FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

for

MASTER OF BUSINESS ADMINISTRATION

(Under Credit Based Continuous Evaluation Grading System)

(Semester: I–II)

Session: 2025-26

The Heritage Institution

KANYA MAHA VIDYALAYA, JALANDHAR

(Autonomous)

Master of Business Administration (MBA)

Programme Outcomes (POs)

PO 01: Industry-Ready Professionals with Ethical Leadership – Cultivate management professionals equipped with business acumen, ethical values and a strong sense of social responsibility, ensuring their contribution to both industry and society.

PO 02: Strategic Managerial Decision-Making – Foster the ability to apply managerial knowledge and analytical frameworks to make effective decisions, driving sustainable business success.

PO 03: Entrepreneurial Development & Business Expansion – Enable graduates to establish and manage enterprises, facilitating sustainable growth, diversification, and innovation in entrepreneurship.

PO 04: Global & Local Business Awareness – Strengthen understanding of domestic and international business environments, empowering graduates to identify market opportunities, evaluate business functions, and explore entrepreneurial ventures.

PO 05: Business Analytics & Problem-Solving – Develop proficiency in data analysis, strategic decision-making, and functional expertise in marketing, finance, business strategy and human resources.

PO 06: Leadership & Team Management – Enhance leadership capabilities to manage teams across organizational boundaries, optimize diverse skill sets, and drive business success through effective collaboration and strategic decision-making.

Program Specific Outcomes (PSOs)

PSO 01: Comprehensive Business Understanding – Develop a thorough knowledge of core business functions, including finance, marketing, operations and human resources.

PSO 02: Strategic Decision-Making – Apply analytical and problem-solving skills to make informed business decisions in dynamic environments.

PSO 03: Application of Modern Management & IT Tools – Identify, integrate, and implement advanced management techniques, digital resources, and IT-driven solutions, to effectively address complex business challenges and dynamic industry boundaries.

PSO 04: Entrepreneurial and Leadership Skills – Cultivate leadership qualities and entrepreneurial acumen to drive innovation and business growth.

PSO 05: Ethical and Sustainable Business Practices – Promote ethical decision-making and sustainability in business operations.

PSO 06: Global Business Perspective – Understand international business trends and adapt strategies for global competitiveness.

PSO 07: Collaborative Team Management – Analyze and apply theories of team dynamics, motivation, inclusivity, and diversity to foster effective collaboration and leadership in organizational settings. Develop strategies to manage work teams efficiently while ensuring a supportive and inclusive work culture.

PSO 08: Professional Communication & Business Insights – Demonstrate proficiency in articulating complex business management concepts through clear and structured communication with industry and society. Develop the ability to craft compelling reports, presentations, and documentation while effectively conveying quantitative business assessments and strategic insights.

PSO 09: Strategic Project & Financial Management – Utilize business and management principles to plan, lead and execute projects effectively in multidisciplinary environments. Apply financial and strategic decision-making skills to optimize resource allocation and project outcomes in dynamic business contexts.

PSO 10: Lifelong Learning & Adaptive Growth – Cultivate a proactive approach to continuous learning, adapting to evolving business landscapes with resilience and innovation. Demonstrate the ability to independently acquire new knowledge and integrate emerging trends into business management practices.

Kanya Maha Vidyalaya, Jalandhar (Autonomous)

SCHEME AND CURRICULLUM OF EXAMINATION OF TWO YEAR DEGREE PROGRAMME MBA (SEMESTER SYSTEM)
(Under Credit Based Continuous Evaluation Grading System)
SESSION: 2025-26

Semester I										
Course Code	**Course Name**	**Course Type**	**Hours Per Week L-T-P**	**Credits L-T-P**	**Total Credits**	**Marks**				**Examination Time (in Hours)**
						Total	**Th**	**P**	**CA**	
MBAL-1171	Managerial Economics	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-1172	Quantitative Methods for Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-1093	Accounting for Management and Reporting	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-1094	Legal and Business Environment	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-1095	Business Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAM-1096	Automated Spreadsheet Management	Core Theory	2-0-4	2-0-2	4	100	40	30	30	3
MBAP-1097	Workshop on Business Communication	Core	0-0-4	0-0-2	2	50	-	35	15	3
TOTAL					**26**	**650**				

