MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST

Rajarajeswari College of Engineering

(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)
#14, Ramohalli Cross, Kumbalagodu, Mysore Road, Bengaluru–560074



Master of Business Administration

I Semester Scheme and Syllabus

(2026 Scheme)

VISION

To empower young minds through technology, research and innovation, to produce technically competent and socially responsible professionals in higher education.

MISSION

1. To deliver excellence in education through innovative teaching, impactful research, and continuous skill development, preparing students to meet global challenges with technical expertise and ethical responsibility.
2. To foster a transformative learning environment that integrates technology, research and practical experience, empowering students to become skilled professionals and socially conscious leaders.
3. To cultivate a culture of lifelong learning and professional excellence by encouraging creativity, research, and community engagement, equipping students with the skills to thrive in a dynamic world.
4. To provide a holistic educational experience that combines advanced technology, hands-on research, and community-focused learning, shaping students into competent, ethical professionals who contribute positively to society.

QUALITY POLICY

Rajarajeswari College of Engineering is committed to imparting quality technical education that nurtures competent, ethical professionals with global relevance. We ensure academic excellence through a dynamic, outcome-based curriculum, experienced faculty, and cutting-edge infrastructure. Continuous improvement is driven by innovation, research and strong industry collaboration. We foster holistic development and a progressive environment that supports lifelong learning, teamwork, and professional growth.

CORE VALUES

Academic Excellence, Integrity, Innovation, Global Competence, Continuous Improvement.

Department Vision and Mission

Vision

• To be a center of excellence in emerging areas of Business through teaching, learning and research.

Mission

• To transform life through excellence in education, research and consultancy.

• To develop necessary Management Competencies in students by providing exposure to advanced areas of Knowledge through Teaching, Entrepreneurial Incubationand Consultancy.

• To help transform entrepreneurial ideas into sustainable development, economic and social organizations.

• To enhance employability and provide adequate opportunities for better employment.

• To promote moral and value based learning.

• To inculcate multiculturalism and accommodate diversity

Programme Outcomes

PO1: Business and Management Knowledge: Understand core business functions like Accounting, Marketing, and Human Resources, and apply Management principles to different situations. Cultivate an entrepreneurial mindset to identify opportunities, innovate, and create value.

PO2: Entrepreneurial and innovative skills: Program outcomes for a BBA include developing foundational knowledge in management and business principles, Identify business opportunities, develop business plans, and build entrepreneurial ventures

PO3: Critical Thinking and Problem Solving: enhancing critical thinking and problem-solving skills, and building competencies in areas like communication, leadership, and entrepreneurship. Analyze complex business problems, use data for decision-making, and develop strategic solutions.

PO4: Communication and Professional Skills: Communicate effectively in both written and verbal forms, and exhibit professional behavior in business interactions.

PO5: Leadership: Demonstrate leadership abilities to guide teams and collaborate effectively.

PO6: Global and Cultural Awareness: Understand global business dynamics and work effectively in diverse, multicultural environments.

PO7: Ethical and Social Responsibility: Recognize and resolve ethical issues and understand the importance of social and environmental responsibility.

PO8: Lifelong Learning: Develop the aptitude to adapt to change and engage in continuous learning throughout their careers.

PO9: Foundational knowledge: Acquire a solid understanding of core business areas like management, marketing, finance, and human resources.

PO10: Strategic Thinking: Develop the ability to analyze business situations, make informed, data-driven decisions, and solve problems strategically.

PO11: Leadership and Teamwork: Enhance the ability to lead and manage teams effectively and function in a multi-disciplinary work environment.

PO12: Ethical and Professional Competency: Develop ethical values and professional competencies for entry-level positions or entrepreneurship.

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MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST

Rajarajeswari College of Engineering

(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)

Master of Business Administration

Scheme of Teaching and Examinations – 2026 Scheme

Outcome Based Education (OBE) and Choice Based Credit System (CBCS)

I Semester **Academic Year: 2026-27**

S. No	Course Category and Course Code		Course Title	TD / PSB	Teaching Hours / Semester					Examination				Credits
					Lecture	Tutorial	Practical	TW + SL	Total Hrs / Sem	Duration in Hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P	S						
1	PCC	P26MBA101	Management and Organizational Behaviour	MBA	56	0	0	64	120	3	50	50	100	4
2	PCC	P26MBA102	Accounting for Managers	MBA	56	0	0	64	120	3	50	50	100	4
3	PCC	P26MBA103	Managerial Economics	MBA	56	0	0	64	120	3	50	50	100	4
4	PCC	P26MBA104	Quantitative Methods	MBA	56	0	0	64	120	3	50	50	100	4
5	PCC	P26MBA105	Marketing Management	MBA	56	0	0	64	120	3	50	50	100	4
6	PCC	P26MBA106	Managerial Communication	MBA	42	0	0	48	90	3	50	50	100	3
7	AEC	P26MBA107	Employability Skills	MBA	0	0	28	02	30	3	50	--	50	1
TOTAL									**720**	**-**	**350**	**300**	**650**	**24**
8	SEC	P26MBA108	Application of Business Tools - I	MBA					30	_	_	_	_	PP
9	SKILL	P26SKL100	Digital Marketing Lab	MBA							100	-	100	1

