

SEMESTER - I

25BA101	MANAGERIAL ECONOMICS	L	T	P	C
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OBJECTIVES The course will enable the learners to: • To emphasize the influence of micro and macroeconomics on managerial decision making. • To make the students learn the fundamental concepts of managerial economics. • To impart knowledge on pricing and pricing decisions • To map the demand and forecasting techniques to analyses the international market. • To add knowledge on balance of payments, monetary and fiscal policies.					
UNIT I	INTRODUCTION TO MANAGERIAL ECONOMICS				9
Managerial Economics: Meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics - Micro economics and Macroeconomics - Demand Analysis and Estimation: Meaning, determinants and types of demand - Elasticity of demand – Demand forecasting.					
UNIT II	PRODUCTION FUNCTIONS AND COST CONCEPTS				9
Supply: Meaning and determinants - Production decisions - Production functions – Isoquants, Expansion path - Cobb-Douglas function - Cost concepts - Cost-output relationship - Economies and diseconomies of scale – Cost functions.					
UNIT III	PRICING AND PRICING DECISIONS				9
Product Markets - Market Structure - Competitive market - Imperfect competition and barriers to entry - Pricing and output decisions - Methods of pricing - Differential pricing – Government intervention and pricing.					
UNIT IV	PROFIT POLICIES AND INVESTMENT ANALYSIS				9
Economic Decision Making - Time value of Money and its impact on Decision making. Profit: Meaning and Nature - Profit policies - Profit Planning and forecasting - Cost volume profit analysis - Investment analysis.					
UNIT V	NATIONAL INCOME AND FISCAL POLICIES				9
National Income - Business cycle - Inflation and deflation - Balance of payments – Monetary and Fiscal Policies. Technology and employment – Interactions between Government and Business					
CONTEMPORARY TOPICS					
Guest Lecture from industry experts on contemporary topics in market competition and strategic decision					
TOTAL: 45 PERIODS					
COURSE OUTCOMES Upon completion of the course, the students will be able to: CO1: Take right decision in business by analyzing micro and macroeconomic situations. CO2: Gaining knowledge related to fundamental concepts of Economics. CO3: Acquiring talented skills on pricing policy and decisions. CO4: Tapping key skills on profit and investment analysis. CO5: Application of earned knowledge in analyzing monetary and fiscal policies.					

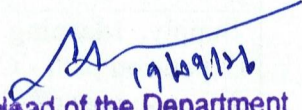
TEXT BOOKS

1. Dwivedi, D. N. Managerial Economics. 10th Edition. Vikas Publishing House. 2025.
2. Thomas, C. R., & Harichandan, A. Managerial Economics: Foundations of Business Analysis and Strategy. 14th Edition. McGraw Hill. 2026.
3. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. Managerial Economics: Analysis and Management. 10th Edition. Wiley. 2025.
4. Froeb, L. M., McCann, B. T., Ward, M. R., & Shor, M. Managerial Economics: A Problem-Solving Approach. 6th Edition. Cengage. 2023.
5. Mithani, D. M. Managerial Economics: Theory and Applications. 10th Edition. Himalaya Publishing House. 2025.

REFERENCES

1. Jadhav, R. S., Patle, B. K., & Deore, R. M. Managerial Economics: Made Easy. The Management Consortium. 2022.
2. Thangavel, V. Managerial Economics. J J Publication. 2024.
3. Dahiya, P., Garg, R., & Chaudhary, S. Managerial Economics. 1st Edition. Himalaya Publishing House. 2024.


