

Detailed Course Scheme
Master of Business Administration
(MBA)
**(Finance, Marketing and Human Resource
Management)**

Semester-I
(2024-26)

DOC202410170004



RNB GLOBAL UNIVERSITY

RNB Global City, Ganganagar Road,
Bikaner, Rajasthan 334601

OVERVIEW

RNB Global University follows Semester System along with Choice Based Credit System as per latest guidelines of University Grants Commission (UGC). Accordingly, each academic year is divided into two semesters, **Odd (July-December)** and **Even (January-June)**. Also, the university follows a system of continuous evaluation along with regular updating in course curricula and teaching pedagogy.

The curriculum for MBA program for (July to December) Odd Semester, 2024 along with examination pattern is as follows:

Semester –I

S. No	Course Code	Course Category	Course Name	L	T	P	Credits
1.	MBAC22100	DSC-1	Accounting for Decision Making	3	0	0	3
2.	MBAC22101	DSC-2	Principles of Management	3	0	0	3
3.	MBAC22102	DSC-3	Economics for Managers	3	0	0	3
4.	MBAC22103	DSC-4	Managerial Statistics	3	0	0	3
5.	MBAC22104	DSC-5	Business Environment	3	0	0	3
6.	MBAC22105	DSC-6	Organizational Behavior	3	0	0	3
7.	MBAC22106	DSC-7	Information Technology for Managers	3	0	0	3
8.	SEC077021	SEC-1	Thinking and Communication Skills	3	0	0	3
9.	SEC077022	SEC-2	Social Interactions & LSWR Skills	3	0	0	3
10.	WHNN99000		Workshops/ Seminars/ Human Values/ Social Service/ NCC/NSS	-	-	-	1
Total				27	0	0	28

EVALUATION SCHEME

The evaluation of the MBA program would be based on Internal and External Assessments. Internal Assessment would consist of 50% of the marks (50 marks) and external assessment (in form of End Term Exam) would consist of remaining 50% marks (50 marks). Detailed scheme of Internal and External Assessments as follows:

Internal Assessment

Type	Details	Marks
Mid Term	One Mid-term Sessional (to be held along with the 2 nd Sessional Exams)	15
Marks obtained in various Tests, Assignments, Presentations, Quiz, Tutorials, etc.	Average of marks obtained	30
Attendance	80%+ : 5 marks	5
TOTAL	50	

External Assessment

Type	Marks
Theory	50

EVALUATION SCHEME- WORKSHOPS & SEMINARS AND HUMAN VALUES & SOCIAL SERVICE/NCC/NSS

1. The evaluation of Workshops & Seminar and Human Values & Social Service/NCC/NSS will be completed from Semester I – Semester IV. It will be evaluated internally by the various Forums & Schools Concerned. The credit for this will be given at the end of each Semester.
2. The students have to join club/clubs/Forums with the active participation in different activities of club. The students would be continuously assessed from Semester-I to Semester-IV and credits and marks would be given after the end of each Semester.

1. Vision

To educate and inspire capable and competent leaders with a futuristic business acumen & entrepreneurial spirit.

2. Mission

To equip the students of school of commerce & management with the ability to explore, examine, think critically and develop professional skills to become responsible global leaders who can contribute meaningfully to the industry and society through excellence in learning and practice-oriented research.

3. Program Educational Objectives

PEO1: To acquire the contemporary knowledge of the Business Concepts and their application in problem solving.

PEO2: To develop and apply different tools for decision making required for solving complex managerial problems with a passion to innovate.

PEO3: To develop the leaders who are able to adapt to the needs of the domestic and global Business requirements.

4. Programme Outcomes (POs)

After completing the program students will be able to

P01: Exhibit memory of previously learned management knowledge by recalling facts, terms, basic concepts and answers.

P02: Demonstrate understanding of management facts and ideas by organizing, comparing, translating, interpreting, giving descriptions and stating main ideas.

P03: Explain contemporary management issues and their implications in real life situations.

P04: Identify solutions to the problems relating to new situations by applying acquired knowledge, facts, techniques and rules in a different way.

P05: Apply effective strategies to solve future problems and constraints, and devise feasible solutions.

P06: Utilize the knowledge of statistics, accounting, finance, marketing and HR for devising effective business models,

P07: Analyze and break information into parts by identifying motives or causes. Make interfaces and find evidence to support generalizations.

P08: Appraise techniques, skills and latest management tools to meet the competition,

P09: Present and defend opinions clearly and effectively in the corporate and business world,

P010: Develop the right social, ethical and legal knowledge and value systems to become responsible citizens of the country.

P011: Create innovative strategies in their chosen field of specialization like Finance, HR, Operations and Marketing.

P012: Engage in a lifelong learning process

5. Programme Specific Outcomes (PSOs)

After completing the program students will be able to:

- **PSO 1: Demonstrate** effective leadership skills and **build** the ability to face the challenges of corporate world.
- **PSO 2: Develop** judgements about information, validity of ideas, or quality of work based on a set of criteria,
- **PSO 3: Improve** their competency in working with and managing multi-disciplinary teams.

6. Course Outcomes (COs)

Course Codes & Course Name	After completion of these courses' students should be able to
MBAC22100 - Accounting for Decision Making	<p>C01: Remember the students with the basic cost and management accounting concepts and their applications in managerial decision making.</p> <p>C02: Understand the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance.</p> <p>C03: Apply the practical aspects of share market i.e. how to trade and how to be a good investor.</p> <p>C04: Categorise the accounting process- Recording-Classifying and Summarizing & understanding the use of accounting software.</p> <p>C05: Evaluate the techniques of Managerial Accounting in Decision Making.</p>
MBAC22101- Principles of Management	<p>C01: Define the nature of management and the planning and decision making.</p> <p>C02: Develop the knowledge and capacities related to management concepts</p> <p>C03: Apply the concepts Organizing, Directing, Leadership, Co-ordination and Controlling in the different organizational situations.</p> <p>C04: Analyse employees behaviour, from a corporate, Dynamism.</p> <p>C05: Evaluate Directing, Leadership, Co-ordination and Controlling.</p>
MBAC22102- Economics for Managers	<p>C01: Understand the application of modern economic concepts, tools and techniques in valuating business decisions taken by a firm.</p> <p>C02: Identify needs of businessman to locate various factors affecting demand and supply of his product and plan marketing & business strategies accordingly.</p> <p>C03: Apply the concepts and economic theories for practical use in business decision making.</p> <p>C04: Compare and contrast the causes of inflation and deflation; National Income, business cycle, fiscal and monetary policy and plan accordingly to overcome the challenges.</p> <p>C05: Evaluate the principals of Economics in Managerial Decision Making.</p>
MBAC22103- Managerial Statistics	<p>C01: Define data and various data collection techniques, which will enable them to make evidence based decisions.</p> <p>C02: Apply the various Statistical tools & techniques in field.</p> <p>C03: Construct a research design.</p> <p>C04: Analyse the primary and secondary data for arriving at a conclusive decision.</p> <p>C05: Decide the use of suitable statistical tools and techniques to assist in</p>

