Methods for Business, 5th ed, 2014, Wiley
- Uwe Flick, An Introduction to Qualitative Research, 1st edition, 2019, Sage Publications
- Gerard Guthrie, Basic Research Methods, 1st edition, 2010, Sage Publications
- G. C. Beri, Business Statistics, 2nd edition, 2005, Tata McGraw-Hill
- R I Lewin and David S Rubin, Statistics for Management, 7th edition, 2009, Pearson.
- Robert E. Stine, Dean Foster, Statistics for Business: Decision Making and Analysis, 1st edition, 2014, Pearson
- J K Sharma, Business Research Methods & Statistics, 2nd edition, 2006, Pearson.

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	
		V	

[Back](#)

Program: MBA		
Course Title: <u>Marketing Management</u>	Course Code: 25MBAC705	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 67	ESA Marks: 33	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1: Introduction: Introduction to Marketing, Core Concepts, Marketing Mix, Scanning the Marketing Environment Marketing Planning and Strategies, Customer Value and Customer Relationships. 08Hrs		
Module 2: Business Markets: Consumer Markets, Responsible Consumption Behaviour, Business Markets, Market Segments and Targets, Competitive Dynamics. Introduction to Rural Markets. 07Hrs		
Module 3: Branding and Integrated Marketing Channel: Brand Positioning, Brand Equity, Setting Product Strategy, Managing Services, Pricing Strategies and Programs, Integrated Marketing Channel: Retailing, Wholesaling, and Logistics. 07Hrs		
Module 4 Integrated Marketing Communications: Managing Mass Communications and personal communications of the organizations, Global Markets, hyper personalization and its influence on marketing. Introduction to Digital Marketing. 06Hrs		
References: - Philip Kotler, Kevin Keller, Abhraham Koshy and Mithleshwar Jha, Marketing Management: A south Asian Perspective, 14th edition, Pearson Publication. - Ramaswamy Namakumari, Marketing Management, 5th edition, Tata McGraw Hill. - Rajan Saxena, Marketing Management, 4th edition, Tata McGraw Hill. - Michael Hutt, Dheeraj Sharma, B2B Marketing, 11th edition, Cengage learning.		

Scheme for Semester End Examination (ESA)

UNIT	3 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
		II	
		III	
		IV	

[Back](#)

Program: MBA		
Course Title: Statistics and Probability	Course Code: 25MBAC702	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 67	ESA Marks: 33	Total Marks: 100
Teaching Hours: 28 hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module No. 1. Introduction to Statistical Methods: Definition and scope of statistics, Data, Type of Variable, Measures of Central Tendency (Mean, Median, and Mode), and Measures of Dispersion (range, mean deviation, standard deviation, coefficient of variation). 09Hrs		
Module No. 2. Data Visualization: Skewness, Histogram, Box plots, Normal Quantile-Quantile plots, Bar charts/graphs, Scatter plots, Line charts, Area plots, Pie charts, Donut charts, Specialized data visualization tools, Box plots, Bubble plots, Heat map. 07Hrs		
Module No 3: Introduction to Probability: Definition, Interpretation of probability value, addition rule, multiplication rule, Bayes' rule, Bayesian Classification, sample space and events, Axioms of probability conditional probability. 07Hrs		
Module No 4: Random variables and Probability Distribution: Random variables, simple Examples, Discrete and continuous random variables; Theoretical distributions: Binomial, Poisson, Poisson Distribution with basic problems. 07Hrs		
- S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 7th Edition, 2018. J. Susan Milton, Jesse C. Arnold, Introduction to Probability and Statistics: Principles and Applications for Engineering and the Computing Sciences, 4th Ed, TATA McGraw-Hill Edition 2007. - Beri, GC, Business Statistics, 3rd Ed. TMH. 2010.		