HoD **Dean-Academics** **Principal**

MOOGAMBIGAI CHARITABLE AND EDUCATIONAL TRUST

Rajarajeswari College of Engineering

(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)

Department of Master of Business Administration

Semester-I					
Management and Organizational Behaviour **Category: PCC**					
Course Code	:	**P26MBA101**	CIE	:	50 Marks
Teaching Hours L : T : P : S	:	56:0:0:64	SEE	:	50 Marks
Total Hours / Semester	:	120	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Learning Objectives is	
1.	To appreciate the principles, theories, and evolution of Management and Organizational behavior.
2.	To apply managerial functions such as planning, organizing, leading, and controlling in Organizational contexts.
3.	To analyze individual behavior, motivation, perception, and emotional dynamics influencing workplace performance.
4.	To analyze team dynamics, leadership styles, power, conflict, and negotiation in organizational settings
5.	To examine Organizational culture, change management practices, and contemporary issues, including ethics and digital transformation.

Module-1	**No. of Hours**
Introduction: Introduction, Meaning, Nature of Management, Differences between Administration and Management, Levels of Management, Roles and Skills of Managers. Evolution of Management Thought – Early Classical, neo-classical, and Modern approaches. Contemporary Issues in Management – Sustainability, Diversity, Equity & Inclusion (DEI), and the Role of AI in Management.	10
Module-2	**No. of Hours**
Functions of Management: Planning –Meaning, Importance, Process, Types of Plans, Decision-Making Process. Organizing–Meaning, Principles, Types of Organization Structures. Leading – Meaning, Nature, Traits and Behavior theory of leadership, Contingency Approaches to Leadership: Fiedler's Contingency Theory, Hersey–Blanchard Situational Leadership, Transformational and Transactional Leadership. Controlling – Meaning, Steps in the Control Process, Types of Control.	12
Module-3	**No. of Hours**
Organizational Behavior and Individual Behavior: Organizational Behavior – Meaning, Model of OB, Emerging Trends in Organizational Behavior – Remote Work, Gig Economy, Workplace Ethics. Behavioral Dynamics: MARS Model of individual behavior and performance, Types of Individual behavior, Personality: MBTI, Big 5 Model, Values in the workplace, Types of values, Perception, Meaning, Model of Perceptual Process.	12
Module-4	**No. of Hours**
Motivation, Teams, and Workplace Dynamics: Emotions in the workplace, Circumflex Model of Emotions, Attitudes, and components of attitude, work-related stress, and stress management. Motivation: meaning, Maslow's Hierarchy of Needs Theory, and the Four Drive Theory of Motivation. Teams: meaning, stages of team development, and team effectiveness. Power: meaning, Sources of Power, contingencies, and consequences of power.	12
Module-5	**No. of Hours**
Conflict, Organizational Culture, and Change Management: Conflict– Types of Conflict, Conflict Process, Conflict Management Strategies, Negotiation Techniques. Organizational Culture – Meaning, Types, Elements, Importance, and Levels of Culture. Organizational Change – Meaning, Resistance to Change, Lewin's Change Management Model. Approaches to Change – Action Research, Appreciative Inquiry, Large Group Interventions, Parallel Learning Structures.	10

Course Outcomes: At the end of the course, the students will be able to

CO1	Demonstrate an understanding of management principles, organizational behaviour theories, and their evolution by relating them to contemporary workplace situations.
CO2	Apply planning, organizing, leading, and controlling functions to analyze organizational situations and recommend appropriate managerial actions.
CO3	Analyze workplace situations to assess how individual behaviour, motivation, perception, and emotional dynamics influence employee performance.
CO4	Evaluate organizational situations, identify team and leadership issues, and recommend appropriate strategies for managing power, conflict, and negotiation.
CO5	Identify organizational situations to identify culture, change management, ethical, and digital transformation

	issues and propose appropriate solutions.

Text Books	
1.	Management – Stephen P. Robbins & Mary Coulter, Latest Edition, Pearson
2.	Organizational Behavior – Stephen P. Robbins & Timothy Judge, Latest Edition, Pearson
3.	Organizational Behavior – Steven L. McShane& Mary Ann Von Glinow, McGraw-Hill

Reference Text Books	
1.	Essentials of Management – Koontz &Weihrich, McGraw-Hill
2.	Management & Organizational Behavior – Laurie J. Mullins

Web links and Video lectures (e-Resources)
https://archive.nptel.ac.in/courses/110/105/110105069/

ASSESSMENT DETAILS (BOTH CIE AND SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks and Minimum passing marks for the SEE is 40% of the maximum marks of SEE. The minimum passing marks in SEE is 50% i.e. sum of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE):

CIE	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment-1	50	40 (Average of Best Two Assessments)	50
	Internal Assessment-2	50		
	Internal Assessment-3	50		
AAT	Mini Project	10	10	
SEE	Semester End Examination	100	50	50
Total Marks				**100**

SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part–A and Part-B.
- Part–A consists of 10 full questions (Need to write 5 questions) carrying16marks. Part–B consists of one compulsory question carrying 20 marks.
- Each full question of 16 marks will have 2 sub questions and Carrying 6 & 10 marks.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	2	3	2	3	3	3	3	2
CO2	3	3	3	1	3	3	3	3	3
CO3	2	2	3	-	2	3	3	2	3
CO4	3	2	3	-	2	3	3	2	3
CO5	3	2	3	-	2	3	3	3	3

Level 3 - High, Level 2 - Moderate, Level 1 – Low

Semester-I					
Accounting for Managers **Category: PCC**					
Course Code	:	**P26MBA102**	CIE	:	50 Marks
Teaching Hours L : T : P : S	:	56:0:0:64	SEE	:	50 Marks
Total Hours / Semester	:	120	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Learning Objective is	
1.	To demonstrate basic accounting knowledge for preparation of books of accounts in real time.
2.	To appreciate the accounting system & financial statement preparation as per the applicable entity.
3.	To deduce the application of accounting books in terms of financial statement analysis of an enterprise.
4	To understand the fundamentals of accounting and appreciate recent trends in accounting.
5	To analyze the utility of the costing models with marginal costing in managerial decision-making

Module-1	**No. of Hours**
Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles(GAAP), Indian Accounting Standards, IFRS, (Theory only)	08
Module-2	**No. of Hours**
Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cash books only. (Theory and Problems).	13
Module-3	**No. of Hours**
Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).	13
Module-4	**No. of Hours**
Accounting for Decision Making: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Marginal Costing: Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products Limiting Factor (Theory & Problems)	16
Module-5	**No. of Hours**
Emerging Issues in Accounting: Artificial Intelligence in Accounting, Block Chain, Cloud Computing, Financial Reporting, Fraud Detection Models, Forensic Analytics and Digital Transformation Human Resource Accounting, Forensic Accounting, Environmental Accounting, Sustainability Reporting, Cloud-based Accounting, Block chain, AI in Accounting, Big Data in Accounting (Theory only).	7

Course Outcomes: At the end of the course, the students will be able to	
CO1	**Explain** the basic concepts, conventions, principles and standards of accounting, including GAAP, Indian Accounting Standards and IFRS.
CO2	Apply the accounting cycle by preparing journal entries, ledger accounts, trial balance, accounting equations and subsidiary books including two-column and three-column cash books.
CO3	Prepare the final accounts of companies in vertical form as per the Companies Act, 2013, including necessary adjustments and appropriation accounts.
CO4	Analyze financial statements using trend analysis, comparative analysis and ratio analysis and apply marginal costing and CVP techniques for managerial decision-making.
CO5	Explain emerging technologies and contemporary practices in accounting, including Artificial Intelligence, Blockchain, Cloud Accounting, Big Data, Forensic Analytics, Environmental Accounting and Sustainability Reporting.

Text Books	
1.	Financial Accounting: A Managerial Perspective – Narayanaswamy R, 5/e, PHI, 2014.
2.	A Text book of Accounting for Management – Maheswari S. N, MaheswariSharad K., 2/e, Vikas Publishing..
3	Accounting for Management-Text & Cases – S.K. Bhattacharya & John Dearden, 3/e, Vikas Publishing

Reference Text Books	
1.	Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002
2.	Introduction to Financial Statement Analysis - Ashish K Bhattacharya, Elsevier India..
3.	Financial Accounting for Management - An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education
4	Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.

Web links and Video lectures (e-Resources)
https://archive.nptel.ac.in/courses/110/101/110101004

ASSESSMENT DETAILS (BOTH CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE):

CIE	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment-1	50	40 (Average of Best Two Assessments)	50
	Internal Assessment-2	50		
	Internal Assessment-3	50		
AAT	Mini Project	10	10	
SEE	Semester End Examination	100	50	50
Total Marks				**100**

SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part–A and Part-B.
- Part–A consists of 10 full questions (Need to write 5 questions) carrying16marks. Part–B consists of one compulsory question carrying 20 marks.
- Each full question of 16 marks will have 2 sub questions A & B Carrying 6 & 10 marks.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	2	1	–	2	–	–	1	1
CO2	3	3	2	1	2	–	–	1	1
CO3	3	3	3	2	2	–	–	1	2
CO4	3	3	2	2	3	–	1	1	2
CO5	3	3	3	3	3	1	1	2	2

Level 3 - High, Level 2 - Moderate, Level 1 – Low

Semester-I					
Managerial Economics **Category: PCC**					
Course Code	:	**P26MBA103**	CIE	:	50 Marks
Teaching Hours L : T : P : S	:	56:0:0:64	SEE	:	50 Marks
Total Hours / Semester	:	120	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Learning Objective is	
1.	To understand the basic concepts and importance of managerial economics in business decision making.
2.	To explain the concepts of demand, production, cost, profit, and market structures and their business applications.
3.	To apply economic tools and techniques to solve business and managerial problems.
4.	To understand key macroeconomic concepts and the working of the Indian economy.
5.	To examine the impact of economic policies, globalization, and the WTO on businesses and the Indian economy