Kanya Maha Vidyalaya, Jalandhar (Autonomous)

SCHEME AND CURRICULLUM OF EXAMINATION OF TWO YEAR DEGREE PROGRAMME
MBA (SEMESTER SYSTEM)
(Under Credit Based Continuous Evaluation Grading System)
SESSION: 2025-26

Semester II										
Course Code	**Course Name**	**Course Type**	**Hours Per Week L-T-P**	**Credits L-T-P**	**Total Credits**	**Marks**				**Examination Time (in Hours)**
						Total	**Th**	**P**	**CA**	
MBAL-2091	Business Research Methodology	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2092	Organisational Behaviour	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2093	Financial Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2094	Marketing Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2095	Human Resource Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2096	Production and Operations Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2097	Entrepreneurship Development	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
**VACD-2161	Drug Abuse: Problem, Management and Prevention (Value Added Course)	VAC	2-0-0	2-0-0	2	50	35	-	15	3
TOTAL					30*	**750**				

**In case, students admitted to Post Graduate Programme have not studied compulsory value added courses such as Drug Abuse, Environmental Studies, Human Rights and Constitutional Duties and Universal Human Values in any under graduate programme, they will have to take compulsory value added course at PG Level, which will be taught over and above the value of minimum credit requirement of PG Programme.

* The credits will be reduced proportionately for the students who have studied compulsory value added course such as Drug Abuse, Environmental Studies, Human Rights and Constitutional Duties and Universal Human Values in under graduate programme.

Summer Training
On completion of the first two semesters in the first year and before the commencement of the third semester in the second year, a student is required to undergo summer training of 4 -6 weeks in an organisation. A report based on the summer training shall be submitted within four weeks from the commencement of the third semester.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I

MANAGERIAL ECONOMICS

Course Code: MBAL-1171

Course outcomes:

After the successful completion of this course, students will be able to:

CO1: understand the basic concepts of managerial economics and apply economic principles of demand and elasticity of demand.

CO 2: understand the utility analysis and indifference curve in decision making.

CO3: analyse and demonstrate knowledge of the basic theories of Production functions, cost functions and revenue analysis.

CO4: compare and contrast four basic types of market i.e. perfect, monopoly, monopolistic and oligopoly.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I
MANAGERIAL ECONOMICS
Course Code: MBAL-1171

Time: 3 Hours	**Max. Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I
Managerial Economics: Meaning, Nature, Scope and concepts.
Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance. **Elasticity of Demand:** Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

Unit-II
Marginal Analysis: Law of diminishing marginal utility, law of equi-marginal utility.
Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.

Unit-III
Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory.
Revenue Curve: Concept of Revenue, Different Types of Revenues and shapes.

Unit-IV
Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition. Oligopoly: Cartels, Sweezy Model.

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics–Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006
3. Mehta, P. L, Managerial Economics–Analysis, Problems and Cases, Sultan Chand & Sons, Delhi
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi
5. Shapiro, Macro Economics, Galgotia Publications
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi
7. G.S Gupta, Managerial Economics, Tata McGraw Hill
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi

Note: Latest editions to be followed

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I
QUANTITATIVE METHODS FOR MANAGEMENT

Course Code: MBAL-1172

Course outcomes:

After the successful completion of this course, students will be able to:

CO1: understand the concept of correlation and regression analysis, basics of probability theory and their applications.

CO2: understand probability theory and normality and its distribution concepts.

CO3: understand the concept of hypothesis testing and applications of sampling distributions.

CO4: learn linear programming problem, its formulation and solution through graphical and simplex methods and to build the best fit route of transportation for carrying schedule of activities.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I

QUANTITATIVE METHODS FOR MANAGEMENT

Course Code: MBAL-1172

Time: 3 Hours	**Max. Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper–Setter:

Eight Questions of equal marks are to be set (14 marks each), Two in each of the four sections (A-D). Questions of section A-D should be set from units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Correlation and Regression Analysis: Simple, Partial and Multiple Correlation Coefficients, Simple and Multiple Regression (three variables only).

Elementary Probability Theory: Additive and Multiplicative Laws of Probability and their business applications.