Scheme for Semester End Examination (ESA)

		Module numbers	Instructions
UNIT I	3 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	

[Back](#)

Program: MBA		
Course Title: Industry Experience- Phase I	Course Code: 25MBAP703	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: --
Course Content		
Particulars		
Student has to visit an organization on daily basis and perform the below mentioned tasks. The report shall be submitted. • Organization Profile (Ownership type, MSME, MD/Owner, Revenue and employee strength, Product/services and market served, competitors) • Structure and HR Organization • Manpower planning and staffing • On boarding • Comp & Benefit • Time office • Performance Management System • Marketing organization • Finance organization • Operations organizations • Audits/Certification • Environment, Health and Safety • Ethical Practices and Corporate Social Responsibility. 90Hrs		

[Back](#)

Program: MBA		
Course Title: Business Communication	Course Code: 25MBAP704	
L-T-P: 0-0-1	Credits: 1	Contact Hrs: 02 Hrs/week
ISA Marks: 80	ESA Marks: 20	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: --
Course Content		
Particulars		
Topic 1: Vocabulary and Verbal Skill • Synonyms and Antonyms • Accurate Pronunciation of vowels & consonants • Reading Comprehension • Sentence Completion • Error Detection • Root words and Word Analysis • English Grammar – Formatting sentences & Dictionary Usage		
		06Hrs
Topic 2: Writing Skills • Essay • Short Notes • Interpretation • Correcting grammatical errors • Reflective writing • Letter and Email Writing		
		06Hrs
Topic 3: Art of Communication • Components of Communication • Confident Body Language • Modulating Voice • Active Listening • Albert Mehrabian Study • Communication in a Team • Discussions and Debates		
		06Hrs
Topic 4: Presentation Skills • Grooming • Managing anxiety • Visual and Vocal presentations • Formal presentation		
		08Hrs
Topic 5:Trends in communication techniques		02Hrs
References: • Vilanilam J V, <i>More Effective Communication: A Manual for Professionals</i>, Sage Publications. • Shirley Taylor, 2005, <i>Communication for Business: A Practical Approach</i>, 4th Edition, Pearson Longman. • John M Penrose, Robert W. Rasberry, and Robert J. Myers, <i>Advanced Business Communication</i>, 3rd edition, Thomson South-Western. • Raymond V. Lesikar, <i>Basic Business Communication</i>: Irwin/McGraw-Hill, • Sam Phillips, <i>3000 Synonyms and Antonyms</i> 1st Edition, Goodwill Publishing House		

[Back](#)

Semester II

Program: MBA		
Course Title: <u>Data Analytics</u>	Course Code: 25MBAC703	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 67	ESA Marks: 33	Total Marks: 100
Teaching Hrs: 28 hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1: Hypothesis Testing: Basic terminologies of hypothesis, Types of Hypothesis, hypothesis formulation, testing hypothesis, Type-I Error & Type-II Error, Confidence interval, Sample size determination, Hypothesis test for proportions, means (single and differences), using P-value approach. 08Hrs		
Module 2: Correlation Analysis: Scatter Diagram - Positive and Negative Correlation - Limits for Coefficient of Correlation - Karl Pearson's Coefficient of Correlation - Spearman's Rank Correlation - Concept of Multiple and Partial Correlation. 07Hrs		
Module 3: Regression Analysis: Least Square Method - Multiple linear regressions, Logistic Regression, properties of Regression coefficients. 08Hrs		
Module 4: Time Series Analysis : Objectives, Variations In Time Series - Methods of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. 05Hrs		
Reference: •U Dinesh Kumar, Business Analytics: The Science of Data driven decision making, Wiley, 2021. •Regi Mathew, Business Analytics: For Decision Making, Pearson Publications, 2020. •Dan W Patterson, Introduction to Artificial Intelligence and Expert System Pearson Publications, 2015.		