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25BA102	ORGANIZATIONAL BEHAVIOR	L	T	P	C
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OBJECTIVES					
The course will enable the learners to:					
- Understand the fundamental concepts, theories, functions, and approaches of management and their relationship with Organizational Behaviour. - Analyze individual behavior, personality, learning, attitudes, values, and motivation and their impact on employee performance. - Examine group dynamics, team behavior, communication, organizational culture, creativity, and cross-cultural management practices. - Evaluate leadership, power, politics, conflict, negotiation, and organizational change in different organizational situations. - Apply Organizational Behaviour concepts to manage workplace stress, emotional intelligence, work-life integration, diversity, and contemporary organizational challenges.					
UNIT I	NATURE AND THEORIES OF MANAGEMENT				9
Management- meaning, levels, management as an art or science, Managerial functions, Roles and skills, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Mayo & Hawthorne Experiments, Behavioral and Management Science Approaches Modern era – system & contingency approach. Understanding Management’s Context Globalization – Diversity- Ethics.					
UNIT II	INDIVIDUAL DYNAMICS				9
Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory –social learning theory – Erikson’s stages of Personality Development- Chris Argyris Immaturity to Maturity Continuum -The Big five personality Model- Learning: Classical conditioning, Operant conditioning and Social Learning – Attitudes - Components, Attitude – Behaviour relationship, formation, values.					
UNIT III	MOTIVATION AND GROUP BEHAVIOUR				9
Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation. Group Dynamics – Foundations of Group Behaviour – Groups- Stages of Group Development– Group Properties: Roles, Norms, Status, Size, Cohesiveness, and Diversity Group Decision making. Teams – Groups vs Teams - Types - Characteristics of Effective Teams.					
UNIT IV	COMMUNICATION AND CONTEMPORARY PERSPECTIVES				9
Interpersonal Communication – Communication Process – Barriers to Communication– Cross-cultural Communication. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Contemporary Perspectives in Organizational Behavior: Comparative Management Styles and approaches - Japanese Management Practices - Organizational Creativity and Innovation - Organizational behavior across cultures-					
UNIT V	LEADERSHIP				9
Leadership – Leaders vs Managers - Early theories - Contingency theories and Contemporary Views - transformational leadership. Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process. Change – forces of change – Resistance to change – Approaches – Organizational Development (OD). Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Emotional Intelligence - Work Life Integration Practices.					

CONTEMPORARY ISSUES	
Guest Lecture from Industry experts on contemporary issues and recent trends in organizational behavior.	
TOTAL: 45 PERIODS	

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Explain the nature, functions, roles, skills, and major theories of management and analyze the influence of globalization, diversity, and ethics on organizations.

CO2: Analyze individual behavior by applying concepts of personality, learning, attitudes, values, and individual differences to organizational situations.

CO3: Apply motivation theories, group dynamics, group decision-making, and team-building concepts to enhance individual and team effectiveness.

CO4: Evaluate communication processes, organizational culture, management practices, creativity, innovation, and cross-cultural behavior in contemporary organizations.

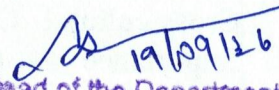
CO5: Apply and evaluate leadership, power, conflict management, negotiation, organizational change, stress management, emotional intelligence, and work-life integration practices in organizational contexts.

TEXT BOOKS

1. Stephen P. Robbins and Timothy A. Judge (2022), Organizational Behavior, 19th Edition, Pearson.
2. Fred Luthans, Brett C. Luthans and Kyle W. Luthans (2021), Organizational Behavior: An Evidence-Based Approach, 14th Edition, Information Age Publishing.
3. K. Aswathappa (2021), Organizational Behaviour, 13th Edition, Himalaya Publishing House.
4. S.S. Khanka (2020), Organizational Behaviour, 1st Edition, S. Chand Publishing.

REFERENCES

1. John W. Newstrom (2017), Organizational Behavior: Human Behavior at Work, 14th Edition, McGraw Hill Education.
2. Jerald Greenberg (2019), Behavior in Organizations, 12th Edition, Pearson.
3. Udai Pareek (2014), Understanding Organizational Behaviour, 4th Edition, Oxford University Press.
4. M. N. Mishra and S. N. Mishra (2020), Organizational Behaviour, 1st Edition, Vikas Publishing House.