Unit-II

Probability Distributions: Binomial, Poisson and Normal distributions, properties and applications.

Random variables: Concept, Discrete and Continuous Probability Distributions.

Practicals through SPSS/MS Excel.

Unit-III

Hypotheses: Null and Alternative Hypotheses, Type I and Type II errors.

Hypothesis testing — Parametric Tests: Z- Test, T- Test, F- Test, ANOVA (one way and two-way); Non-Parametric Tests: Chi Square Test

Practicals through SPSS/MS Excel

Unit-IV

Linear Programming Problem: Definition, Characteristics, formulation of LPP, Solution by Graphic and Simplex Method; Business Applications of LPP.

Transportation Problems

Practicals through SPSS/ Spreadsheet

Suggested Readings:

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi
4. Sharma, J.K., Business Statistics
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994
7. Vohra, N. D., Quantitative Techniques in Management

Note: Latest editions to be followed.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I

ACCOUNTING FOR MANAGEMENT AND REPORTING

Course Code: MBAL-1093

Course Outcomes:

After the successful completion of this course, students will be able to:

CO1: apply basic accounting concepts and conventions in financial record-keeping and prepare financial statements.

CO2: explain the objectives of Cost Accounting and apply Marginal Costing, Break-Even Analysis and Budgetary Control for strategic decision-making and understand the concepts of Responsibility Accounting, Transfer Pricing and Activity Based Costing.

CO3: understand the concept and utilize tools such as common-size statements, comparative analysis, trend analysis and ratio analysis for performance evaluation.

CO4: understand the meaning and objectives of financial reporting and learn about various reporting practices.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I

ACCOUNTING FOR MANAGEMENT AND REPORTING

Course Code: MBAL-1093

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit-I

Introduction to Accounting: Accounting as an Information System, Basic Accounting Concepts, Conventions and Principles, Scope of Accounting, Accounting Cycle, Role of Accountant in an Organisation, Conceptual Understanding of Financial, Cost and Management Accounting. **Understanding Financial Statements:** Preparation of Financial Statements (with adjustments)

Unit II

Tools of Financial Statement Analysis: Common Size Financial Statements, Comparative Statements, Trend Analysis, Ratio Analysis

Unit III

Cost Accounting: Cost and Cost Classification, **Marginal Costing:** Concept of Marginal Cost, Cost-Volume Profit Analysis, Break-Even Analysis, Applications of Marginal Costing. **Budgetary Control-** Types of Budgets, Preparation of Cash, Fixed and Flexible Budgets. **Responsibility Accounting:** Concept, Significance, Responsibility Centres. **Transfer Pricing, Activity Based Costing** (General Outline only)

Unit IV

Financial Reporting and Reporting Practices: Meaning, Objectives, Principles and Environment of Financial Reporting.

Case Studies for Reference:

1. **Apple Inc.'s Financial Statement Analysis**
2. **Nike:** A case study examining Nike's Financial Accounting and Reporting.

Suggested Readings

1. Horngren. T Charles, Sundem L.Gary, Elliot A. John, Introduction to Financial Accounting, Pearson Hall College Div.
2. Khan and Jain, Management Accounting, Tata McGraw
3. Jawahar Lal, Accounting for Management, Himalaya Publishing
4. Pandey, I.M, Essentials of Management Accounting, Vikas Publishing House
5. Shukla, M.C. and Grewal, T.S. Advanced Accounts Vol. I & Vol. II, S. Chand and Co.
6. Horngren, C. T., Sundem, G. L. and Stratton, W. O., Introduction to Management Accounting, Pearson Education
7. Elliott, B. and Elliott, J., Financial Accounting and Reporting, Pearson Gibson
8. Bhattachrya, S.K. and John Dearden, Accounting for Management – Text and Cases, Vikas Publishing House
9. Arora, M.N., Cost Accounting -Principles and Practice, Vikas Publishing House

Note: Latest editions to be followed.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I

LEGAL AND BUSINESS ENVIRONMENT

Course Code: MBAL-1094

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Course Outcomes:

After the successful completion of this course, students will be able to:

CO1: become conversant with the provisions of Indian Contract Act related to Fundamentals of Contract Laws.