Scheme for Semester End Examination (ESA)

UNIT	3 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
		II	
		III	
		IV	
		V	
			Back

Program: MBA		
Course Title: Entrepreneurship Development	Course Code: 20MBAC705	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction and concepts: Concept and Need of Entrepreneurship Development, Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concept of entrepreneur, manager and intrapreneur. Entrepreneurial traits, types and significance in today's context; definitions, characteristics of entrepreneurial types, qualities and functions of entrepreneurs, role, functions and importance of entrepreneurs in economic growth, Entrepreneurship as a career.		
		09Hrs
Module 2: Evolution and Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen, Effectuation theory of entrepreneurship, A positive theory of social entrepreneurship.		
		08Hrs
Module 3: Venture Process: Opportunity sensing and idea generation, Environmental assessment, marketing plan, organizational plan and financial plan, Sources of finance and financial planning, business plan, entrepreneurial growth strategies, franchising, stalling, sickness and revival and exiting the venture.		
		10Hrs
Module 4: Emerging trends in the entrepreneurship: Rural entrepreneurship, Social entrepreneurship, family business and entrepreneurship, and technology driven entrepreneurship. Entrepreneurship development: government and supporting agencies. Ethical and Environmental challenges.		
		09Hrs
Module 5: Contemporary issues and practices. Schemes, Incubation centres, Funding Options, and Angel investor		
		04Hrs
Reference: - Hisrich, Robert D; Peters, Michael P and Shepherd, Dean A, <i>Entrepreneurship</i>, Tata McGraw Hill Publishing Company Limited - Bagchi, Subroto, <i>The-High Performance Entrepreneurs</i> Penguin Books International Private Limited, New Delhi. - Kuratko F Donald & Hodgetts M Richard, <i>Entrepreneurship a Contemporary Approach</i>, The Dryden Press. - Robert A Baron and Scott A Shane, <i>Entrepreneurship A Process Perspective</i>, Thomson South Western. - David H. Holt, <i>Entrepreneurship: New Venture Creation</i>, Prentice Hall of India 2002. - Raj Shankar, <i>Entrepreneurship Theory & Practice</i>, Vijay Nicole Imprints Pvt Ltd.		

Scheme for Semester End Examination (ESA)

UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
		II	
		III	
		IV	
		V	

[Back](#)

Program: MBA		
Course Title: Financial Management	Course Code: 24MBAC703	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1:		
Introduction, Planning and Financial System: Introduction – Financial management and Indian Financial System, Business finance, Profit Vs Wealth maximization, Agency problem, Financial planning, Budgets and budgetary control: production budget, flexible Budget, sale budget and cash budget.		
07Hrs		
Module 2:		
Time Value and Capital Budgeting: Time value of money, Capital budgeting, Different phases of capital budgeting, Criteria for selection of projects, NPV, IRR, BCR, ARR, Simple and Discounted payback period criteria.		
08Hrs		
Module 3:		
Working Capital Management: Working capital management, Sources of working capital, Working capital estimation and financing (short-term and long-term).		
07Hrs		
Module 4:		
Introduction to long term and short term sources of capital, Leverages: Operating, Financial, and Combined leverages, Capital structure decisions, Planning the capital structure, Cost of capital: specific and composite cost. Hybrid Financing, modern methods of financing and valuation.		
06Hrs		
References:		
- Prasanna Chandra, <i>Fundamentals of Financial Management</i>, 7thedn, Tata McGraw Hill. M. Y. Khan and P. K. Jain, <i>Financial Management</i>, 5thedn, Tata McGraw Hill - Stephen A. Ross, Randolph W. Westerfield, Bradford D. Jordan, <i>Fundamentals of Corporate Finance</i>, 6thedn, Tata McGraw Hill. - Aswath Damodaran, <i>Corporate Finance – Theory and Finance</i>, 2nd edition, Wiley India. - Richard A. Brearley, and Stewart C. Myers, <i>Principles of Corporate Finance</i>, 7thedn, Prentice Hall of India.		