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25BA103	MARKETING MANAGEMENT	L	T	P	C
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OBJECTIVES					
The course will enable the learners to:					
• Understand the fundamental concepts of marketing, marketing environment, marketing mix, consumer behavior, and service marketing. • Analyze market segments and customer needs and apply segmentation, targeting, positioning, product, branding, and customer relationship strategies. • Evaluate pricing strategies, value chain activities, customer value, satisfaction, loyalty, and customer lifetime value. • Examine marketing channels, retailing, logistics, and integrated marketing communication strategies including advertising, sales promotion, events, and public relations. • Apply digital marketing concepts, e-commerce, social media, mobile marketing, database marketing, and online communication tools to contemporary marketing decisions.					
UNIT I	FOUNDATIONS OF MARKETING AND BUSINESS ENVIRONMENT				9
Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas (Production, Finance, Human Relations Management, Information System) – Marketing in global environment – International Marketing – Rural Marketing – Prospects and Challenges.					
UNIT II	STRATEGIC MARKETING AND MARKET SEGMENTATION				9
Marketing strategy formulations – Key Drivers of Marketing Strategies – Strategies for Industrial Marketing, Consumer Marketing, Services Marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components.					
UNIT III	PRODUCT, PRICING, AND CHANNEL DECISIONS				9
Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods.					
UNIT IV	CONSUMER AND ORGANISATIONAL BUYER BEHAVIOR				9
Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.					
UNIT V	MARKETING RESEARCH AND CONTEMPORARY TRENDS IN MARKETING				9
Marketing Information System – Marketing Research Process – Concepts and applications: Product, Advertising, Promotion, Consumer Behaviour, Retail research – Customer driven organizations – Cause related and Sustainable Marketing – Ethics in marketing – Ethical and Legal Aspects in Marketing – Green Marketing – Online marketing trends – Social Media Marketing – Influencer and Content Marketing – Mobile and Digital Marketing Trends – Personalization and Marketing Automation – Emerging Tools in Digital Marketing (SEO, SEM, Email, Analytics) – Customer-Centric Marketing Organizations.					
CONTEMPORARY TOPICS					
Case Analysis; Guest Lectures; Contemporary Issues and Challenges of Marketing in Digital Era.					
TOTAL:45 PERIODS					

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

CO1: Understand key marketing concepts, principles, and frameworks.

CO2: Design and implement effective marketing strategies, including segmentation, targeting, and Positioning (STP).

CO3: Analyze pricing strategies, value chain concepts, and customer relationship approaches to enhance customer value and loyalty.

CO4: Develop the ability to evaluate and design Pricing strategies.

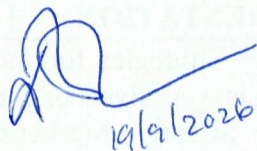
CO5: Design suitable distribution channels and promotional strategies.

TEXT BOOKS

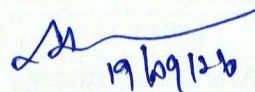
1. Philip Kotler & Kevin Lane Keller, Marketing Management, 16th Ed., Pearson, 2022.
2. V.S. Ramaswamy & S. Namakumari, Marketing Management: Global Perspective Indian Context, Macmillan, 7th Ed., 2023.
3. K.S. Chandrasekar, Marketing Management – Text and Cases, Tata McGraw Hill, 2012.
4. Michael Solomon, Consumer Behavior: Buying, Having, and Being, Pearson, 14th Ed., 2023.

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1. Paul Baines, Chris Fill, Kelly Page, Marketing, Oxford University Press, 6th Ed., 2023.
2. Rajan Saxena, Marketing Management, McGraw Hill Education, 6th Ed., 2023.



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25BA104	HUMAN RESOURCE MANAGEMENT	L	T	P	C
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OBJECTIVES					
The course will enable the learners to:					
- Understand the strategic and operational aspects of Human Resource Management (HRM) in modern organizations. - Develop competencies in manpower planning, recruitment, training, performance management, and employee engagement. - Apply current HR practices such as HR analytics, self-development, knowledge management, and technology-enabled HR practices in Indian and global business contexts. - Analyze real-time HR challenges and understand how HR strategies can be aligned with organizational goals.					
UNIT I	STRATEGIC PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT				9
Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit – Introduction to HR analytics.					
UNIT II	WORKFORCE PLANNING AND TALENT ACQUISITION				9
Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources - Organizational Attraction - Recruitment, Selection, Induction and Socialization - Theories, Methods and Process – Legal and ethical issues in hiring.					
UNIT III	TRAINING, DEVELOPMENT AND MOTIVATION, COMPENSATION				9
Types of training methods –purpose- benefits- resistance. Executive development Programme – Common practices - Benefits – Self-development – Knowledge management systems and practices. Compensation plan – Reward – Motivation – Application of theories of motivation.					
UNIT IV	PERFORMANCE MANAGEMENT AND EMPLOYEE MOVEMENT				9
Method of performance evaluation – Feedback – Industry practices. Promotion – Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes Implications – Redressal methods.					
UNIT V	HR GOVERNANCE AND EMERGING ISSUES				9
HR control processes – Legal compliance in HRM – Diversity and Inclusion – Ethical HR practices.– Employee wellbeing – Future of work: AI in HRM, remote workforce management – HR metrics and dashboards – Global HRM trends – Sustainable HRM practices.					
CONTEMPORARY TOPICS					
Guest Lecture from Industry					
TOTAL: 45 PERIODS					
COURSE OUTCOMES					
Upon completion of the course, the students will be able to:					
CO1: Explain the strategic perspectives of Human Resource Management, including human capital, HR policies, HR accounting, HR audit, and HR analytics.					
CO2: Apply workforce planning and talent acquisition techniques for forecasting HR requirements, recruitment, selection, induction, and employee socialization.					
CO3: Analyze training, executive development, self-development, knowledge management compensation, rewards, and motivation practices.					
CO4: Evaluate performance management and employee movement practices, including					