CO2: identify the components of business environment, analyze the micro and macro environment, evaluate the basic features of the Indian economy and understand the objectives and features of NITI Aayog.

CO3: examine the impact of economic reforms such as liberalization, privatization and globalization on Indian Economy and evaluate consumer rights, understand the Consumer Protection Act, 1986 and assess the social responsibilities of businesses.

CO4: examine fiscal and monetary policy, understand FEMA and GST and analyze concepts like Balance-of-Payments, Balance-of-Trade, and Currency Convertibility.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I

LEGAL AND BUSINESS ENVIRONMENT

Course Code: MBAL-1094

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit I

Legal Aspects of Business: Fundamentals of Contract laws-Formation of Contracts, Principles of Contract Laws, Legality of Object and Consideration, Performance of contract, Discharge of contract, breach of contract, Quasi contracts, Agency, Principal-Agent Problem, Bailment, Pledge, Guarantee and Indemnity

Unit II

Business Environment: Meaning, Types: Internal Environment, External Environment, Micro and Macro Environment.
Aspects of Economic Reforms: Liberalization; Privatisation /Disinvestment of Public Enterprises, Globalisation and its Implications for India.

NITI Aayog: Objectives & Features

Unit III

Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India, Consumer Protection Act, 1986 with Latest Amendments
Social Responsibility of Business: Concept, Factors driving CSR, Latest Provisions of CSR in India according to Companies Act 2013, Models of CSR- Ackerman’s Model, Archie Carroll Model, Wood’s Model, Quazi and O’Brien’s Two Dimensional Model

Unit IV

Regulatory Policies of Government: Fiscal and Monetary Policy in India.
GST (Goods and Services Tax): Features, Impact of GST on Economy, Businessmen, Consumers and Government, Types of GST.
FEMA (Foreign Exchange Management Act): Salient Features of FEMA, Objectives of FEMA, Difference in FERA and FEMA
Concepts of Balance of Payments, Balance of Trade, Currency Convertibility and Changes in Foreign Trade Policy of Indian Government.

Case Studies for Reference:

1. Life Insurance Corporation of India: The Undisputed Leader
2. The Franchising System at McDonald’s
3. Coca-Cola: Customizing its Marketing and Promotional
Strategies in various Countries

Suggested Readings:

1. Pollock and Mulla, The Indian Contract Act 1872, 16th Edition, LexisNexis India
2. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi
3. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi
4. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi
5. V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi
6. V. Neelamegam, Business Environment, Latest Edition, Vrinida Publications, Delhi.
7. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi
8. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi

Note: Latest editions to be followed

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

BUSINESS MANAGEMENT

Semester II
Course Code: MBAL-1095

Course Outcomes:

After the successful completion of this course, students will be able to:

CO1: analyse and interpret the fundamental principles, functions, and evolution of management thought and apply Management by Objectives for organizational effectiveness.

CO2: evaluate the significance of planning and organizing in management, optimizing span of control, and implementing departmentation and decentralization for operational efficiency.

CO3: analyse the concepts of authority, delegation, centralization, and decentralization, applying effective strategies for leadership, recruitment, selection, and employee development and understanding motivational theories to enhance organizational performance.

CO4: evaluate leadership styles and theories, applying coordination principles and techniques, implementing effective control mechanisms to optimize organizational efficiency.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

BUSINESS MANAGEMENT

Semester II
Course Code: MBAL-1095

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:

Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit-I

Management: Meaning and definition, nature, principles, importance and functions.
Evolution of Management Thought: Contribution of F.W. Taylor, Henry Fayol, Elton Mayo & Peter Drucker to the management thought.
Management by Objectives: Meaning, Process, Benefits, Weaknesses.

Unit-II

Planning: Meaning, Significance, Types of plans, Elements of planning, Process of Planning.
Organizing: Meaning, Nature, Principles of organization, Forms of organization: Line, Functional and Line and Staff, Formal and informal organization, Span of Management: Factors determining effective Span.
Departmentation: Meaning, Departmentation by functions, Territory, Product/Service and Customer Group. Decentralization and Departmentation.