Scheme for Semester End Examination (ESA)

UNIT	3 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
		II	
		III	
		IV	

[Back](#)

Program: MBA		
Course Title: Human Resource Management	Course Code: 24MBAC704	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1: Introduction to Human Resource Management (HRM): Characteristics, scope, objectives, functions and role of Human Resource Management (HRM), HRM versus personnel management, difference between HRM and HRD (Human Resource Development), qualities of Human Resource (HR) manager, HR manager as a strategic partner. HRM in Small and Entrepreneurial Firms. Ethics & HRM.		
		08Hrs
Module 2: Analyzing works and Compensation: Job design, analysis, description, specification, enrichment, enlargement and rotation, Introduction to compensation and benefits management - purpose, meaning, factors, challenges.		
		06Hrs
Module 3: Acquisition of human resources: Man power planning, objectives, Recruitment, sources of recruitment, selection techniques, Placement.		
		08Hrs
Module 4: Employee relations: Employee engagement, competency mapping, industrial relations, work life balance, employee empowerment Introduction to IHRM (International Human Resource Management), HR Ethical issues, part-time employment and contingent workforce management, Green HRM, contemporary HRM.		
		06Hrs
References: • Gary Dessler, <i>Human Resource Management</i>, 15th edition, Pearson, 2017. • Cynthia D. Fisher, Lyle F. Schoenfeldt, and James B. Shaw, <i>Human Resource Management</i>, Biztantra, 2008. • Ashwatappa K, <i>Human Resource Management</i>, 9th edition, Tata McGraw Hill, 2021. • Gary Dessler and Biju Varrkey, <i>Human Resource Management</i>, Pearson, 16th edition 2020.		

Scheme for Semester End Examination (ESA)

UNIT	3 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
		II	
		III	
		IV	

[Back](#)

Program: MBA		
Course Title: <u>Operations Management</u>	Course Code: 20MBAC712	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Operations Management- Trends and challenges: Introduction to OM, Manufacturing Trends in India, Operations as a Key Functional Area, Operations Management: A Systems Perspective, Operations Management Functions, Challenges in Operations Management, Current Priorities for Operations Management.		
		08Hrs
Module 2: Facility Location: Globalization of operations, factors affecting location decisions, location planning methods and issues.		
		09Hrs
Module 3: Process and Capacity analysis: Planning premises and process implications, process redesign using Business Process Reengineering (BPR), definition and measures of capacity, time horizon and framework in capacity planning, alternatives for capacity augmentation, decision tree for capacity planning.		
		08Hrs
Module 4: Aggregate planning: Planning hierarchies in operations, aggregate production planning, necessity of aggregate plan, frame work for aggregate production planning, alternatives for managing demand and supply, strategies for aggregate production planning, Master Production Schedule. Resources planning: dependent demand attributes, framework, Materials Requirement Planning (MRP).		
		09Hrs

Module 5:**Scheduling of operations:**

Need and basis for scheduling, loading of machines, scheduling of flow and job shops, issues in mass production systems, Sequencing.

Role of materials management- materials and profitability, purchase functions, procurement procedures including bid systems, vendor selection and development, Inventory Management: concepts of inventory, types, classification, ABC VED, and FSN analysis. Inventory model – Economic order quantity (EOQ), Inventory records, Industry 4.0

06Hrs**References:**

- Mahadevan B, Operations Management: Theory and Practice, Pearson Education.
- Ritzman LP and Krajewski LJ, **Foundations of Operations Management, Prentice Hall.**
- Gaither N and Fraizier G, Operations Management, Thomson South-Western.
- Monks JG, Operations Management: Theory and Problems, 3rd edition, McGraw Hill.
- Klassen RD and Larry J. Menor LJ, Cases in operations Management, Sage.