performance appraisal, feedback, promotion, transfer, separation, and grievance redressal.

CO5: Examine HR governance and emerging HR issues, including legal compliance, diversity and inclusion, employee wellbeing, AI in HRM, remote work, HR metrics, global HR trends, and sustainable HRM.

TEXT BOOKS

1. Dessler, Gary (2023), Human Resource Management, 17th Edition, Pearson.
2. Aswathappa, K. and Sadhna Dash (2023), Human Resource Management: Text and Cases, 10th Edition, McGraw Hill Education.
3. Dessler, Gary and Biju Varkkey (2025), Human Resource Management, 17th Edition, Pearson India.
4. Noe, Raymond A., John R. Hollenbeck, Barry Gerhart and Patrick M. Wright (2021), Fundamentals of Human Resource Management, 8th Edition, McGraw Hill Education.

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1. Subba Rao, P. (2023), Essentials of Human Resource Management and Industrial Relations, Latest Edition, Himalaya Publishing House.
2. Aswathappa, K. and Sadhna Dash (2024), International Human Resource Management, 4th Edition, McGraw Hill Education.
3. Ghosh, Vinit, Shruthi J. Mayur and Satwik Upadhyay (2025), HR Analytics: Bridging Theory and Practice, 1st Edition, McGraw Hill Education.

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25BA105	ACCOUNTING FOR FINANCIAL DECISIONS	L	T	P	C
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OBJECTIVES					
The course will enable the learners to: • To develop an understanding of basic accounting principles, processes, and preparation of financial statements. • To provide students with the knowledge of preparing and interpreting financial statements. • To provide students with the knowledge of cost concepts for preparing the cost statement and break-even analysis. • To provide students with the knowledge of preparing budgets and analyze the cost variances. • To understand accounting standards, IFRS, ethics, fraud detection, and financial analytics for business decision-making.					
UNIT I	FINANCIAL ACCOUNTING				9
Financial Accounting - Objectives - Functions. Branches of Accounting. Financial, Cost and Management Accounting - Generally Accepted Accounting Principles. Journal, Ledger and Trial Balance - Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.					
UNIT II	FINANCIAL STATEMENT ANALYSIS				9
Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements, Sources of financial information. Tools and techniques of financial statement analysis, Ratio Analysis, Comparative Statement, Common Size Statement, Du-Pont Analysis, Funds Flow Statement - Cash Flow Statement Analysis.					
UNIT III	COST ACCOUNTING				9
Basic Concepts of Cost Accounting, Objectives, importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Preparation of Cost Sheet. Marginal Costing – Meaning, Fixed Cost, Variable Cost, Applications, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Graphical Chart, Margin of Safety, Angle of incidence.					
UNIT IV	BUDGETARY CONTROL AND VARIANCE ANALYSIS				9
Budget and Budgeting – Meaning, Importance, Advantages and Disadvantages, Types of Budgets; Budgets and Budgetary Control. Variance Analysis – Material Variance – Cost Variance – Labour Variance.					
UNIT V	ACCOUNTING STANDARDS AND STRATEGIC APPLICATIONS				9
Accounting Standards and disclosures in India, Overview of IFRS, Ethical issues in accounting, Financial statement Fraud detection, use of accounting in strategic Business decision-making. Role of analytics in finance and accounting.					