Unit-III

Authority: Definition, types, responsibility and accountability. Delegation: definition, steps in delegation, obstacles to delegation and their elimination. Centralization and Decentralization: Meaning & Importance
Recruitment, Selection, Training and Development
Motivation: Meaning, Nature, Importance, Types, and Theories of Motivation: Maslow's Need Hierarchy, Mc. Gregor's Theory X and Y, Herzberg's Hygiene Theory

Unit-IV

Leadership: Meaning, Nature, Styles, and Theories: Trait, Behavioural and Situational.
Coordination: Principles and Techniques, Difference between coordination and cooperation.
Controlling: Meaning, nature and importance, steps, limitations and techniques

Note: Relevant case studies will be discussed in the class.

Suggested Readings:

1. Robbins, S.P., & Coulter, M.K., Management, Pearson Education Inc., New Delhi
2. Koontz, H., Weihrich, H., & Aryasri, A.R., Essentials of Management, Tata Mc Graw-hill, New Delhi
3. Prasad L. M., Principles and Practices of Management, Sultan Chand and Sons
4. James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Management, Pearson Education Robbins
5. De Cenzo, Bhattacharya and Agarwal, Fundamentals of Management- Essential Concepts & Applications 6e, India, Pearson
6. Hellriegel, Jackson and Sloceum, Management- A Competency Based Approach 10e, India, South- Western Cengage Learning.
7. Stoner, Freeman, Gilbert, Jr., Management 6e, India, Prentice- Hall

Note: Latest editions to be followed

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26
AUTOMATED SPREADSHEET MANAGEMENT
Course Code: MBAM- 1096

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: create, edit and print the worksheets.

CO2: work with Pivot Table and Create Scenarios and report interface components.

CO3: make effective use of formulae in worksheets and indicate the names and functions of the Excel.

CO4: enhance Excel workflows with AI-powered suggestions and automation.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26
AUTOMATED SPREADSHEET MANAGEMENT
Course Code: MBAM- 1096

Time: 3 Hours | **Max. Marks: 100**
Theory Marks: 40
L-T-P | **Practical Marks: 30**
2-0-2 | **CA: 30**

Instructions for the Paper Setter:

Eight questions of equal marks (8 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit-I

Creating Worksheet/Spreadsheets: Navigate in Worksheets and Workbooks, Customise Options and Views for Worksheets and Workbooks, Computations in a Worksheet, Printing the Worksheet, Creating of Tables and Graphs, Filter and Sort a Table, Auditing Worksheets, Apply Advanced Conditional Formatting.

Unit-II

Analyzing Data using Pivot Tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables.

Charts and slicers, Various Charts i.e. Bar Charts / Pie Charts / Line Charts, Using SLICERS, Filter data with Slicers

Analyzing and Organizing Data: Creating Scenarios, creating a Scenario Report, Working with Data Tables.

Unit-III

Summaries Data by using Functions and Formulas: Logical operations by using the IF, SUMIF and AVERAGEIF functions, Perform statistical operations by using the COUNTIF function , Format and Modify Text by using Functions, Apply Advanced Date and Time Functions, Troubleshoot Formulas, Look up data by using Functions, Math & Trig Functions, Statistical Functions, Text Functions, Logical Functions.

Data Validation: Number Date and Time Validation, Text and List Validation, Custom Validations based on formulae for cell.

Unit-IV

Hyper Linking Data: within Sheet / Workbook Linking & Updating links between workbooks & application.

AI Based Learning: AI-Powered Data Visualization in Excel, Automated Data Cleaning with AI, AI-Powered Pivot Tables, Smart Formula Suggestions Using AI, Real-World Applications of AI in Business Analytics with Excel

Suggested Readings:

1. McFedries. Paul, Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365), **Pearson Education India**.
2. Singh Hardeep, Sharma Anshuman, Fundamentals of Information Technology, **Lakhanpal Publishers**
3. Excel with Microsoft Excel: Comprehensive & Easy Guide to Learn Advanced MS Excel by **Naveen Mishra, Penman Books**
4. "Artificial Intelligence Fundamentals for Business Leaders" by **I Almeida, AI Academy**

Note: Latest edition of books to be used.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I

WORKSHOP ON BUSINESS COMMUNICATION

Course Code: MBAP-1097

Course Outcomes:

After the successful completion of this course, students will be able to:

CO1: understand the basics of communication, learn the listening skills and presentation Skills.