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	
		V	

[Back](#)

Program: MBA		
Course Title: Gen AI for Managers	Course Code: 25MBAP701	
L-T-P: 0-0-2	Credits: 2	Contact Hrs: 04 Hours/week
ISA Marks: 80	ESA Marks: 20	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hours
Course Content		
Particulars		
Module 1: Introduction to Generative AI & Prompt Engineering		
Evolution of AI, History of AI, Importance of AI and emergence of GenAI, large language models (LLMs), Prompts & Prompt engineering meaning, Elements of a Prompt, Prompt Engineering Techniques, crafting effective prompts for business tasks, Ethical, legal, and societal implications of using GenAI in business, bias, misinformation, data privacy, and IP concerns, Use of GenAI Tools to explain a business concept.		
2Hrs		
Module 2: Business Research and Literature Review with AI		
Outline the specific business aspect for problem identification, summarizing papers, reports, and articles, Leveraging GenAI for market research.		
4 Hrs		
Module 3: Generative AI in Marketing Campaign		
content development strategy, customer segmentation, positioning and targeting, Concepts of branding and advertisement, AI-driven content generation for marketing campaigns		
4 Hrs		
Module 4: Generative AI in Financial Decision Making		
Financial statement (Ratio analysis, industry and sector trend summarizer, profitability and performance evaluation analysis) and forecasting (Cash flow estimation & Earnings call simulator).		
6 Hrs		
Module 5: Generative AI in Talent Acquisition		
Job Description, Recruitment- Resume building and screening, Onboarding.		
6 Hrs		
Module 6: Generative AI in Operations		
PESTLE, Porter's 5 Forces, SWOT, Scenario planning and forecasting using AI, Process Redesign, generated insights Integrating GenAI into strategic planning and decision-making.		
6 Hrs		
References:		
- Dan W Patterson, Introduction to Artificial Intelligence and Expert System Pearson Publications, 2015 - Generative AI for Enterprises: Essential insights for decision makers, Vishal Anand, Bpb Publications, 2024		
Mastering Prompt Engineering for Generative AI: Unlocking the Full Potential of AI Technology, Anand Vemula, Amazon Digital Services LLC – Kdp, 2024		

[Back](#)

Program: MBA		
Course Title: Digital Marketing for Rural Business	Course Code: 24MBAP701	
L-T-P: 0-0-1	Credits: 1	Contact Hrs.: 02 Hours/week
ISA Marks: 80	ESA Marks: 20	Total Marks: 100
Teaching Hrs. 28 hrs.		Exam Duration: 2 hours
Student has to choose an FPO (Farmer Producer organizations)/Cottage industry/Home industry /Co-operative societies/Self-help group and has to visit on weekly basis and perform the below mentioned tasks.		
Course Content		
Task 1: Knowing Rural Business - To collect information regarding FPO (Farmer Producer organizations) /Cottage industry/Home industry /Co-operative societies/Self-help group. - Understanding the product and the business. - Knowing about the technicality of the product. - Understanding the market demand. Knowing the mode of operations (Buying and selling).5Hrs		
Task 2: Understanding through Secondary Data - Analyze current trends in rural product consumption. - Identify specific rural products with high growth potential. - Research the target audience demographics, psychographics, and online behavior - Define specific KPIs for each campaign goal (e.g., website traffic, social media engagement, conversion rate). - Undergoing the SWOT analysis. 6Hrs		
Task 3: Digital Marketing Plan development Outline a plan: for ongoing campaign optimization based on data insights and identified areas for improvement. Campaign Goals: Define specific, measurable, achievable, relevant, and time-bound (SMART) goals for the digital marketing campaign (e.g., increase brand awareness by X% within Y months). Digital Channels: Select the most suitable digital channels for reaching the target audience (e.g., social media platforms, content marketing, influencer marketing, e-commerce platform, Website, Video Channels). Justify your choices based on audience behavior and product type. Content Strategy: Develop a plan for creating engaging content for each chosen channel, highlighting the product's story, benefits, and cultural significance (if applicable). Budget Allocation: Allocate a budget for each chosen digital channel, considering content creation, advertising costs (if applicable), and influencer partnerships (if applicable). 6Hrs		
Task 4: Execution of the Plan Campaign Timeline: Create a detailed timeline outlining key activities, content publishing schedule, and launch dates for different campaign elements.		