Module-1	**No. of Hours**
Introduction to Managerial Economics & Demand Analysis: Managerial Economics – Meaning, Nature, Scope & Significance. Theory of Demand – Demand Determinants; Law of Demand & Exceptions; Elasticity of Demand – An overview of the meaning, types and relevance of Price, Income & Cross elasticity's (Theory Only); Demand Forecasting – Relevance & Methods; (Theory Only); Supply – Meaning & Determinants; Law of Supply.	10
Module-2	**No. of Hours**
Production, Cost & Profit Analysis: Theory of Production – Law of Variable Proportions; Law of Returns to Scale; Isoquants; Economies & Diseconomies of Scale –Forms; Economies of Scope. Theory of Costs – Types of costs for decision making; Short run cost output relations; Long run costs – features; Envelope curve & U-shaped curves. Theory of Profits – Accounting vs. Economic profit; Profit Control; Breakeven Analysis – Meaning, Assumptions & managerial applications; numerical problems in BEA.	14
Module-3	**No. of Hours**
Market Structures : Perfect Competition – Meaning, Features, Price output determination; Monopoly – Features, Sources, Short run & Long run pricing under monopoly; Price Discrimination – Meaning, Forms, Types (Degrees) & Relevance; Monopolistic Competition – Meaning, Features, Short run & Long run pricing; Product Differentiation; Oligopoly – Meaning, Features, Kinked demand curve concept; Cartels – an overview.	12
Module-4	**No. of Hours**
Macro-Economics: Concepts Macroeconomics – An introduction; Indian Economy – Salient Features; SWOT analysis, Three Sectors & Recent changes. Business Cycles – Meaning, Features, Phases & Indicators; GDP – Meaning & Components; National Income – Concepts, Methods to Compute National Income, Difficulties in Measurement of National Income; Inflation – Meaning, Causes & Types; Concept of Consumers' Price Index.	10
Module-5	**No. of Hours**
Economic Policies & Globalization : Industrial Policy – Need, New Industrial Policy 1991 – aims & components; Monetary Policy – Meaning, objectives, instruments (credit control tools); Fiscal Policy – Meaning, objectives & instruments; Fiscal Deficit – Causes & Remedies; Globalization – Meaning, Pros & Cons; Impact/Effects on various sectors; WTO – Role, Functions & Impact of WTO on Indian Economy.	10

Course Outcomes: At the end of the course, the students will be able to	
CO1	Explain the fundamental concepts of managerial economics, demand, supply, elasticity and demand forecasting for business decision making.
CO2	Apply production, cost and profit concepts, including break-even analysis, to solve managerial and business decision-making problems.
CO3	Analyze different market structures and pricing mechanisms to understand firm behaviour and competitive business decisions.
CO4	Interpret major macroeconomic indicators and concepts such as GDP, national income, inflation and business cycles in the context of the Indian economy.
CO5	Evaluate the impact of industrial, monetary and fiscal policies, globalization and WTO on Indian businesses and the economy.

Text Books	
1.	Managerial economics: Geetika, Ghosh, P., & Roy Chowdhury, P. (2021). Managerial economics (3rd ed.). McGraw Hill Education
2.	Mote, V. L., Paul, S., & Gupta, G. S. (2017). Managerial economics: Concepts and cases. Tata McGraw Hill.
3.	Mishra, S. K., &Puri, V. K. (2023). Indian economy (43rd ed.). Himalaya Publishing House.

Reference Text Books	
1.	Baye, M. R., & Prince, J. T. (2022). Managerial economics and business strategy (10th ed.). McGraw Hill.
2.	Samuelson, W. F., & Marks, S. G. (2021). Managerial economics (9th ed.). Wiley.
3.	Datt, R., &Sundharam, K. P. M. (2022). Indian economy (76th ed.). S. Chand Publishing.
1. NPTEL – Foundation Course in Managerial Economics (IIT Kharagpur): https://onlinecourses-archive.nptel.ac.in/noc17_mg06/preview 2. NPTEL – Managerial Economics (IIT Bombay): https://nptel.ac.in/courses/110101005 3. Reserve Bank of India – RBI Bulletin / Monetary Policy resources: https://bulletin.rbi.org.in/ 4. Ministry of Statistics &Programme Implementation – GDP / National Accounts: https://www.mospi.gov.in/themes/product/6-gross-domestic-product	

ASSESSMENT DETAILS (BOTH CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE):

CIE	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment-1	50	40 (Average of Best Two Assessments)	50
	Internal Assessment-2	50		
	Internal Assessment-3	50		
AAT	Mini Project	10	10	
SEE	Semester End Examination	100	50	50
Total Marks				**100**

SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part–A and Part-B.
- Part–A consists of 10 full questions (Need to write 5 questions) carrying16marks. Part–B consists of one compulsory question carrying 20 marks.
- Each full question of 16 marks will have 2 sub questions A & B Carrying 6 & 10 marks.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	2	2	1	1	1	1	1	1
CO2	3	3	3	2	2	1	1	1	1
CO3	3	3	3	2	2	1	1	1	2
CO4	3	2	2	2	1	3	2	1	1
CO5	3	3	3	2	2	3	2	2	2