CO2: learn the skills of writing effective business messages, reports and proposals.

CO3: develop inter-personal communication skills.

CO4: learn resume writing skills and prepare for interviews.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester I

WORKSHOP ON BUSINESS COMMUNICATION

Course Code: MBAP-1097

Time: 3 Hours	**Max. Marks: 50**
L-T-P	**Practical: 35**
0-0-2	**CA: 15**

Instructions: The Students will prepare Practical file on the topics give in the syllabus. The examiner will evaluate the students on the basis of their performance in Practical Exam and Viva-Voce related to topics in the syllabus.

Unit-I

Communication in Organizations: Introduction to Business Communication, Basics of Communication (7Cs), Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills.

Unit II

Written Communication: Planning and Executing Different Types of Messages, Writing Reports, Proposals and Business Plans, Improving Personal Writing Skills

Unit III

Interpersonal Communication: Communicating in Teams, Negotiation Skills, Communication Skills during a Conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

Unit IV

Career Management and Communication: Resume Writing and Cover Letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

Suggested Readings:

1. Business Communication, Meenakshi Raman, Oxford University Press.
2. Business Communication, Raymond V. Lesikar, Neeraja Pandit et al., TMH
3. Business communication for managers, Penrose, Raspbery, Myers, Cengage
4. Essentials of Business Communication, Rajendra Pal, JS. Korlahhi, S. Chand
5. Business Communication Today (11thed.), Bovee, C., & Thill, J.V., & Raina, R.L., Pearson

Note: Latest editions to be followed

Master of Business Administration

Two Year Degree Programme

(Credit Based Continuous Evaluation Grading System)

Session: 2025-26

Semester II

BUSINESS RESEARCH METHODOLOGY

Course Code: MBAL-2091

Course outcomes:

After the successful completion of this course, students will be able to:

CO1: understand the concepts of business research, research process and research designs.

CO2: identify, use and interpret the results of comparative and non-comparative scaling techniques, questionnaire design and sampling techniques.

CO3: understand the data preparation, process analysis using regression analysis.

CO4: understand the concept of non-parametric test.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

BUSINESS RESEARCH METHODOLOGY

Course Code: MBAL-2091

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Business Research Methodology: Introduction, Definition, Scope, Basic and Applied Research, Managerial Value of Business Research, Research Process.
Research Designs: Exploratory, Descriptive and Experimental Research Designs.
Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.
Descriptive Research Designs: Survey and Observation Methods.
Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs.

Unit-II

Measurement: Concepts, Levels-Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.
Scaling Designs: Comparative and Non-Comparative Scaling Techniques.
Questionnaire and Questionnaire Design Process
Sampling Design: Steps in Sampling Design, Probability Sampling Methods-Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.
Non-Probability Sampling Methods-Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling. Sampling and Non-Sampling Errors

Unit-III

Data Presentation: Tabulation, Cross Tabulation of Data, Data screening and Transformation.
Data analysis techniques: Multiple Regression and Logistic Regression
Practical through statistical software(s)

Unit-IV

Non Parametric Tests: Run Test for randomness of data, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskul-Wallis Test, Kolmogorov-Smirnov Test
Practical through statistical software(s)

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., "Business Research Methods", Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics", Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, "Business Research Methods" Oxford University Press, New Delhi.
4. Bajpai, Naval, "Business Research Methods", Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, "Research Methodology: Concepts and Cases", Vikas Publication House, Noida

Note: Latest editions to be followed

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

ORGANISATIONAL BEHAVIOUR

Course Code: MBAL-2092

Course Outcomes:
After the successful completion of this course, students will be able to:

CO1: analyse the fundamental principles of organisational behaviour, focusing on individual traits, personality development, perception, and value systems to understand workplace dynamics.

CO2: evaluate various motivation theories and leadership approaches to develop strategies for enhancing employee engagement and organisational effectiveness and effectively apply interpersonal and organisational communication principles in diverse organisational settings.

CO3: analyse and apply fundamental principles of group behaviour, decision-making techniques, team management, power dynamics, organisational politics, and change management, to enhance collaboration and effectiveness in organisational settings.