LAB COMPONENTS**30 PERIODS**

- Lab 1:** Introduction to Applications for Business Insights
- Lab 2:** Integrating Balancesheet Data - All Sectors
- Lab 3:** Creating Interactive Dashboard for financial insights
- Lab 4:** Integration of Depreciation dataset
- Lab 5:** Creating Interactive Dashboard for Depreciation Schedules
- Lab 6:** Application for Inventory system
- Lab 7:** Preparing Cost Sheet using a tool
- Lab 8:** Marginal Costing - Whatif Scenario Analysis
- Lab 9:** Budget Analysis and Visualization
- Lab 10:** AI tools for Accounting

TOTAL: 75 PERIODS**COURSE OUTCOMES**

Upon completion of the course, the students will be able to:

- CO1: Apply accounting principles to record transactions and prepare journals, ledgers, trial balances, and final accounts.
- CO2: Prepare and analyze financial statements, including income statements, balance sheets, and cash flow statements, and interpret their results for decision-making purposes.
- CO3: Prepare cost statements and perform break-even analysis to determine cost behavior, profitability, and business efficiency.
- CO4: Develop different types of budgets (e.g., cash budget, flexible budget) and analyze cost variances to assess deviations and improve cost control.
- CO5: Apply accounting knowledge and analytics to analyse financial information and support strategic business decisions.

TEXT BOOKS

1. S.N. Maheshwari & S.K. Maheshwari, "Financial Accounting and Analysis" 9th Edition, 2022, Vikas Publishing House.
2. Khan, M. Y., & Jain, P. K. (2021). Management accounting (8th ed.). Tata McGraw Hill.
3. Jawahar Lal & Seema Srivastava, Management Accounting, 15th Edition, 2023, McGraw Hill Education (India).
4. Carl S. Warren, James M. Reeve & Jonathan Duchac, Financial & Managerial Accounting, 16th Edition, 2023, Cengage Learning.
5. Ray H. Garrison, Eric Noreen & Peter C. Brewer, Managerial Accounting, 18th Edition, 2021, McGraw-Hill Education.

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1. S.P. Jain & K.L. Narang, Advanced Cost Accounting, 2022, Kalyani Publishers.
2. M.N. Arora, Cost Accounting: Principles and Practice, 14th Edition, 2021, Vikas Publishing House.
3. Srikant M. Datar & Madhav V. Rajan, Horngren's Cost Accounting: A Managerial Emphasis, 17th Edition, 2021, Pearson.
4. Stephen H. Penman, Financial Statement Analysis and Security Valuation, 7th Edition, 2022, McGraw-Hill Education.

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25BA106	INFORMATION SYSTEMS MANAGEMENT	L	T	P	C
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OBJECTIVES					
The course will enable the learners to:					
• To understand the fundamental concepts of information systems, organizational structures, and business processes. • To explore different types of information systems and their role in business integration and decision-making. • To study the architecture, design, development, and evaluation of information systems. • To introduce enterprise technologies and system development approaches including ERP, SCM, CRM, and SAD.					
UNIT I	BASIC CONCEPTS OF INFORMATION SYSTEM				9
Role of data and information, Organization structures, Business Process, Systems Approach and introduction to Information Systems.					
UNIT II	TYPES OF IS				9
Resources and components of Information System, integration and automation of business functions and developing business models. Role and advantages of Transaction Processing System, Management Information System, Expert Systems and Artificial Intelligence, Executive Support Systems and Strategic Information Systems.					
UNIT III	ARCHITECTURE & DESIGN OF IS				9
Architecture & Design of IS Architecture, development and maintenance of Information Systems, Centralized and Decentralized Information Systems, Factors of success and failure, value and risk of IS.					
UNIT IV	DECISION MAKING PROCESS				9
Decision Making Process – Programmed and Non-Programmed decisions, Decision Support Systems, Models and approaches to DSS.					
UNIT V	ERP & SAD				9
Introduction to Enterprise Management technologies, Business Process Re-engineering, Total Quality Management and Enterprise Management System viz. ERP, SCM, CRM and E-commerce. Introduction to SAD – System Analysis and Design. Models and Approaches of Systems Development.					
LAB COMPONENT		30 PERIODS			
Lab 1. Data Analysis and Management					
Practical exercises on data collection, organization, analysis, interpretation, and preparation of business reports.					
Lab 2. Business Reporting and Performance Analysis					
Practical exercises on analyzing sales, financial, operational, and other business data to identify trends and key performance indicators.					
Lab 3. Enterprise Resource Planning and Business Operations					
Practical exercises on understanding integrated business processes such as finance, inventory, sales, and operations.					
Lab 4. Decision Support and Business Problem Solving					
Practical exercises on analyzing business problems, evaluating alternatives, and supporting managerial decision-making.					
Lab 5. Web-Based Information Systems					
Practical exercises on data collection, information sharing, collaborative work, and development of basic management information systems.					
Lab 6. Business Intelligence and Data-Driven Decision Making					
Practical exercises on analyzing business data, identifying meaningful insights, and using information to support strategic and operational decisions.					