Level 3 - High, Level 2 - Moderate, Level 1 - Low

Semester-I					
Quantitative Methods **Category: PCC**					
Course Code	:	**P26MBA104**	CIE	:	50 Marks
Teaching Hours L : T : P : S	:	56:0:0:64	SEE	:	50 Marks
Total Hours/Semester	:	120	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Learning Objective is	
1.	To apply basic mathematical and statistical concepts to business decision-making.
2.	To analyze and interpret business data using descriptive and inferential techniques.
3.	To apply probability concepts to managerial decision situations involving risk and uncertainty.
4.	To use quantitative techniques such as forecasting, linear programming, and decision analysis to solve business problems.
5.	To utilize spreadsheets and digital tools for quantitative analysis and managerial reporting.

Module-1	**No. of Hours**
Foundations of Quantitative Thinking for Managers : Role of Quantitative Methods in Managerial Decision Making; Business Decision-Making Process; Understanding Business Data; Types and Sources of Data; Scales of Measurement; Data Quality and Data Ethics; Introduction to Business Mathematics for Managers: Percentages, Percentage Change, Ratio and Proportion, Averages (Arithmetic Mean, Weighted Mean, Harmonic Mean – applications), Rates, Speed, and Productivity Calculations Introduction to Linear Equations and their Business Applications, Data Presentation using Tables, Frequency Distributions, Charts, and Graphs for Managerial Interpretation.	10
Module-2	**No. of Hours**
Descriptive Statistics for Business Decisions: Classification and Tabulation of Data, Frequency Distribution, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Variance, Standard Deviation, Coefficient of Variation, Business Interpretation of Statistical Measures.	12
Module-3	**No. of Hours**
Probability and Decision Making Under Uncertainty : Concept of Probability, Rules of Probability, Conditional Probability, Bayes' Theorem (Conceptual only), Expected Value, Risk Analysis, Decision Trees, Payoff Matrix.	12
Module-4	**No. of Hours**
Forecasting and Business Analytics: Time Series Concepts, Trend Analysis, Moving Average Method, Exponential Smoothing (Concept), Correlation Analysis, Simple Linear Regression, Interpretation of Output.	10
Module-5	**No. of Hours**
Managerial Analytics and Decision Making : Data-Driven Decision Making, Quantitative Techniques in Marketing, Quantitative Techniques in Finance, Quantitative Techniques in HR, Quantitative Techniques in Operations, Business Analytics Framework, Introduction to Decision Support Systems, Managerial Dashboards (Conceptual), AI and Data-Based Managerial Decisions.	10

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand fundamental mathematical and statistical techniques to analyze business problems and support effective managerial decision-making.
CO2	Analyze and interpret business data using suitable descriptive and inferential statistical approaches to support managerial decision-making.
CO3	Employ probability ideas to enhance sound corporate decision-making by analyzing managerial choices including risk and uncertainty.
CO4	Apply quantitative techniques such as forecasting, linear programming, and decision analysis to solve business problems and support effective managerial decision-making.
CO5	Demonstrate the ability to use spreadsheets and digital tools to perform quantitative analysis and prepare managerial reports for effective business decision-making.

Text Books	
1.	Render, Barry, Stair, Ralph M., Hanna, Michael E., and Hale, Trevor S. Quantitative Analysis for Management. Pearson Education.
2.	Anderson, David R., Sweeney, Dennis J., Williams, Thomas A., Camm, Jeffrey D., and Cochran, James J.

	Statistics for Business and Economics. Cengage Learning.

Reference Text Books	
1.	Vohra, N. D. Quantitative Techniques in Management. McGraw Hill Education.
2.	Gupta, S. P. Statistical Methods. Sultan Chand & Sons.
Web links and Video lectures (e-Resources)	
https://www.coursera.org/learn/quantitative-methods	

ASSESSMENT DETAILS (BOTH CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE):

CIE	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment-1	50	40 (Average of Best Two Assessments)	50
	Internal Assessment-2	50		
	Internal Assessment-3	50		
Self Learning	Mini Project	10	10	
SEE	Semester End Examination	100	50	50
Total Marks				**100**

SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part–A and Part-B.
- Part–A consists of 10 full questions (Need to write 5 questions) carrying16marks. Part–B consists of one compulsory question carrying 20 marks.
- Each full question of 16 marks will have 2 sub questions A & B Carrying 6 & 10 marks.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	2	3	1	1	1	2	-
CO2	-	2	3	1	-	1	-	1	1
CO3	2	1	1	-	3	2	1	2	3
CO4	3	1	2	-	1	3	-	1	2
CO5	1	2	3	3	2	3	1	3	-