CO4: critically evaluate and apply key principles of organisational culture, decision-making, conflict management, and organisational effectiveness to enhance adaptability, collaboration, and overall organisational health in dynamic environments.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26
Semester II

ORGANISATIONAL BEHAVIOUR

Course Code: MBAL-2092

Time: 3 Hours | **Max. Marks: 100**
Theory: 70
L-T-P | **CA: 30**
4-0-0

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit I

Introduction to Organisational Behaviour: Concepts, Role of OB in management practices, Challenges and opportunities for OB, OB in the context of globalization, Introduction to Individual Behaviour, **Personality**: Determinants, Measurement, Different Traits, Perception: Process, Factors, Attribution Theory, Values

Unit II

Motivation: Concept, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Needs, Expectancy Theory, Equity Theory, and Goal Setting Theory, **Leadership**: Introduction, Trait, Behavioural and Contingency Approaches to leadership, Transactional and Transformational leadership, **Communication:** interpersonal communication, listening, feedback, counseling, organisational communication

Unit III

Foundations of Group Behaviour: Group Development, **Group Properties**: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, **Work Teams**: team management, types of teams, teams in modern workplace, **Power**: Concept, bases of power, power distribution in organization, **Organisational Politics:** concept, consequences, reasons and management of political behaviour, Organisational Change

Unit IV

Understanding Organisations: Managing organisational culture: functions of OC, creating and sustaining of OC, development and implications of OC, Organisational decision making, Managing organizational conflict, **Organisational Effectiveness**: concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organisational health development, emotional intelligence

Case Studies for Reference:

1. Impact of Organisational Effectiveness among Maybank Employees: Scenario of Maybank's Leadership Approaches
2. Analysis of Organisational Culture at Google
3. Organisational Structure and Culture of Virgin Group
4. Dimensions of Organisation Culture - TATA, Reliance, Birla, & Godrej

Suggested Readings:

1. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). Organizational Behaviour: A South Asian Perspective (2nd ed.). Cengage Learning India Pvt. Ltd.
2. Pareek, U. and Khanna, S. (2016). Understanding Organizational Behaviour (4th ed.). New Delhi: Oxford University Press
3. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). Organizational Behaviour (16th ed.). New Delhi: Pearson Education
4. Singh, K. (2015). Organizational Behaviour: Text and Cases (3rd ed.). New Delhi: Vikas Publication
5. Luthans, F., Organizational Behavior, McGraw-Hill Inc.

Note: Latest editions to be followed

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

FINANCIAL MANAGEMENT

Course Code: MBAL-2093

Course Outcomes:

After the successful completion of this course, students will be able to:

CO1: understand the meaning and nature of financial management, analyze key financial functions, evaluate financial planning approaches, including capitalization theories and identify various financial sources.

CO2: compute the cost of capital for different sources & the weighted average cost of capital and evaluate different capital structure theories.

CO3: apply time value of money concept and assess capital budgeting decisions & evaluate risk analysis in capital budgeting.

CO4: understand the significance and types of working capital, calculate the operating cycle period, estimate working capital requirements and develop cash management strategies.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

FINANCIAL MANAGEMENT

Course Code: MBAL-2093

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit I

Financial Management: Meaning and Nature, Financial Goal-Profit vs. Wealth Maximization, Finance Functions-Investment, Financing, Liquidity and Dividend Decisions
Financial Planning: Capitalization and Theories of Capitalization
Instruments of Finance: Long Term and Short Term

Unit II

Cost of Capital: Meaning and Significance of Cost of Capital, Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings, Combined Cost of Capital (Weighted).
Capital Structure: Conceptual Framework, Determinants, Theories of Capital Structure- Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage.