	managerial decision making.
MBAC22104– Business Environment	<p>C01: Define various laws & force, explain regulatory measures governing business operations in India.</p> <p>C02: Identify the latest developments in business Environment.</p> <p>C03: Examine Political and Legal environment, Social and Cultural Environment, Technological environment and Competitive Environment</p> <p>C04: Determine International Environment, evaluate the complexities of business environment and their impact on business & to analyze the relationship between Government and business and understand the Political, Economic, legal and social policies of the country.</p> <p>C05: Evaluate the student's cognizance about the concepts of business environment and its application practically.</p>
MBAC22105– Organizational Behavior	<p>C01: Define the various behavioural aspects when working in an organization at any level.</p> <p>C02: Explain the implications of individual and group behaviour in organizational Context.</p> <p>C03: Identify the components of individual and group behaviour at various work, situations and apply behavioral techniques.</p> <p>C04: Analyse & implement the importance of attitude, values, beliefs, assumptions and Motivation & to make aware about dynamic nature of groups in the organisation.</p> <p>C05: Apply and create good organization culture and manage cultural diversity.</p>
MBAC22106– Information Technology for Managers	<p>C01: Define the basic concepts of information technology and their applications to business processes.</p> <p>C02: Explain the Basic Framework of Information Technology & its Security.</p> <p>C03: Apply the Practical aspect of MS Excel usage. Using practical of MS Excel</p> <p>C04: Make use of various Functions of information technology for reporting purpose.</p> <p>C05: Prioritize the data and information required for decision making.</p>
SEC077021- Thinking and Communication Skills	<p>C01: Find how development of the students' ability to think critically, reason through a problem.</p> <p>C02: Explain & develop a cogent argument or explanation for all types of daily communication.</p> <p>C03: Identify & understand the need of effective communication & apply requires clarity of thought, ability to listen intentionally and deliver messages in the most optimal way.</p> <p>C04: Categorise the communication skills for variety of communication activities like discussion, presentation, task – based activities, such as group work, task work.</p> <p>C06: Evaluating the learnings of the students about how to communicate</p>

	effectively.
SEC077022– Social Interactions & LSWR Skills	<p>C01: Understand the importance of having good interpersonal skills to be effective as a manager.</p> <p>C02: Demonstrate leadership traits essential for achieving the given targets.</p> <p>C03: Develop professional skills like critical thinking and problem solving</p> <p>C04: Build assertiveness and confidence in facing job interviews by attempting various mock interviews and group discussions.</p> <p>C05: Create and enhance analytical skills amongst students to comprehend the information at hand in a structured way.</p>
WHNN99000- Workshops/ Seminars/ Human Values/ Social Service/ NCC/ NSS	<p>C01: Relate to the concept of cognitive development and Big Five personality characteristics. Explain the basic fundamentals of Emotional Intelligence.</p> <p>C02: Develop ability to practice new problem-solving skills in a group and use these skills in personal life. Build coping strategies and adapt balanced self- determined behaviour.</p> <p>C03: Find about the working and mechanism of human nature. Classify and explain group behavior at organizational level and individual level.</p> <p>C04: Organize and plan organizational change and stress management practices. Discover various human values and their importance in real world.</p> <p>C05: Create leadership skills to be effective leader and evaluate the hierarchy of human values.</p>

7. CO PO Mapping

MBAC22100	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
CO1	3	2	2	3	2	2	1	2	2	-	2	2
CO2	2	2	2	-	2	3	2	2	2	-	-	3
CO3	2	2	3	3	3	2	2	-	-	-	2	2
CO4	3	3	1	2	1	2	2	-	-	2	2	3
CO5	3	3	2	3	3	2	3	2	3	-	2	3

MBAC22101	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
CO1	2	-	2	2	3	3	1	2	3	-	1	3
CO2	3	2	3	3	3	1	2	3	1	2	3	3
CO3	2	3	1	2	-	3	3	3	3	3	2	3
CO4	3	3	3	1	2	2	2	-	2	3	3	3
CO5	-	1	-	2	3	1	1	3	-	3	2	-

MBAC22102	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
CO1	2	2	3	3	2	2	2	2	-	2	-	3
CO2	3	3	2	3	3	-	2	2	2	-	2	3
CO3	2	3	2	2	3	2	-	1	-	-	-	3
CO4	3	2	3	3	2	2	-	2	1	-	-	3
CO5	3	3	3	3	2	3	2	3	2	2	2	3

MBAC22103	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
CO1	3	1	2	-	2	1	3	2	3	2	1	3
CO2	3	3	1	2	1	3	3	3		3	2	3
CO3	2	2	3	3	2	3	1	3	3	-	3	3
CO4	2	2	3	2	2	-	3		2	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

MBAC22104	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01		2		2	3		2		2		3	3
C02	3		2	2	3	2		2	3	2		3
C03	2	3	1	1		3	2	2	3	2	2	3
C04	2	2	2		3	3	2	2		3	3	3
C05	2	3	3	3		1	3	3				

MBAC22105	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01		3	2	2		3	2		2	2	2	3
C02	2		3		3	2		3		3	2	3
C03	2	2		3	2		3	2	3	1		3
C04		2	2	2		2	2		2		2	3
C05	3	3	3	3	3	3	3	3	3	3	3	3

MBAC22106	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	3	3	1	2		2		2	2	2	2	3
C02	3	2	3	3	2	3	2		2	3	3	3
C03	2		2	2		3	2	2	3	2	2	3
C04	1	2	2	2	2	2		2	2		2	3
C05	3	3	2	3	3	2	3	3	2		3	3

SEC077021	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	1	3	3	2	3	1	2	2	2	-	3	1
C02	-	2	3	2	1	-	-	2	2	-	2	-
C03	3	-	2	3	2	-	3	2	-	2	3	2
C04	2	1	2	1	-	-	-	-	2	2	3	2
C05	2	3	-	3	2	2	-	2	3	3	2	-

SEC077022	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01		2	2		3		2	3				3
C02	3	2		3			3	3	2			3
C03	3	3		2		3			3	3	3	3
C04	2	3	3		3			3	3	2	3	3
C05	3	3	3	3			3			3		

WHNN99000	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	P012
C01	3	3	2	-	2	3	2	-	2	3	3	3
C02	2	3	3	1	2	1	3	2	-	2	2	3
C03		3	2	-	-	-	2	3	1	2	2	3
C04	2	1	3	-	-	2	3	-	2	2	2	3
C05	3		2	3	2	1	2	2	2	3	1	2

8. Curriculum

Course Name: Accounting for Decision Making

Course Code: MBAC22100

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Outline

Unit I: Overview

Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.

Unit II: Mechanics of Accounting

Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet of Companies, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit III: Analysis of financial statement

Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Unit IV: Shares and Share Capital

Shares, Share Capital, Accounting Entries, Under subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Issue of Two Classes of Shares, Right Shares, Re-issue of shares.

Debentures: Classification of Debentures, Issue of Debentures, different Terms of Issue of Debentures, Writing off Loss on Issue of Debentures, Accounting Entries, Redemption of Debentures.

Suggested Readings:

1. Anthony, Merchant and Hawkins, Accounting – Text and Cases, 12th Edition, Tata McGraw hill, 2011
2. William J. Bruns, Jr., Financial Reporting and Management Accounting, Pearson Publication, 6th edition, 2010.
3. S.N. Maheshwari, S.K. Maheshwari, Financial Accounting, Vikas Publication, 4th edition – 2011.
4. I.M. Pandey – Management Accounting – Vikas Publication -3rd edition -2010.
5. S.K. Bhattacharyya; John Dearden – Accounting for Management Text and Cases – Vikas publication , 6th edition– Reprint 2011.
6. Charles H.Gibson –Financial Statement Analysis –Cengage Publication –12th edition -2011.

Course Name: Principles of Management Course Code: MBAC22101

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyse consumer behaviour, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- The basic objective of this course is to provide the knowledge of basic concepts and principles of management.

Course Outline

Unit I: Introduction

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills, Managerial ethics: need, importance, classification and ethical dilemma. Corporate social responsibility: concept, need, tools and strategies. **Evolution of**

management thought and Management thinkers; Scientific Management, Bureaucratic approach, General administrative theories, Behavioral approach – Hawthorne Studies, Quantitative approach, Systems approach – Closed System vs. Open System; Subsystem, System Boundary, Contingency approach.

Unit II: Planning

Importance, types of plans, and process of planning, business forecasting, Concept, importance, benefits, limitations. Process of Managing by Objectives (MBO). **Decision-Making:** Importance, types, steps and approaches, Decision Making in various conditions – under **certainty vs Uncertainty; Planned vs, Non-planned** decision; decision tree.