Level 3 - High, Level 2 - Moderate, Level 1 - Low

Semester-I					
Marketing Management **Category: PCC**					
Course Code	:	**P26MBA105**	CIE	:	50 Marks
Teaching Hours L : T : P : S	:	56:0:0:64	SEE	:	50 Marks
Total Hours/Semester	:	120	Total	:	100 Marks
Credits	:	4	SEE Duration	:	3Hrs

Course Learning Objective is	
1.	To demonstrate understanding of fundamental concepts, principles, and functions of Marketing Management in contemporary business environments.
2.	To analyze consumer behavior, market segmentation, targeting, and positioning strategies for effective Marketing decisions.
3.	To apply product management, branding, and pricing strategies to develop competitive marketing solutions
4.	To evaluate marketing channels, distribution systems, integrated marketing communication, and sales promotion techniques.
5.	To design and formulate strategic marketing plans using traditional and digital marketing approaches for diverse business situations.

Module-1	**No. of Hours**
Introduction to Marketing Management: Meaning, Nature, Scope and Importance of Marketing, Evolution of Marketing Concepts, Core Concepts of Marketing, Types of Needs, Functions of Marketing, Marketing V/s Selling, Customer Value, Satisfaction and Relationship Marketing, 4P's of Marketing, Marketing Environment: Micro and Macro Environment, Techniques used in environment analysis, Marketing Ethics and Social Responsibility, Marketing to the 21st century customer.	10
Module-2	**No. of Hours**
Consumer Behavior and Market Segmentation: Meaning and Characteristics, Importance of consumer behavior, The black box model of consumer behavior, Factors influencing Consumer Behavior, Factors Influencing Consumer Behavior, Consumer Buying Decision Process, Organizational Buying Behavior: Meaning and stages, Buying Roles, Buying Motives. Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting: Meaning, Bases for identifying target Customers, target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Product Differentiation Strategies	11
Module-3	**No. of Hours**
Product, Brand and Pricing Management: Product Concepts and Product Classification, product levels, product hierarchy, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension: meaning, types and effects. Introducing to pricing, Significance of pricing, objectives, factors influencing pricing (Internal factor and External factor), Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.	12
Module-4	**No. of Hours**
Marketing Channels and Promotion Management: Role and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decisions, Channel Conflict, Supply chain and physical Distribution System: Meaning, Importance, Components and steps in designing physical Distribution System, Supply chain v/s Logistics. Promotions: Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media, Sales Promotion Techniques, Personal Selling and Public Relations, Push-pull strategies of promotion	12
Module-5	**No. of Hours**
Strategic Marketing Planning and Contemporary Marketing: Marketing Planning: Meaning, Objectives and Process, Marketing Audit: Meaning, Features and components, Marketing Strategies and Competitive Advantage: Marketing Strategies for Leaders, Challengers, Followers and Startups, Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.	11

Course Outcomes: At the end of the course, the students will be able to	
CO1	Explain the fundamental concepts, principles, and functions of Marketing Management and their relevance in contemporary business environments.
CO2	Evaluate consumer behaviour, market segmentation, target market selection, and positioning strategies to support strategic marketing decision-making.
CO3	Apply product management, branding, and pricing strategies to formulate competitive and market-oriented marketing solutions.
CO4	Evaluate and select appropriate marketing channels, distribution systems, integrated marketing communication tools, and sales promotion techniques for specific business situations.
CO5	Develop strategic marketing plans by integrating traditional and digital marketing approaches to address diverse business situations.

Text Books	
1.	Marketing Management, Philip Kotler, Kevin Lane Keller & Alexander Chernev, Pearson, 16th Edition, 2022.
2.	Marketing Management- Indian Context, Global Perspective by Ramaswamy&Namakumari by SAGE publication, 6th Edition

Reference Text Books	
1.	Marketing Management: Indian Cases, Tapan Panda, Excel Books, 1st Edition, 2019.
2.	Strategic Market Management, David A. Aaker, Wiley India, 11th Edition, 2017.

Web links and Video lectures (e-Resources)
https://iimbx.iimb.ac.in/marketing-management/

ASSESSMENT DETAILS (BOTH CIE AND SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks and Minimum passing marks for the SEE is 40% of the maximum marks of SEE. The minimum passing marks in SEE is 50% i.e. sum of the CIE and SEE together.

CONTINUOUS INTERNAL EVALUATION (CIE):

CIE	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment-1	50	40 (Average of Best Two Assessments)	50
	Internal Assessment-2	50		
	Internal Assessment-3	50		
AAT	Mini Project	10	10	
SEE	Semester End Examination	100	50	50
Total Marks				**100**

SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part–A and Part-B.
- Part–A consists of 10 full questions (Need to write 5 questions) carrying16marks. Part–B consists of one compulsory question carrying 20 marks.
- Each full question of 16 marks will have 2 sub questions A & B Carrying 6 & 10 marks.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	1	2	3	1	1	1	2	-
CO2	-	2	3	1	-	1	-	1	1
CO3	2	1	1	-	3	2	1	2	3
CO4	3	1	2	-	1	3	-	1	2
CO5	1	2	3	3	2	3	1	3	-

Level 3 - High, Level 2 - Moderate, Level 1 – Low

Semester-I					
Managerial Communication **Category: PCC**					
Course Code	:	**P26MBA106**	CIE	:	50 Marks
Teaching Hours L : T : P : S	:	42:0:0:48	SEE	:	50 Marks
Total Hours/Semester	:	90	Total	:	100 Marks
Credits	:	3	SEE Duration	:	3Hrs

Course Learning Objective is	
1.	To identify and explain fundamental concepts of communication skills, fostering awareness of their role in effective managerial performance.
2.	To develop learners' ability to comprehend the mechanics of business writing and apply them to draft clear, concise, and effective business letters in English.
3.	To equip students with the ability to demonstrate contemporary managerial communication practices used in professional environments.