• Social Media Management: Develop a social media strategy outlining posting frequency, content formats (images, videos, stories), and appropriate hashtags. • Influencer Marketing (Optional): If implementing influencer marketing, outline the selection criteria for influencers, collaboration details, and content expectations. Website & E-commerce Integration (Optional): If selling products online, ensure website optimization for rural audiences and consider integrating an e-commerce platform.8Hrs
Task 5: Report Writing • Present the information on digital marketing activities conducted and their specific result. • Summarize the key takeaways from the project, including challenges encountered and lessons learned. • Present specific recommendations for future marketing initiatives to further promote the chosen rural products. 3Hrs

[Back](#)

Program: MBA		
Course Title: Managerial Communication and Aptitude	Course Code: 24MBAP702	
L-T-P: 0-0-2	Credits: 2	Contact Hrs: 04 Hours/week
ISA Marks: 80	ESA Marks: 20	Total Marks: 100
Teaching Hrs: 56hrs		Exam Duration: 2 hours
Course Content		
Part 1: Managerial Communication		
Topic 1: Discussions and Debates		
- Understanding discussion - Parameters measured in Group Discussions - Video Analysis of Group Discussions (Identifying Individual flaws and improvement through Mock Videos)		
15Hrs		
Topic 2: Writing Skills		
- Business letters - Covering letter - Resume writing - Email etiquette		
05Hrs		
Topic 3: Interview Skills		
- What companies expect - Showing Commitment and Learning Ability - Handling difficult questions - Understanding interviewer psychology - Situation Reaction and Presence of Mind - Dressing right - Interview etiquette		
10Hrs		
Part 2: Managerial Aptitude		
Arithmetical Reasoning:		
- Number Systems and Speed Math - Factors and Multiples - Combinations - Probability - Percentages - Interest - Alligations and Averages - Man-Hour Calculations		
14Hrs		
Analytical Thinking		
- Data Analysis - Data Interpretation - Data Sufficiency - Puzzles		
06Hrs		
Verbal Logic		
- Verbal Analogy - Verbal Classification		

• Letter and Number Series • Decoding the Codes	04Hrs
Non – Verbal Logic • Non – Verbal Analogy • Non – Verbal Classification • Pattern Completion • Pattern Comparison	02Hrs
References: • Vilanilam J V, <i>More Effective Communication: A Manual for Professionals</i>, Sage Publications. • Shirley Taylor, 2005, <i>Communication for Business: A Practical Approach</i>, 4th Edition, Pearson Longman. • John M Penrose, Robert W. Rasberry, and Robert J. Myers, <i>Advanced Business Communication</i>, 3rd edition, Thomson South-Western. • Raymond V. Lesikar, <i>Basic Business Communication</i>: Irwin/McGraw-Hill, 1999. • Sam Phillips, <i>3000 Synonyms and Antonyms 1st Edition</i>, Goodwill Publishing House. • John Jackman and Wendy Wren, <i>Nelson English Evaluation Pack – Book 5</i>, Thomas Nelson.	

[Back](#)

Program: MBA		
Course Title: <u>Industry Experience -Phase II</u>	Course Code: 24MBAP703	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: --
Course Content		
Particulars		
Identify the problems and prospects faced by start-ups, mini or micro enterprise. Provide possible solution. Or The students have to undergo AI certification course mandatorily in the second phase. 90Hrs		

[Back](#)

Program: MBA		
Course Title: Business Venture Phase - I	Course Code: 25MBAP702	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: --
Course Content		
Particulars		
Students are expected to work on the following points:		
1. Individual SWOT (Strengths, weakness, opportunities and Threats) Analysis 2. PESTEL (Political, Economic, Social, Technological, Environmental and Legal Analysis) 3. Identification of ideas through market scanning 4. Idea to Opportunity Mapping 5. Build Lean Startup Canvas 6. Develop the resource mapping for the finalized Idea 7. Feasibility Study & Business Plan Development • Marketing • Organizational • Operational and • Financial 8. Funding raising & Resource Mobilization Plan		
		90Hrs

[Back](#)