Unit III: Organizing

Concept, types, structure and process of organization, Bases of departmentalization, **Line & Staff** concept; problems of use of staff & ways to avoid line-staff conflict; **Authority & power**:-concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, Reasons for failure and ways to make delegation effective, Span of Management. **Centralization vs Decentralization:** concept, reasons types and advantages and disadvantages of decentralization. **Coordination:** Co-ordination functions in Organization - Human Factors and Motivation Maslow's Theory, McGregor's Theory. And other Motivational Theories; Leadership - Committees and group Decision Making - Communication - Global Leading. **Directing** - Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV: Control

Concept, importance, characteristics, planning-control relationship, process of control – setting objectives, establishing standards, measuring performance, correcting deviations, types, process and techniques of control.

Unit V: Comparative study

Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management; Modern management techniques: an overview of various latest techniques: Business process Re-engineering, business outsourcing, benchmarking, knowledge management, total quality management process, McKinsey's 7-S Approach, E-Business Management.

Suggested Readings

1. Koontz, Harold; Essentials of Management: An International Perspectives; 8th Edition; Tata Mc Graw Hill, New Delhi.
2. Robbins, De Cenzo and Bhattacharya, Agarwal; Fundamentals of Management; 6th Edition; Pearson Education.
3. Prasad, L.M.; Principles and Practice of Management; 6th Edition; Sultan Chand & Sons, New Delhi.
4. Stoner, James A.F. and Freeman, Edward R.; Management; 6th Edition; Pearson Education, New Delhi.
5. Griffin, *Management: Principle & Applications*, Cengage Learning.

Course Name: Economics for Managers

Course Code: MBAC22102

Objectives

- The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Course Outline

Unit I: The Meaning and importance of Economics

Limitations of economics –The relevance of Economics to other functional areas of management in decision making - Scope of Micro and Macro Economics in decision making process – Circular flow of income, two sector model- to four sector model; Economic Equilibrium situation

Unit II: Individual decision-making Micro and Macro

Introduction to the concept of Market – Managerial decisions being influenced by Forces of Demand and Supply- Relevance of their Elasticity in decision making – Demand forecasting: requirements and methods. Production and Resource procurement decisions -Allocation and utilization in short run and long run and managerial issues involved.

Unit III: Decisions influenced by laws of returns to scale and cost decision making

Different types of analytical costs and economies of scale- Types of Market Competition and pricing- Determination of Price in various degrees of competitions – Why Price discrimination and how it is done - Issues involved in price discrimination- Pricing policies. Break Even Analysis and its usage indecision making process.

Unit IV: The role of Government in business, in different economies

Why should the Government interfere and How it is done- Economic growth, development and their indicators – GDP ,NDP, GNP,NNP , PPP, Employment, Money supply; Inflation ,Price index, Exchange rate , Oil Index, NIFTY, NSE, BSE, Rate of Interest, PCI, PCS,PCC, Industrial Index, FDI, FII.- What are the influences of these indecision the decisions involved in micro and macro level.

Unit V: Different types of Government policies

Macro policies - Fiscal and monetary policy, the influence of the Business cycles in managerial decisions-Understanding the Indian VS Global economic scenario - Critical assessment of LPG, FDI influence on the growth and development of any economy.

Suggested Readings:

1. Karl E. Case, Ray C.Fair; Principles of Economics ; Pearson 2012.
2. H. Kaushal, Managerial Economics – Case Study, MacMillan, 2011.
3. Paul Samuelson William d. Nordhaus, Economics, 19th Edition Mc Graw Hill, New Delhi, 2011
4. Dominick Salvatore, “Managerial Economics in a Global Economy” 4thEdition, Thomson South-Western.2011
5. V.L.Mote et al, “Managerial Economics”, Tata McGraw-Hill Publishing Company Limited, India,2011
6. John Solomon. “Economics”, Pearson Education, India, 2011
7. Joel Dean, “Managerial Economics”, Prentice – Hall of India, 2011

Course Name: Managerial Statistics **Course Code: MBAC22103**

Objectives

- The overarching objective of Statistics in Business is for students to describe data and make evidence-based decisions using inferential statistics that are based on well-reasoned statistical arguments. The specific course objectives are to:
 - describe data with descriptive statistics;
 - perform statistical analyses;
 - interpret the results of statistical analyses;
 - Make inferences about the population from sample data.
- The basic purpose of the course is to provide the knowledge about statistical tools and techniques to assist the participants in better decision making.

Course Outline

Unit I: Measures of central tendency

(Mean, Median, Mode, combined mean, weighted average, Quartiles, Deciles and Percentiles)
– Measures of variation (Range, Quartile Deviation, Standard deviation, variance and Coefficient of variation).

Unit II: Correlation analysis

Scatter diagram method – Karl Pearson’s Coefficient of correlation- Spearman’s Rank correlation. **Regression Analysis** (simple regression) – **Time Series Analysis** (Trend analysis only)- Seasonal, Cyclical and irregular variations only theory – Multiple regression concepts.

Unit III: Hypothesis testing

Parametric tests (t- test, Z- test for testing of single mean and testing of two population means)- One way ANOVA, Two way ANOVA. **Chi-square test** (Goodness of fit and Independence of attributes)- Non- parametric tests (U test, H test and K-S test).

Unit IV: Probability and Probability distributions

Basic probability – Addition theorem – Multiplication theorem – Conditional Probability – Baye's theorem – **Probability distributions** – Binomial, Poisson and Normal distribution

Unit V: Decision Analysis

Decisions under Uncertainty (Maximax, Maximin, Minimax regret, Laplace and Hurwicz criterion) – Decisions under Risk (EMV, EOL, EPPI and EVPI) – Decision tree analysis;

Suggested Readings:

1. Levine, Stephan, Krehbiel and Berenson, Statistics for Managers using Microsoft excel, PHI Learning Private Limited, 2010.
2. Dr. Deepak Chawla, Dr. Neena Sondhi, Research Methodology Concepts and Cases, Vikas Publishing House Private Limited, 2011.
3. Gerald Keller, Managerial Statistics, Cengage Learning, 2011.
4. P.N. Arora, Managerial Statistics, S.Chand Limited, 2009.
5. Dr. T.N. Srivastava, Statistics for Management, Tata McGraw Hill Publishing Company, 2008.

Course Name: Business Environment

Course Code: MBAC22104

Objectives

- There is a close and continuous interaction between the business and its environment. This interaction helps in strengthening the business firm and using its resources more effectively.
- The purpose of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.

Course Outline

Unit I: An Overview of Business Environment

Type of Environment-internal, external, micro and macro environment; Competitive structure of industries, environmental analysis and strategic management Managing diversity, Scope of business, characteristics of business. Objectives and the uses of study, Process and limitations of environmental analysis

Unit II: Economic Environment

Nature of Economic Environment, Economic factors-growth strategy, basic economic system, economic planning, nature and structure of the economy, Economic policies-industrial policy (1991), FEMA, Monetary and fiscal policies.

Unit III: Socio-Cultural Environment

Nature and impact of culture on business, culture and globalization, social responsibilities of business, Business and society, social audit, business ethics and corporate governance.

Political Environment: Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention;

Unit IV: Natural and Technological Environment

Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, status of technology in India, Management of technology, features and impact of technology, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.

Suggested Readings:

1. Dhingra, C.; The Indian Economy Environment and Policy, Sultan Chand and Sons, 17th Edition 2003.
2. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House, 2002 12th revised edition.
3. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, 2000 7th edition.
4. Salim, Seikh; Business Environment; Pearson Education.
5. C.A.Rangarajan-"Perspective in Economics"-S. Chand & Sons.