Module-1	**No. of Hours**
Foundations of Managerial Communication: Meaning, definition, role, classification, and purpose of communication. Communication process and characteristics of effective communication. Importance of communication in management and organizational structures. Role of communication in conflict resolution, crisis management, and negotiation. Communication practices in cross-cultural settings. Barriers to effective communication and remedies.	8
Module-2	**No. of Hours**
Oral, Listening & Nonverbal Communication: Principles and modes of effective oral communication. Techniques for improving conversation control, reflection, and empathy. Barriers to oral communication and improvement strategies. Effective listening skills using appropriate listening approaches and processes. Classify and interpret nonverbal communication cues in professional contexts.	8
Module-3	**No. of Hours**
Written and Employment Communication: Principles of clarity and effectiveness in business writing. The 3X3 writing process (pre-writing, writing, revising) in business communication. Analyzing audience needs to craft appropriate positive, neutral, persuasive, and negative messages. Creating various business documents including letters, employee reviews, and recommendation letters. Developing professional CVs and demonstrate group discussion and interview skills. Impact of technology-enabled communication tools (email, intranet, video conferencing, etc.).	10
Module-4	**No. of Hours**
Advanced Business Communication: Structured business reports (short and long) and professional proposals. Memos, press releases, and manage media interactions effectively. Design and deliver impactful business presentations using advanced visual aids. Analyze negotiation processes, strategies, and influencing factors. Plan and conduct effective group communication through meetings. Prepare formal meeting documentation including notice, agenda, minutes, and resolutions.	8
Module-5	**No. of Hours**
Case Analysis: Etiquette and Legal Aspects .Interpret and apply the case method for managerial learning and decision-making. Analyze business cases using structured approaches and frameworks. Best practices and challenges in case preparation and presentation. Role and advantages of etiquette in managerial communication. Legal aspects such as invasion of privacy, misrepresentation, and fraud in communication.	8

Course Outcomes: At the end of the course, the students will be able to	
CO1	Understand the fundamentals of communication skills, fostering awareness of their role in effective managerial performance.
CO2	Exhibit proficiency in oral, listening, and nonverbal communication for effective interaction in professional and organizational contexts.
CO3	Comprehend the mechanics of business writing and apply them to draft clear, concise, and effective business letters in English.
CO4	**Acquire**ability to demonstrate contemporary managerial communication practices used in professional environments.
CO5	Analyze business cases involving workplace etiquette and legal aspects to develop appropriate

	managerial decisions and solutions.

Text Books	
1.	Chaturvedi P. D, &MukeshChaturvedi, Business Communication: Concepts, Cases and Applications, 4th edition, Pearson Education, 2020.
2.	Oberand Newman, Communicating in Business, Cengage learning, 8th Edition, 2018.

Reference Text Books	
1.	Lesikar, Flatley, Rentz&Pande, Business Communication, 12th edition, TMH, 2014.
2.	Williams, Krizan, Logan and Merrier, Communicating in Business, Cengage Learning, 8th edition, 2017.

Web links and Video lectures (e-Resources)

- https://www.youtube.com/watch?v=yml9dx9nUco
- https://www.edx.org/learn/business-communications
- • http://www.mim.ac.mw/books/Business%20Communication.pdf
- https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_
- https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian-edition.pdf
- https://sagepub.libguides.com/c.php?g=964634&p=6968892 • https://nptel.ac.in/courses/110105052

Skill Development Activities Suggested

- Demonstrating using Communication Equipment like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Organize a mock press conference addressing to the launch of new product by an organization.
- Students should be given an assignment to draft a proposal to undertake research project.

ASSESSMENT DETAILS (BOTH CIE AND SEE)

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CONTINUOUS INTERNAL EVALUATION (CIE):

CIE	Type of Assessment	Max. Marks	Max. Marks Scaling Down to	Total Marks
Theory	Internal Assessment-1	50	40 (Average of Best Two Assessments)	50
	Internal Assessment-2	50		
	Internal Assessment-3	50		
AAT	Mini Project	10	10	
SEE	Semester End Examination	100	50	50
Total Marks l				**100**

SEMESTER END EXAMINATION

- The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.
- The question paper will have Part–A and Part-B.
- Part–A consists of 10 full questions (Need to write 5 questions) carrying16marks. Part–B consists of one compulsory question carrying 20 marks.
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CO-PO Mapping