TOTAL:75 PERIODS

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

- CO1: Understand the concepts of information systems.
- CO2: Identify and differentiate types of IS (Transaction Processing Systems, MIS, DSS, Expert Systems, and Strategic IS) and explain their roles in decision-making and business automation.
- CO3: Examine the architecture, development, and maintenance of centralized and decentralized Information Systems, and assess factors contributing to their success or failure.
- CO4: Analyze decision-making processes for programmed and non-programmed decisions and demonstrate the use of Decision Support Systems (DSS) for business problem-solving.
- CO5: Describe enterprise management concepts, including ERP, SCM, CRM, and e-Commerce, and evaluate their role in improving business processes.

TEXT BOOKS

1. D.P. Goyal, Management Information Systems, 5th Edition, 2022, Macmillan Education India.
2. R. Jagannathan, Management Information Systems, 2021, McGraw Hill Education (India).
3. Kenneth C. Laudon & Jane P. Laudon, Management Information Systems: Managing the Digital Firm, 17th Edition, 2022, Pearson
4. David T. Bourgeois, Information Systems for Business and Beyond, 2021 Edition, Saylor Academy.

REFERENCE

1. A.K. Gupta, Management Information Systems, 2022, S. Chand Publishing.
2. Alexis Leon, Enterprise Resource Planning, 4th Edition, 2021, McGraw Hill Education.
3. Kenneth C. Laudon & Jane P. Laudon, Essentials of Management Information Systems, 15th Edition, 2023, Pearson.
4. Paul Bocij, Andrew Greasley & Simon Hickie, Business Information Systems, 2021, 6th Edition, Pearson.

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25BA107	BUSINESS STATISTICS WITH R PROGRAMMING		L	T	P	C
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OBJECTIVES						
The course will enable the learners to:						
- To introduce fundamental statistical concepts relevant to managerial decision-making. - To familiarize students with data collection, presentation, and interpretation techniques. - To enable students to apply descriptive statistics for summarizing business data. - To provide a basic understanding of correlation, regression, and probability in business contexts.						
UNIT I	INTRODUCTION TO STATISTICS AND DATA TYPES					9
Meaning and Scope of Statistics in Business-Importance in Managerial Decision-Making-Types of Statistics: Descriptive vs. Inferential-Types of Data: Qualitative vs. Quantitative-Scales of Measurement: Nominal, Ordinal, Interval, Ratio.						
UNIT II	DATA COLLECTION, CLASSIFICATION & PRESENTATION					9
Sources of Data: Primary & Secondary-Methods of Data Collection: Survey, Observation, Interviews-Classification and Tabulation of Data-Diagrammatic and Graphical Presentation: Bar Chart, Pie Chart, Line Graph, Histogram, Ogive (Concept Only)-Frequency Distribution (Simple understanding only)						
UNIT III	MEASURES OF CENTRAL TENDENCY AND DISPERSION					9
Meaning and Purpose of Central Tendency-Mean, Median, Mode – Concept, Merits and Demerits-Dispersion: Meaning and Significance-Range, Quartile Deviation, Mean Deviation, Standard Deviation (Only Interpretation)-Coefficient of Variation – Business Applications.						
UNIT IV	CORRELATION AND REGRESSION ANALYSIS					9
Concept and Uses of Correlation in Business-Types: Positive, Negative, and Zero Correlation-Simple Introduction to Karl Pearson's and Spearman's Correlation (No Problems)-Regression – Concept of Line of Best Fit-Simple Interpretation of Regression in Business.						
UNIT V	PROBABILITY, INDEX NUMBERS AND TIME SERIES ANALYSIS.					9
Basic Concepts of Probability-Simple Events and Sample Space (Concept only)-Business Applications of Probability (e.g., decision trees, risk)-Index Numbers: Meaning, Types – CPI, WPI-Time Series: Trend Analysis and Business Applications.						
LAB COMPONENTS					30 PERIODS	
Lab 1: Download and install R-Programming environment and install basic packages using install.packages() command in R.						
Lab 2: Learn all the basics of R-Programming (Data types, Variables, Operators etc.)						
Lab 3: Implement R-Loops with different examples.						
Lab 4: Learn the basics of functions in R and implement with examples.						
Lab 5: Implement different String Manipulation functions in R.						
Lab 6: Create a data set and do statistical analysis on the data using R						
Lab 7: Create pie charts and bar charts using R.						
TOTAL:75 PERIODS						