Course Name: Organizational Behavior

Course Code: MBAC22105

Objectives

- Subject OB prepares students about basic psychology of job. It makes pupil understand about various behavioural aspects when working in an organization at any level.
- To understand the implications of individual and group behaviour in organizational Context. The students will conceptualize the components of individual and group behaviour, understand the practicability of communication and understand the various work, situations and apply behavioural techniques.

Course Outline

Unit I

- **Organizational Behaviour:** Definition of OB, Contributing Disciplines To OB, Challenges and Opportunities for OB. Managing Diversity.
- **Foundations of Individual Behaviour:** Personal and Biographical Characteristics,
- **Learning-** Definition, **Process**, Theories of Learning,
- **Values & Attitudes:** Types of Values, Components of Attitude, Types of Attitude, Cognitive-Dissonance Theory. Emotional Intelligence and its Dimension, Influence of EQ on Managerial Performance.
- **Personality:** Determinants of Personality, Major Personality Traits, Big Five Model, Types of Personality, Job Fit Theory, Measuring Personality.
- **Perception**, Attribution Theory, Person's Perception. Perceptual Errors.

Unit II

- **Motivation:** Definition, Process & Importance of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Application of Motivation Concept.
- **Job Satisfaction:** Meaning, Factors Determining Job Satisfaction, Effect of Job Satisfaction on Performance
- **Leadership:** Leadership traits , Skills and styles ,Theories of leadership; Leadership in Indian Culture; Life Position

Unit III

- **Foundations of Group behaviour:** Types of groups, Group Dynamics, Stages of Group Formation, Transactional Analysis, Johari Window Model.
- **Teams:** Difference between Group & Team. Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making;
- **Conflict Management:** Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management; Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations.

Unit IV

- **Stress Management:** Meaning and Concept of Stress, Stress in Organization, Management of Stress.
- **Power and Politics in Organization:** Nature & Concepts, Sources & Types of Power, Techniques of Politics.
- **Organizational Change & Development:** Meaning & Definition, Change Agents, Change Models, Resistance to Change.
- **Learning Organization:** Meaning & Definition, Creating a Learning Organization.
- **Organizational Culture:** Meaning, Concept & Levels of OC, Organizational climate.

Suggested Readings

1. Robbins, *Organization Behaviour*, Pearson Education.
2. Luthans, *Organization Behaviour*, Tata McGraw Hill.
3. Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill.
4. Kalliath, *Organization Behaviour*, The McGraw –Hill.
5. Griffin& Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning.
6. Hersey, *Management of Organizational Behaviour*, Prentice Hall India.
7. Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill.
8. Aswathappa, *Organization Behaviour*, Himalaya Publications.
9. Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
10. Saiyadain, M.S. : *Organization Behaviour* , Tata McGraw Hill.

Course Name: Information Technology for Managers

Course Code: MBAC22106

Objectives

- The course is designed for MBA Students for understanding Basic Framework of Information Technology & its Security. Practical aspect is introduced with MS Excel usage. Using practical of MS Excel students are given hands on experience to use various Functions for reporting purpose.
- The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Outline

Unit I: Computer Hardware and Software

CPU, Computer Memory, Input Technologies, Output Technologies. Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems), Strategies for deciding H/W & S/W in a Business Organization.

Unit II: Computer Network & Internet

Data Communication Components of Data Communication, Data Flow- Simplex, Half Duplex, Full Duplex, Computer Network- Network topologies, Network Types (LAN, WAN and MAN), Intranet, Extranet, Protocol- Elements of a Protocol, Networking Standards, Reference Models- OSI Model, TCP/IP Model Internet Terminologies: URL, Worldwide Web. Overview of various services on Internet: E-mail, FTP, Telnet, Chat, Instant Messaging.

Unit III: Computers & Network Securities

Introduction to Cryptography: Encryption and Decryption, Symmetric and Asymmetric, Public Key and Private Key, Digital Signatures, System Securities: Intruders, Virus, Firewall and Strategies to develop digital Security in an Business Organizations.

Unit IV: Basics of Excel

The Excel 2007 Ribbon, the Quick Access Toolbar, Worksheets, moving around a Worksheet and Workbook, Printing a Worksheet.

Working with Data: Basic Techniques Cells and Ranges, Selecting Ranges, Filling Series, Copying and Moving Cell Entries, Working with Rows and Columns Basic Cell Formatting, Basic Number Formats / Conditional Formatting / Formatting and Other Options with Paste Special, Setting Up a Worksheet for Printing.

Excel Formulas, Copying Formulas, Entering Formulas, Absolute Addressing Useful Excel Function IF Statements, Text Functions, Basic Date and Time Functions, The SUMPRODUCT Function, COUNTIF, COUNTA, and COUNTBLANK Functions, Sorting in Excel, Filtering Data, Subtotals, Pivot Tables, Conditional Formatting: The Formula Option, Financial functions.

Unit V: Charts

Creating Charts, Resizing and Moving Charts, Basic Formatting of Charts, Formatting Axes and Data Series, Customizing Charts.

Modeling Tools: Data Tables, Two-Way Data Tables, Goal Seek, Mangers Scenario, Using Excel Solver Solving Optimization Problems / Developing a Solver Model / Configuring Solver to Solve the Problem.

Suggested Readings

1. ITL Education Solutions, Introduction to Information Technology, Pearson Education.
2. Anita Goel "Computer Fundamentals", Pearson.
3. Norton Peter, "Introduction to computers", 4th Ed., TMH, 2001.
4. Turban, Rainer and Potter, Introduction to information technology, John Wiley and Sons.
5. Joseph Brady & Ellen F Monk, Problem Solving Cases in Microsoft, Excel Thomson Learning.

Course Name: Thinking and Communication Skills

Course Code: SEC077021

Objectives

- The objective of the course is to develop the students' ability to think critically, reason through a problem, and develop a cogent argument or explanation for all types of daily communication. Effective communication requires clarity of thought, ability to listen intentionally and deliver messages in the most optimal way. Thus, it will also develop the students' communication skills by a variety of communication activities, from

informal discussion to formal presentation and promote communication competence in students through task – based activities, such as group work, task work.

Course Outline

Unit I

Recognizing, analyzing and responding to arguments - supporting and expanding, arguments with explanation and evidence - Applying analytical skills and critically, evaluating - conclusion and inference;

Unit II

Developing problem solving approach using information, processing, data finding and solutions - spatial reasoning using models, hypothesis, reasons and inference

Unit III

Speaking and reading skills - speaking in English - Exercises on common mistakes - understanding one self and one's value, self-introduction-expressing confidently ones ambition, attitude towards society and life - Role Plays and Self-Critic exercises – Newspaper reading and Book reading - reading speed and comprehension exercises - developing rapid reading skills

Unit IV

Listening Skills - body language, developing and reading body language, communicating in a group - role play - developing listening skills - working in a team - Managerial etiquettes – E-mail etiquettes - Telephone skills –Managing Meetings - Effective Group discussions - Interview Skills.

Unit V

Written communication - case analysis – letter writing - Enquiry letter, sales Letter, complaint letter, Job application and Resume Writing – Report writing

Suggested Readings:

1. John Butterworth and Geoff Thwaites, Thinking Skills Cambridge University Press, reprint 2009.
2. Michael Gelb, How to Think like Leonardo Da Vinci, Seven Steps to Genius Every day, Dell 2000
3. Shriley Taylor and V. Chandra - Communication for Business: A Practical Approach- 4th edition(Pearson) Publication:2011
4. Dr. K. Alex - Soft Skills: Know Yourself and know the world, S. Chand and Company, 2010

Course Name: Social Interactions & LSWR Skills

Course Code: SEC077022

Course Outline - Final Assessment – Presentation

Unit I: Ice Breaking Session & Language Skills

Ice Breaking Session, Formation of Sentences, Correction of sentences, structures, Tenses, Common Errors in English Language.