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CO2	3	3	3	1	3	3	3	3	3
CO3	2	2	3	-	2	3	3	2	3
CO4	3	2	3	-	2	3	3	2	3
CO5	3	2	3	-	2	3	3	3	3

Level 3 - High, Level 2 - Moderate, Level 1 - Low

Semester-I					
Employability Skills for Managers **Category: AEC**					
Course Code	:	**P26MBA107**	CIE	:	50 Marks
Teaching Hours L : T : P : S	:	14:0:0:16	SEE	:	50 Marks
Total Hours/Semester	:	30	Total	:	100 Marks
Credits	:	1	SEE Duration	:	1Hrs

Course Learning Objective is	
1.	Communicate effectively in oral and written forms in business and workplace situations
2.	Prepare professional career documents including resume, cover letter, LinkedIn profile, and email communication
3.	Perform effectively in interviews, group discussions, presentations, and recruitment processes
4.	Apply teamwork, leadership, workplace etiquette, and professional behaviour in organizational settings
5.	Demonstrate employability readiness through digital skills, career planning, confidence, and professional conduct.

Module-1	**No. of Hours**
Self-Management and Personal Effectiveness : Meaning of employability skills, Self-awareness - Understanding self, personality and attitude, Self-confidence and self-motivation, Self-management - Personal SWOT analysis, Positive attitude and workplace behaviour, Growth mindset - Goal setting and career aspiration planning, Personal development - Time management and Personal development, personal discipline	6
Module-2	**No. of Hours**
Communication Skills for Employability: Communication process and barriers, Verbal and non-verbal communication, listening skills, Workplace conversations, Business speaking and confidence building, Professional email writing, Telephone and virtual meeting etiquette, Cross-cultural communication basics. Leadership basics for young managers, Workplace discipline - Emotional intelligence,	6
Module-3	**No. of Hours**
Career Readiness and Job Search Skills: Job readiness - Career planning and employability mapping, Resume writing- Resume preparation. Cover letter writing, Career Planning - Job search strategy, understanding job descriptions, Employment search skills - Professional networking, LinkedIn and digital identity, Building personal brand. Professional behaviour - Workplace etiquette, corporate grooming and executive presence, Team effectiveness - Teamwork and collaboration,	6
Module-4	**No. of Hours**
Interview, Group Discussion and Presentation Skills: Interview readiness - Group discussion process and evaluation, GD strategies and participation techniques, Presentation skill - Interview preparation, HR interview and behavioural interview questions, Self-introduction and elevator pitch, Public speaking - Business presentation design, Presentation delivery, Workplace confidence - Handling questions professionally	6
Module-5	**No. of Hours**
Digital Employability and Career Development: Digital Employability, AI Literacy and Career Development: Digital workplace and digital literacy for managers: productivity and collaboration tools for workplace use; ICT readiness using spreadsheets, presentation software, cloud-based collaboration platforms, and virtual communication tools; AI literacy for managers—introduction to Artificial Intelligence and Generative AI, business applications of AI, awareness of AI productivity tools, fundamentals of prompt writing, AI-assisted business communication and career development; ethical and responsible use of AI, including academic integrity, data privacy, bias, and misinformation; online professional communication and digital etiquette; continuous learning, digital upskilling, career progression planning, and future skills for managers in the AI enabled workplace.	6

Course Outcomes: At the end of the course, the students will be able to	
CO1	Establish effective oral and written communication skills in diverse business and workplace situations.
CO2	Develop professional career documents, including resumes, cover letters, LinkedIn profiles, and workplace emails, to support effective career communication.
CO3	Demonstrate effective communication, interpersonal, and professional skills in interviews, group discussions, presentations, and recruitment processes.

CO4	Determine teamwork, leadership, workplace etiquette, and professional behaviour in organizational settings.
CO5	Establish employability readiness by applying digital skills, career planning, self-confidence, and professional conduct in workplace situations.
Text Books	
1.	National Skill Development Corporation – Employability Skills Student Handbook
2.	Verma, Shalini. Employability Skills. New Delhi: Pearson Education India, latest edition.
3.	Rao, M. S. Soft Skills – Enhancing Employability: Connecting Campus with Corporate

Reference Text Books	
1.	Raman, Meenakshi, and Sharma, Sangeeta. Technical Communication: Principles and Practice. New Delhi: Oxford University Press.
2.	Krishna Mohan, and MeeraBanerji. Developing Communication Skills. New Delhi: Macmillan Publishers India Ltd

Web links and Video lectures (e-Resources)
https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com

ASSESSMENT DETAILS (BOTH CIE AND SEE)

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	Internal Assessment2	50		
	Internal Assessment3	50		
AAT	Mini Project	10	10	
SEE	Semester End Examination	100	50	50
Total Marks				**100**

SEMESTER END EXAMINATION

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CO2	-	2	1	-	2	2	2	1	3
CO3	2	3	3	-	1	2	3	3	3
CO4	-	3	2	-	2	2	3	2	3
CO5	2	3	3	-	2	3	2	3	3

Level 3 - High, Level 2 - Moderate, Level 1 - Low