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

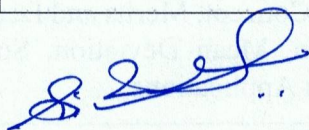
- CO1: Understand basic statistical concepts and their role in business decisions.
- CO2: Collect, classify, and present business data using simple tools.
- CO3: Apply measures of central tendency and dispersion to analyze data.
- CO4: Interpret correlation and regression outputs for managerial use.
- CO5: Recognize the relevance of probability and index numbers in decision-making.

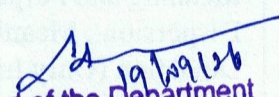
TEXT BOOKS

1. S.P. Gupta & M.P. Gupta – Business Statistics, Sultan Chand & Sons, 2023.
2. P.A. Navaneetham – Business Statistics, Jai Publishers, 2022.
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4. Bruce L. Bowerman, Richard T. O'Connell & Emily S. Murphree – Business Statistics in Practice, McGraw-Hill Education, 9th Edition, 2021.

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2. J.K. Sharma – Business Statistics, Pearson India, 4th Edition, 2021.
3. Paul Newbold, William Carlson & Betty Thorne – Statistics for Business and Economics, Pearson, 9th Edition, 2021.
4. James T. McClave, P. George Benson & Terry Sincich – Statistics for Business and Economics, Pearson, 14th Edition, 2022.




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25BA108	INDIAN ETHOS AND BUSINESS ETHICS	L	T	P	C
		3	0	0	3
OBJECTIVES					
The course will enable the learners to:					
- To provide an understanding of the foundations of Indian ethos and their relevance in modern managerial practices. - To develop awareness of values, ethics, and cultural dimensions in business, including comparisons between Indian and Western management philosophies. - To expose students to traditional and contemporary approaches to leadership, learning systems, and karma-based management principles. - To equip students with knowledge of ethical theories, moral development, and the creation of ethical organizational culture and leadership.					
UNIT I	INTRODUCTION TO INDIAN ETHOS				9
History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible and Quran.					
UNIT II	UNDERSTANDING VALUES IN BUSINESS				9
Kautilya's Arthashastra, Indian Heritage in Business, Management- Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management-Meditation for mental health, Yoga.					
UNIT III	CONTEMPORARY APPROACHES TO INDIAN ETHOS				9
Contemporary Approaches to Leadership- Joint Hindu Family Business-Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers Nishkama Karma-Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection- Corporate Karma Leadership.					
UNIT IV	UNDERSTANDING THE BUSINESS ETHICS				9
Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD).					
UNIT V	CYBER ETHICS, IPR, AND GLOBAL ETHICAL CHALLENGES				9
Cyber Ethics, IPR, and Global Ethical Challenges - Ethics in technology and the digital age - Cyber law and ethical issues in e-commerce - Intellectual property rights and ethical considerations - Ethical concerns in AI, automation, and surveillance - Cross-cultural Business ethics and globalization.					
CONTEMPORARY TOPICS					
Guest Lecture by Industry Expert on Emerging Trends in Business Ethos and Ethics					
					TOTAL: 45 PERIODS
COURSE OUTCOMES					
Upon completion of the course, the students will be able to:					
CO1: Explain the concepts, history, principles, and relevance of Indian Ethos and analyze its application in managerial practices and business organizations.					
CO2: Analyze Indian value systems, Kautilya's Arthashastra, work ethos, stakeholder values, and Indian and Western management perspectives in contemporary business environments.					
CO3: Apply Indian approaches to leadership, Gurukul learning, Karma, Nishkama Karma, and Corporate Karma to managerial decision-making and organizational practices.					
CO4: Evaluate ethical principles, ethical theories, ethical codes, moral development, and ethical dilemmas for responsible decision-making in business organizations.					

CO5: Assess ethical challenges associated with cyber technologies, e-commerce, IPR, AI, automation, surveillance, globalization, and cross-cultural business practices.