Unit II: Social Communication Skills

Social Communication Skills, socializing, ice breakers, Informal conversation Vs Formal expression small talk – dialogue, overcoming shyness, hesitation, understanding cultural codes.

Unit III: Reading Skills

Reading for a purpose, making inferences, distinguishing facts and opinions, identifying author's purpose, tone, bias, differentiate between literal & figurative meaning, Reading Comprehension, Reading Articles, Reading Short Stories/Short Fictions.

Unit IV: Writing Skills

Written communication – differences between spoken and written communication – features of effective writing such as clarity brevity, appropriate tone clarity, balance etc, Story Writing (through pictures/videos) Dialogue Writing, Email Writing, News Writing

Unit V: Listening & Speaking Skills

Comprehension of main ideas and important details; understanding of speaker's purpose and attitude; understanding spoken data in order to make inferences, form generalization, and draw conclusion, Becoming active listener, listening to Inspirational Movies/Clips, Listening News.

Speaking skills: expressing ideas and opinions clearly; selecting, organizing and presenting information spontaneously; summarizing main ideas from various sources, Introducing Oneself and others, Public Speaking, Extempore, Practicing Short Dialogues (Situational Conversations), Group Discussion

Note: The review of Syllabus happens on periodic basis for the benefit of the students. In case there are changes in curriculum due to review, students would be intimated in writing.

9. Lesson Plans

MBAC22100- Accounting for Decision Making

Unit	Particulars	Class No.	Pedagogy of Class
Unit-I	Accounting concepts, conventions and principal;	C1	Lecture
Unit-I	International Accounting principles and standards; Objectives of Accounting	C2	Lecture
Unit-I	Matching of Indian Accounting Standards with International Accounting Standards.	C3	Lecture
Unit-I	Accounting Equation- Case Study	C4	Lecture
Unit-I	Accounting Cycle	C5,6	PPT (Self Study Based)
	Unit-I	C7	Clarification Class
Unit-II	National E- Summit on Non-Banking Finance	C8	Activity
Unit-II	Mechanics of Accounting		
Unit-II	Double entry system of accounting, journalizing of transactions	C9	Lecture
Unit-II	Journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet of Companies,	C10	Lecture
Unit-II	Final Accounts- Case Study	C11	Lecture
Unit-II	Policies related with depreciation,	C12	Lecture
Unit-II	Inventory and intangible assets like copyright, trademark, patents and goodwill	C13	Lecture
	Unit-II	C14	Clarification Class
	Activity	C15	Activity
Unit-III	Analysis of financial statement		
Unit-III	Ratio Analysis- solvency ratios, profitability ratios, activity ratios.	C16	Lecture
Unit-III	liquidity ratios, market capitalization ratios	C17	Lecture
Unit-III	Common Size Statement; Comparative Balance Sheet and Trend, Analysis of manufacturing, service & banking organizations.	C18	Lecture
Unit-III	Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital,	C19	Lecture
Unit-III	Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis	C20	Lecture
Unit-III	Funds flow statement-Case Study	C21	Lecture
Unit-III	Cash Flow Statement: Various cash and non-cash transactions, flow of cash.	C22	Lecture
Unit-III	Cash flow Statement.	C23,24	PPT (Self Study Based)

Unit-III	Difference Between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.	C25	Lecture
Unit-III	Case Study-cash flow	C26,27	Lecture
Unit-III	Fund Flow& Cash Flow Statement	C28,29	PPT (Case Study Based)
	Unit-III	C30	Clarification Class
	Role Play	C31	Role Play
Unit-IV	Shares, Share Capital, Accounting Entries, Under subscription, Oversubscription,	C32	Lecture
Unit-IV	Calls in -Advance, Calls in Arrears,	C33	Lecture
Unit-IV	Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares,	C34	Lecture
	Workshop	C35	Workshop
Unit-IV	Surrender of Shares, Issue of Two Classes of Shares, Right Shares, Re-issue of shares.	C36	Lecture
Unit-IV	Debentures: Classification of Debentures, Issue of Debentures,	C37	Lecture
Unit-IV	Different Terms of Issue of Debentures,	C38	Lecture
Unit-IV	Writing off Loss on Issue of Debentures, Accounting Entries, Redemption of Debentures - Case Based	C39,40	Lecture
	Quiz	C41	Quiz
	HR Conclave	C42,43	Activity
Unit-IV	Share and Share capital	C44	PPT (Case Study Based)
	Clarification Class	C45	Clarification Class

MBAC22101- Principles of Management

Unit	Particulars	Class No.	Pedagogy of Class
Unit I	Introduction and Definition, nature, scope, importance	C1	Lecture
Unit I	Functions of management and manager, concept, need, tools and strategies.	C2	Lecture
Unit I	Managerial roles and skills, Managerial ethics: need, importance, classification and ethical dilemma. Corporate social responsibility: concept, need, tools and strategies.	C3	Lecture
Unit I	Evolution of management thought and Management thinkers; Scientific Management	C4	Lecture
Unit I	Evolution of management thought and Management thinkers; Bureaucratic approach & General administrative theories	C5	Lecture
Unit I	Evolution of management thought and Management thinkers; Behavioral approach – Hawthorne Studies,	C6	Lecture
Unit I	Evolution of management thought and Management thinkers; Quantitative approach & Systems approach – Closed System vs. Open System Subsystem, System Boundary., Contingency approach.	C7	Lecture
Unit I	Clarification Class-1	C8	Clarification Class-I
Unit II	Planning Importance, types of plans, and process of planning	C9	Lecture
Unit II	Business forecasting, Concept, importance, benefits, limitations.	C10	Lecture
Unit II	Business forecasting, Concept, importance, benefits, limitations.	C11	Lecture
Unit II	Process of Managing by Objectives (MBO)	C12	Lecture
Unit II	Decision- Making: Importance, types, steps and approaches	C13	Lecture
Unit II	Decision Making in various conditions – under certainty vs Uncertainty	C14	Presentation-1

Unit II	Planned vs, Non-planned decision; decision tree	C15	Lecture
Unit II	Planned vs, Non-planned decision; decision tree	C16	Lecture
Unit II	Clarification Class	C17	Clarification Class-II
Unit III	Organizing-Concepts, types, structure and process of organization	C18	Lecture
Unit III	Line and Staff concept-problems and use of staff & ways to avoid staff conflict	C19	Lecture
Unit III	Authority & Power-concept, responsibility and accountability	C20	Lecture
Unit III	Delegation: concept, importance, factors affecting delegation	C21	Case Study
Unit III	Reasons for failure and ways to make delegation effective, Span of Management.	C22	Case Study
Unit III	Centralization vs Decentralization	C23	Group discussions-1
Unit III	concept, reasons types and advantages and disadvantages of decentralization.	C24	Case Study
Unit III	reasons types and advantages and disadvantages of decentralization.	C25	Presentation-2
Unit III	Coordination: Co-ordination functions in Organization - Human Factors and Motivation	C26	Lecture
Unit III	Maslow's Theory, McGregor's Theory. And other Motivational Theories;	C27	Case Study
Unit III	Maslow's Theory, McGregor's Theory. And other Motivational Theories;	C28	Quiz
Unit III	Leadership - Committees and group Decision Making	C29	Case Study
Unit III	Communication - Global Leading.	C30	Case Study
Unit III	Leadership - Committees and group Decision Making	C31	Presentation-3
Unit III	Directing - Concept, importance, difficulties and techniques to ensure effective coordination.	C32	Lecture
Unit III	Clarification Class	C33	Clarification

			. Class-III
Unit IV	Control Concept, importance, characteristics, planning-control relationship	C34	Lecture
Unit IV	Control Concept, importance, characteristics, planning-control relationship	C35	Lecture
Unit IV	process of control – setting objectives, establishing standards,	C36	Case Study
Unit IV	measuring performance, correcting deviations	C37	Case Study
Unit IV	types, process and techniques of control.	C38	Case Study
Unit V	Clarification Class	C39	Clarification Class-IV
Unit V	Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management	C40	Case Study
Unit V	Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management	C41	Case Study
Unit V	Modern management techniques: an overview of various latest techniques: Business process Re-engineering, business outsourcing,	C42	Lecture
Unit V	Modern management techniques: an overview of various latest techniques: Business process Re-engineering, business outsourcing,	C43	Activity
Unit V	Modern management techniques: benchmarking, knowledge management, total quality management process,	C44	Group discussions
Unit V	McKinsey's 7- S Approach, E-Business Management.	C45	Presentation-4

MBAC22102- Economics for Managers

Unit	Particulars	Class No.	Pedagogy of Class
Unit I	Introduction of the Subject	C1	Lecture
Unit I	Meaning, importance and limitations of economics and its relevance in Management decision Making	C2	Lecture
Unit I	Circular flow of income	C3	Lecture
Unit I	Circular flow of income	C4	Lecture
Unit I	Economic Equilibrium Analysis	C5	Lecture
Unit II	Clarification Class	C6	Clarification Class
Unit II	Individual decision making, and introduction of market	C7	Lecture
Unit II	Decisions influence by demand and supply	C8	Lecture
Unit II	Elasticity of demand and supply, Application of the concept	C9	Lecture
Unit II	Demand Forecasting	C10	Lecture
Unit II	Demand Forecasting	C11	Lecture
Unit II	production and resource procurement decision in short run and long run	C12	Lecture
Unit II	Clarification Class	C13	Lecture
Unit II	Returns to scale and cost decision, Economies of Scale	C14	Lecture
Unit II	Different kind of cost's and cost decision making	C15	Lecture
Unit III	GD	C16	Lecture
Unit III	Classification of revenue curves, and their usefulness	C17	Lecture
Unit III	Types of market competition, and pricing	C18	Lecture
Unit III	Types of market competition, and pricing	C19	Quiz
Unit III	Presentation Case Study Based	C20	PPT Case study based
Unit III	Presentation Case Study Based	C21	PPT Case study based

Unit III	determination of price in various degrees of competition	C22	Lecture
Unit III	price discrimination, and discrimination policies	C23	Quiz
Unit III	price discrimination, and discrimination policies	C24	Lecture
Unit III	issues in price discrimination and pricing policies	C25	Lecture
Unit III	issues in price discrimination and pricing policies	C26	Lecture
Unit IV	Seminar	C27	Seminar
Unit IV	price discrimination, and discrimination policies	C28	Clarification Class
Unit IV	Brea Evan analysis	C29	Lecture
Unit IV	Role of Government	C30	Lecture
Unit IV	Economic Growth	C31	Quiz
Unit IV	Development Indicators- GDP GNP NNP NDP	C32	GD
Unit IV	Employment	C33	GD
Unit IV	Money Supply and Inflation	C34	Lecture
Unit V	Exchange Rate	C35	Lecture
Unit V	Indexes and NIFT, NSE and BSE	C36	PPT Self study based
Unit V	FDI FII and macro factors	C37	PPT Self study based
Unit V	Fiscal Policy	C38	Seminar
Unit V	Industrial Visit	C39	Industrial Visit
Unit V	critical assessment of LPG	C40	Lecture
Unit V	impact of FDI on Indian economic development	C41	Lecture
	Clarification Class	C42	Clarification Class
	Activity	C43	Activity
	Activity	C44	Activity
	Activity	C45	Activity

MBAC22103 - Managerial Statistics

Unit	Particulars	Class No.	Pedagogy of Class
Unit I	Explanation on Measure of central tendency and Mean	C 1	Lecture
Unit I	Geometric and Harmonic Mean	C 2	Lecture
Unit I	Median	C3	Lecture
Unit I	Quartile, Decile and Percentile	C4	Lecture
Unit I	Mode	C5	Lecture
Unit I	Range, quartile and Standard deviation	C6	Lecture
Unit II	Introduction to Correlation and Scatter Diagram Method	C7	Lecture
Unit II	Karl Pearson's Coefficient of correlation	C 08-C 09	Lecture
Unit II	Spearman Rank Difference Method	C 10	Lecture
Unit II	simple regression and Multiple & Partial Correlation	C 11	Lecture
Unit II	Time Series Analysis	C 12	Lecture
Unit II	Trend Analysis, Seasonal, Cyclical and irregular variations	C 13	Lecture
Unit II	Multiple Regression Concepts	C 14	Lecture
Unit II	Workshop	C 15	Workshop
Unit II	Clarification Class	C 16	Clarification Class
Unit II	Self study presentation	C 17	Activity
Unit III	Hypothesis testing	C 18	Lecture
Unit III	T- test	C 19	Lecture
Unit III	Z- test	C 20	Lecture
Unit III	One way Anova	C 21 -C 22	Lecture
Unit III	Two way Anova	C 23-C 24	Lecture
Unit III	Chi-square test	C 25	Lecture
Unit III	Non- parametric tests	C 26	Lecture

Unit III	self study presentation	C 27	Activity
Unit III	Clarification Class	C 28	Clarification Class
Unit IV	Probability and probability distributions	C 29 - 30	Lecture
Unit IV	Basic probability – Addition theorem	C 31	Lecture
Unit IV	Multiplication theorem	C 32	Lecture
Unit IV	Conditional Probability	C 33	Lecture
Unit IV	Baye"s theorem	C 34	Lecture
Unit IV	Binomial, Poisson and Normal Distribution	C 35	Lecture
Unit IV	workshop	C 36	Workshop
Unit IV	Clarification Class	C 37	Clarification Class
Unit IV	Case study Presentation	C 38	Presentation
Unit IV	Case study Presentation	C 39	Presentation
Unit V	Decisions under Uncertainty	C 40	Lecture
Unit V	Maximax, Maximin, Minimax regret, Laplace	C 41	Lecture
Unit V	Decisions under Risk	C 42	Lecture
Unit V	Decision tree analysis	C 43	Lecture
Unit V	Clarification Class	C 44	Clarification Class
Unit V	Quiz	C-45	

MBAC22104- Business Environment

Unit	Particulars	Class No.	Pedagogy of Class
Unit I	Meaning and introduction Business Environment	C 1	Lecture
Unit I	Type of Environment - internal & external	C 2	Lecture
Unit I	Type of Environment - internal & external	C 3	Lecture
Unit I	Competitive Structure of Industries	C 4	Lecture
Unit I	Clarification Class	C 5	Clarification Class
Unit I	Clarification Class	C 5	Clarification Class
Unit II	Managing Diversity	C 6	Lecture
Unit II	Scope & Characteristics of Business	C 7	Lecture
Unit II	Environmental Scanning	C 8	Lecture
Unit II	Presentation Self Study Based	C 11	Presentation
Unit II	Clarification Class	C 12	Clarification Class
Unit II	Clarification Class	C 9	Clarification Class
Unit II	Banking Scams	C 15	Group Discussion
Unit III	Case Study	C 10	Case Study
Unit III	Quiz	C11	Quiz
Unit III	social responsibility of business and business and society	C 18	PPT
Unit III	social audit	C 19	Workshop
Unit III	Economic Factors affecting Environment	C 12	Lecture
Unit III	Basic Economic Systems	C 13	Lecture
Unit III	Economic Planning	C 14	Lecture
Unit III	Nature and Structure of Economy	C 15	Lecture
Unit III	Quiz	C 24	Activity
Unit III	Clarification Class	C 25	Clarification Class
Unit III	Economic Policies - Industrial Policy 1991	C 16	Lecture
Unit IV	Economic Policies - Industrial Policy 1991	C 17	Lecture