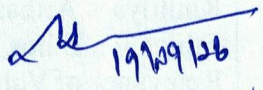
TEXT BOOKS

1. Bharat Bhushan Sharma – Indian Ethos and Business Ethics, Excel Books, 2022.
2. P. S. Bajaj & Raj Agrawal – Business Ethics and Indian Ethos, Dreamtech Press, 2021.
3. Andrew Crane, Dirk Matten, Sarah Glozer & Laura Spence – Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 6th Edition, 2023.
4. Manuel G. Velasquez – Business Ethics: Concepts and Cases, Pearson, 9th Edition, 2022.

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1. C. S. V. Murthy – Business Ethics and Corporate Governance, Himalaya Publishing House, 2022.
2. S. K. Chakraborty – Values and Ethics for Organizations: Theory and Practice, Oxford University Press India, 2021 Reprint.
3. Linda K. Treviño & Katherine A. Nelson – Managing Business Ethics: Straight Talk about How to Do It Right, Wiley, 8th Edition, 2021.
4. O. C. Ferrell, John Fraedrich & Linda Ferrell – Business Ethics: Ethical Decision Making and Cases, Cengage Learning, 13th Edition, 2023.

As per R.M.K Syllabus
Bharana, B.
19/8/26


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25BA110	CAREER DEVELOPMENT SKILLS – I	L	T	P	C
		0	0	2	1
OBJECTIVES					
The course will enable the learners to:					
CO1: Develop foundational communication skills, self-awareness, and personal goal-setting strategies for effective career planning.					
CO2: Build core quantitative aptitude and logical reasoning capabilities necessary for basic business problem-solving.					
CO3: Instil essential leadership principles, emotional intelligence, and conflict-resolution skills for managerial readiness.					
CO4: Prepare students for preliminary placement processes through resume building and foundational aptitude test practice.					
CO5: Apply integrated communication and analytical skills to address and evaluate entry-level corporate scenarios.					
UNIT I	Communication & Personality				6
Career planning for MBA students, corporate expectations - Self-assessment, SWOT analysis, goal setting - Basics of business communication - Spoken English for professionals - Vocabulary development and grammar for executives					
UNIT II	Analytical & Business Skills				6
Quantitative aptitude – basic arithmetic - Percentages, ratios and averages - Profit, loss and time-work problems - Logical reasoning fundamentals - Analytical reasoning and puzzles					
UNIT III	Corporate Readiness & Managerial Skills				6
Leadership skills and leadership styles - Decision making and problem solving - Emotional intelligence in management - Negotiation skills - Conflict management					
UNIT IV	Placement Preparation				6
Resume writing and profile building - LinkedIn profile and networking Aptitude test practice - Logical reasoning placement test - Data interpretation placement test					
UNIT V	Corporate Paradigm Applications (Level 1)				6
Communication & Personality - Analytical & Business Skills - Corporate Readiness & Managerial Skills - Placement Preparation - Placement Preparation					
CONTEMPORARY TOPICS					
- AI and applicant tracking systems (ATS) in resume screening - Virtual networking and personal branding on LinkedIn - Gamified aptitude and psychometric assessments in modern hiring					
TOTAL: 30 PERIODS					

COURSE OUTCOMES

Upon completion of the course, the students will be able to:

- CO1: Assess personal strengths and apply foundational business communication skills in professional settings.
- CO2: Solve basic quantitative, arithmetic, and logical reasoning problems efficiently.
- CO3: Demonstrate emotional intelligence, fundamental leadership, and conflict management in managerial contexts.
- CO4: Design professional, ATS-friendly resumes and perform confidently in foundational placement aptitude tests.
- CO5: Integrate communication and analytical skills to resolve foundational corporate challenges and simulations.

TEXT BOOKS

1. Meenakshi Raman & Prakash Singh – Business Communication, Oxford University Press India, 3rd Edition, 2023.
2. M.S. Rao – Soft Skills: Enhancing Employability – Connecting Campus with Corporate, I.K. International Publishing, 2022 Edition.
3. Peter W. Cardon – Business Communication: Developing Leaders for a Networked World, McGraw-Hill Education, 4th Edition, 2021.
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2. S. Hariharan, N. Sundararajan & S.P. Shanmugam – Employability Skills, MJP Publishers, 2021 Edition.
3. Jeff Weiss – HBR Guide to Negotiating, Harvard Business Review Press, 2022 Edition.
4. Travis Bradberry & Jean Greaves – Emotional Intelligence 2.0, Talent Smart, 2021 Updated Edition.

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