Unit IV	innovation, technological leadership and fellowship, technological dynamics	C 28	Activity
Unit IV	Clarification Class	C 18	Clarification Class
	Presentation	C 19	Presentation
	Presentation	C 20	Presentation
Unit IV	Presentation	C 21	Presentation
Unit IV	Technology -Management, features and impact	C 31	Activity
Unit IV	Clarification Class	C 32	Clarification Class
Unit IV	FEMA	C 22	Lecture
Unit IV	Demographic environment- birth rate, death rate and structure	C 34	GD
Unit IV	Monetary Policy	C 23	Lecture
Unit V	Fiscal Policy	C 24	Lecture
Unit V	Nature and Impact of Culture on Business & Culture and Globalization	C 25	Lecture
Unit V	Social Responsibility of business and business and society	C 26	Lecture
Unit V	Business Ethics and Corporate Governance	C 27	Lecture
Unit V	Business Ethics and Corporate Governance	C 39	
	Clarification Class	C 28	Clarification Class
Unit V	Technology - time lags, transfer, & status of technology in India	C 42	Clarification Class
Unit V	Demographic environment - birth rate, death rate and age structure	C 43	Activity
Unit V	Demographic environment - birth rate, death rate and age structure	C 44	Activity
Unit V	Social Audit	C 45	Activity
	Case Study	C 29	Case Study
Unit V	Political Environment	C 30	Lecture
Unit V	Economic Roles of Government	C 31	Lecture
Unit V	Government and Legal Environment	C 32	Lecture

Unit V	Constitutional Environment: rationale and extent of state intervention	C 33	Lecture
Unit V	Constitutional environment: rationale and extent of state intervention	C 34	Lecture
	Case Study	C 35	Case Study
Unit V	Clarification Class	C 36	Clarification Class
Unit V	Technological Environment: Innovation, followership & technological Leadership	C 37	Lecture
Unit V	Technological environment: dynamics & impact, transfer, status of technology in India	C 38	Lecture
Unit V	Technological environment: dynamics & impact, transfer, status of technology in India	C 39	Lecture
	Group Discussion	C 40	Group Discussion
Unit V	Demographic Environment: population size, migration, Ethnic aspects	C41	Lecture
Unit V	Demographic Environment: birth rate, death rate and age structure.	C42	Lecture
Unit V	Demographic Environment: Death rate, Birth Rate, etc.	C43	Lecture
	Case Study	C44	Case Study
	Clarification Class	C45	Clarification Class

MBAC22105- Organizational Behavior

Unit	Particulars	Class No.	Pedagogy of Class
Unit I	Definition of OB, Contributing Disciplines to OB; Challenges and Opportunities for OB	C1, C2	Lecture
Unit I	Managing Diversity	C3	Lecture
Unit I	Foundations of Individual Behavior: Personal and Biographical Characteristics	C4, C5	Lecture
Unit I	Theories of Learning;	C6/ C7	Lecture
Unit I	Values: Types of Values	C 4	Lecture
Unit 1	PPT Presentation	C 12	Presentation
Unit I	Attitude: Components and Types of Attitude; Cognitive Dissonance Theory	C10	Lecture
Unit I	Emotional Intelligence and its Dimensions, Influence of EQ on Managerial Performance	C8/C9	Lecture
Unit I	Personality: Determinants of Personality, Major Personality Traits	C 15	Lecture
Unit I	Job Fit Theory	C 13	Lecture
Unit I	Perception: Meaning and Person's Perception,	C 16	Lecture
Unit I	Attribution Theory; Perceptual Errors	C 16/C17	Lecture
Unit I	Case	C 18	Presentation
Unit I	Clarification Class	C21 & C22	Presentation
Unit II	Motivation: Definition, Process and Importance; Motivation: Early Theories of Motivation	C23	Lecture
Unit II	Contemporary Theories of Motivation; Application Concept of Motivation	C 28	Lecture
Unit II	Contemporary Theories of Motivation; Application Concept of Motivation	C 28	Lecture
Unit II	Job Satisfaction: Meaning, Factors Determining Job Satisfaction; Effect of Job Satisfaction on Performance	C 26	Lecture
Unit II	Motivation and Job Satisfaction	C 26	Lecture

Unit II	Leadership Traits, Skills and Styles;	C 24 / C 25	Lecture
Unit II	Leadership in Indian Culture; Life Position	C 27	Presentation
Unit II	Leadership in Indian Culture; Life Position	C 27	Lecture
Unit II	Early Theories of Motivation	C 28	Lecture
Unit II	Theories of Leadership	C 24	Lecture
Unit II	Theories of Leadership	C 24	Lecture
Unit II	Negotiation Skills and Process	C 30	Lecture
Unit III	Foundations of Group Behavior: Types of Groups; Group Dynamics	C 29	Lecture
Unit III	Stages of Group Formation; Transactional Analysis; Johari Window Model	C 31	Lecture
Unit III	Transactional Analysis; Johari Window Model	C 31	Lecture
Unit III	Team: Difference between a Group and a Team	C 29	Lecture
Unit III	Decision Making Styles: Advantages and Disadvantages; Techniques of Decision Making	C32/ C33	Group discussions
Unit III	Conflict: Definition, Transitions in Conflict Thought	C 34	Lecture
Unit III	Functional and Dysfunctional Conflict; Conflict Process	C35 / C36	Group discussions
Unit III	Individual and Group Level Conflict	C37/38	Presentation
Unit III	Organizational Level Conflict and Conflict Management	C 37 / C38	Presentation
Unit III	Negotiations: Meaning, Definition, Process and Issues	C30	Lecture
Unit III	Clarification Class		Clarification Class
Unit IV	Stress Management: Meaning & Concept; Stress in Organization and Stress Management	C39	Lecture
Unit IV	Power and Politics in Organization: Meaning, Nature and Concepts	C40	Lecture
Unit IV	Sources and Types of Power; Techniques of Politics	C40	Lecture
Unit IV	Organizational Change & Development: Meaning & Definition, Change Agents	C41	Lecture

Unit IV	Change Models, Resistance to Change	C41	Lecture
Unit IV	Organizational Change & Development	C41	Lecture
Unit IV	Meaning & Definition of Learning Organization; Creating a Learning Organization	C 42	Lecture
Unit IV	Meaning, Concept & Levels of Organizational Climate	C43	Lecture
Unit IV	Organization Reshuffling	C44	Lecture
	Clarification Class	C45	Clarification Class

MBAC22106- Information Technology for Managers

Unit	Particulars	Class No.	Pedagogy of Class
Unit I	CPU, Computer Memory, Input Technologies, Output Technologies	C1	Lecture
Unit I	Application and System Software, Programming Languages and their Classification	C2	Lecture
Unit I	Assemblers, Compilers and Interpreters	C3	Lecture
Unit I	Operating Systems- Functions of Operating Systems	C4	Lecture
Unit I	Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)	C5	Lecture
Unit I	Strategies for deciding H/W & S/W in a Business Organization	C6	Lecture
	Clarification Class-1	C7	Clarification Class
	Group discussions-1	C8	Group discussions
Unit II	Data Communication Components of Data Communication, Data Flow- Simplex, Half Duplex, Full Duplex	C9	Lecture
Unit II	Computer Network- Network topologies, Network Types (LAN, WAN and MAN)	C10	Lecture
Unit II	Intranet, Extranet, Protocol- Elements of a Protocol, Networking Standards	C11	Lecture
Unit II	Reference Models- OSI Model, TCP/IP Model	C12	Lecture
Unit II	Internet Terminologies: URL, Worldwide Web	C13	Lecture
Unit II	Web. Overview of various services on Internet: E-mail, FTP, Telnet, Chat, Instant Messaging	C14	Lecture
	Clarification Class-2	C15	Lecture
	Presentation-1	C16	Presentation
	Mngt. Games-1	C17	Mngt. Games
	Industry Visit-1	C18	Industry Visit
Unit III	Introduction to Cryptography	C19	Lecture
Unit III	Encryption and Decryption, Symmetric and Asymmetric	C20	Lecture
Unit III	Public Key and Private Key	C21	Lecture
Unit III	Digital Signatures, System Securities: Intruders, Virus	C22	Lecture
Unit III	Firewall and Strategies to develop digital Security in an Business Organizations	C23	Lecture
Unit III	Firewall and Strategies to develop digital Security in an Business Organizations	C24	Lecture
	Clarification Class-3	C25	Clarification Class

	Group discussions-2	C26	Group discussions
	Quiz-1	C27	Quiz
	Mngt. Games-2	C28	Mngt. Games
	Workshop-1	C29	Workshop
Unit IV	The Excel 2007 Ribbon	C30	Lecture
Unit IV	The Quick Access Toolbar	C31	Lecture
Unit IV	Worksheets	C32	Lecture
Unit IV	Worksheets	C33	Lecture
Unit IV	Moving around a Worksheet and Workbook	C34	Lecture
Unit IV	Printing a Worksheet	C35	Lecture
	Clarification Class-4	C36	Clarification Class
	Case-let-1	C37	Case-let
	Role Play-1	C38	Role Play
Unit V	Basic Techniques Cells and Ranges	C39	Lecture
Unit V	Selecting Ranges, Filling Series	C40	Lecture
Unit V	Copying and Moving Cell Entries, Working with Rows and Columns Basic Cell Formatting	C41	Lecture
Unit V	Basic Number Formats / Conditional Formatting	C42	Lecture
Unit V	Formatting and Other Options with Paste Special, Setting Up a Worksheet for Printing	C43	Lecture
Unit V	Formatting and Other Options with Paste Special, Setting Up a Worksheet for Printing	C44	Lecture
	Clarification Class-5	C45	Clarification Class

SEC077021- Thinking and Communication Skills

Unit	Particulars	Class No.	Pedagogy of Class
Unit I	Introduction to course	C1	Lecture
Unit I	Recognizing, analyzing and responding to arguments	C2	Lecture
Unit I	Recognizing, analyzing and responding to arguments	C3	Lecture
Unit I	supporting and expanding, arguments with explanation and evidence -	C4	Lecture
Unit I	supporting and expanding, arguments with explanation and evidence -	C5	Lecture
Unit -I	Applying analytical skills and critically,	C6	Lecture
Unit -I	Applying analytical skills and critically,	C7	Activity
Unit -I	Evaluating - conclusion and inference;	C8	Lecture
Unit -I	Evaluating - conclusion and inference;	C9	Class Room Assignment
Unit -I	Clarification Class I	C10	Clarification Class
Unit -II	Developing problem solving approach	C11	Lecture
Unit -II	Developing problem solving approach	C12	Lecture
Unit -II	Problem solving using information, processing data	C13	Lecture
Unit -II	Data finding and solutions	C14	Lecture
Unit -II	Spatial reasoning	C15	Lecture
Unit -II	Spatial reasoning using models,	C16	Presentation
Unit -II	Spatial reasoning hypothesis, reasons and inference	C17	Lecture
	Clarification Class II	C18	Clarification Class
Unit-III	Speaking in English - Exercises on common mistakes	C19	Activity
Unit -III	Understanding one self and one's value	C20	Activity
Unit-III	self-introduction-expressing confidently ones ambition, attitude towards society and life	C21	Class Room Assignment

Unit-III	self-introduction–expressing confidently ones ambition, attitude towards society and life	C22	Activity
Unit-III	Role Plays and Self-Critic exercises	C23	Activity
Unit-III	Role Plays and Self-Critic exercises	C24	Activity
Unit-III	News paper reading /comprehension exercise - developing rapid reading skills	C25	Class Room Assignment
Unit-III	News paper reading /comprehension exercise - developing rapid reading skills	C26	Quiz
Unit III	Clarification Class III	C27	Clarification Class
Unit III	Listening skills	C28	Presentation
Unit IV	Developing and reading body language,	C29	Activity
Unit IV	Communicating in a group - role play	C30	Role Play
Unit IV	Managerial etiquettes	C31	Presentation
Unit IV	Email etiquettes	C32	Presentation
Unit IV	Telephone etiquettes	C33	Presentation
Unit-IV	Managing meetings	C34	Presentation
Unit-IV	Effective Group discussions	C35	Group discussions
Unit-IV	Interview Skills	C36	Presentation
Unit-IV	Clarification Class IV	C37	Clarification Class
Unit-IV	Case analysis	C38	Lecture
Unit-IV	Letter writing - Enquiry letter, sales Letter	C39	Class Room Assignment
Unit -IV	Letter writing - complaint letter, job application	C40	Class Room Assignment
Unit -V	Resume Writing	C41	Class Room Assignment
Unit -V	Resume Writing	C42	Class Room Assignment
Unit -V	Report writing	C43	Lecture
Unit-V	Report writing	C44	Class Room Assignment
Unit -V	Clarification Class V	C45	Clarification Class

SEC077022– Social Interactions & LSWR Skills

Unit	Particulars	Class No.	Pedagogy of Class
UNIT I	Ice Breaking Session	C-1	Lecture
UNIT I	Ice Breaking Session	C-2	Lecture
UNIT I	Formation of Sentences	C-3	Lecture
UNIT I	Formation of Sentences	C-4	Lecture
UNIT I	Correction of sentences	C-5	Lecture
UNIT I	Correction of sentences	C-6	Lecture
UNIT I	Tenses	C-7	Lecture
UNIT I	Tenses	C-8	Lecture
UNIT I	Tenses	C-9	Lecture
UNIT I	Common Errors in English Language.	C-10	Lecture
UNIT I	Common Errors in English Language.	C-11	Lecture
UNIT I	clarification class	C-12	Lecture
UNIT I	Class room assignment	C-13	Class room assignment
	Take Home assignment		Take Home assignment
Unit II	Social Communication Skills	C-14	Lecture
Unit II	Activity	C-15	Activity
Unit II	Activity	C-16	Activity
Unit II	Socialising	C-17	Lecture
Unit II	Socialising	C-18	Lecture
Unit II	Ice Breaker	C-19	Lecture
Unit II	Informal conversation Vs Formal	C-20	Lecture
Unit II	Public speaking	C-21	Lecture
Unit II	Informal conversation Vs Formal	C-22	Lecture
Unit II	expression small talk – dialogue	C-23	Lecture
Unit II	overcoming hesitation	C-24	Lecture

Unit II	understanding cultural codes	C-25	Lecture
Unit II	clarification class	C-26	clarification class
Unit II	Class room assignment	C-27	Class room assignment
	Take Home assignment		Take Home assignment
UNIT III	Reading For a purpose	C-28	Lecture
UNIT III	presentation	C-29	presentation
	Activity	C-30	Activity
Unit III	distinguishing facts and opinions	C-31	Lecture
UNIT III	identifying author's Purpose, tone, bias	C-32	Lecture
UNIT III	clarification class	C-33	clarification class
Unit IV	Writing Skill : differences between spoken and written communication	C-34	Lecture
UNIT IV	features of effective writing such as clarity brevity	C-35	Lecture
UNIT IV	Reading stories and fiction	C-36	Lecture
UNITIV	Story Writing (through pictures/videos	C-37	Lecture
UNITIV	Features of effective writing /Email writing	C-38	Lecture
UNIT IV	clarification class	C-39	clarification class
UNIT V	Listening & Speaking Skills	C-40	Lecture
UNIT V	Listening and speaking skills	C-41	Lecture
UNIT V	Listening and speaking skills	C42	Lecture
UNIT V	Listening and speaking skills	C-43	Lecture
UNIT V	Webinar	C-44	Webinar
UNIT V	clarification class	C-45	clarification class

Note:

This is a tentative lesson plan. The same may change from faculty to faculty as per the teaching pedagogy adopted by the faculty.

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