Unit III

Time Value of Money
Capital Budgeting: Nature of Investment Decisions, Investment Evaluation Criteria- Non- Discounted Cash Flow Criteria & Discounted Cash Flow Criteria, Risk Analysis in Capital Budgeting

Unit IV

Management of Working Capital: Meaning, Significance and Types of Working Capital, Approaches of Working Capital, Calculating Operating Cycle Period and Estimation of Working Capital Requirements.
Management of Cash: Motives for Holding Cash, Objectives of Cash Management, Factors Determining Cash Needs, Basic Strategies of Cash Management, Cash Management Techniques

Case Studies for Reference:

1. ConocoPhillips
2. Hertz Global Holdings (A)
3. Global Cash Management Challenges at Electrocomponents plc

Suggested Readings:

1. Van Horne, James G: Financial Management and Policy, Prentice Hall, Delhi.
2. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
3. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
4. Brealey, Richard A and Sleward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
5. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
6. Pandey, IM: Financial Management, Vikas Publishing House, Delhi.
7. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.

Note: Latest editions to be followed

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

MARKETING MANAGEMENT

Course Code: MBAL-2094

Course Outcomes:

After the successful completion of this course, students will be able to:

CO1: to clearly define and articulate the core concepts of marketing, including its importance, scope, and key components, analyze both the micro and macro facets of the marketing environment, and understand how marketing fits into broader corporate strategic planning, utilize Marketing Information Systems.

CO2: understand market segmentation, targeting, and positioning to achieve competitive advantage, capable of making informed product decisions including product mix, packaging, labelling, and branding and understand the lifecycle of products.

CO3: learn to develop sound pricing strategies, master the promotion mix, including personal selling, advertising, sales promotion, and public relations.

CO4: understand the fundamentals of supply chain decisions, including channel design, distribution, retailing, and wholesaling, stay abreast of emerging trends in marketing, and understand their practical applications.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

MARKETING MANAGEMENT

Course Code: MBAL-2094

Time: 3 Hours **Max. Marks:100**
Theory:70
L-T-P **CA:30**
4-0-0

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit –I

Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance.
Marketing Environment and Competition: Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. Corporate Strategic Planning: Defining role of marketing strategies, marketing planning process.
Marketing Information System: Concept and Components. Consumer Behaviour: Consumer buying process, Factors Influencing Consumer Buying Behaviour,

Unit –II

Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, **Product Decisions:** Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. New Product Development, Consumer Adoption Process, Product Life Cycle and marketing mix strategies. Services Marketing and 7Ps framework.

Unit –III

Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.
Promoting Product: Concept of Personal Selling Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations.

Unit -IV

Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling
Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E- Commerce, Understanding Digital Marketing, Understanding Bottom of Pyramid Marketing

Case Studies for Reference:

1. Tesla`s Marketing Revolution: Driving the Future of Mobility through Brand Advocacy
2. Zomato`s Acquisition of Blinkit: Swallowing a Poison Pill?
3. Online Grocery Delivery Strategy in India: Amazon Prime Now`s Transition to Amazon Fresh
4. Samsung India`s Rural Service Push: Venturing into New Avenues

Suggested Readings:

1. Kotler & Koshy, Marketing Management, Pearsons Education
2. Ramaswamy & Namakumari, Marketing Management, McMillian.
3. McMEtzel, Walker, Stanton, and Pandit, Marketing Management, Tata McGraw Hill
4. Kotler & Armstrong, Principles of Marketing, Prentice Hall
5. Biplab S. Bose, Marketing Management, Himalaya Publications
6. Rajan Saxena, Marketing Management, Tata McGraw Hill

Note: Latest editions to be followed

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

HUMAN RESOURCE MANAGEMENT

Course Code: MBAL-2095

Course Outcomes:
After the successful completion of this course, students will be able to:

CO1: gain foundational knowledge in HRM, Strategic Human Resource Planning, and conduct Job Analysis and Evaluation.

CO2: develop the capability to design and implement effective recruitment and selection processes, identify training and development needs, and evaluate training effectiveness.

CO3: manage the complete employee lifecycle from performance appraisal to issues in employee separation and retention, and master modern appraisal techniques and job evaluation methods.

CO4: understand and apply principles of compensation management, including designing competitive remuneration structures and incentive programs, acquire the competence to manage workforce diversity.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

HUMAN RESOURCE MANAGEMENT

Course Code: MBAL-2095

Time: 3 Hours	**Max. Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper Setter:

Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit I

Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM

Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process

Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis

Unit II

Recruitment and Selection: Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection

HR Training and Development: Concept and Need, Process of Training and Development Programme, Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training

Unit III

Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement. **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal

Job Evaluation: Meaning, Process and Methods of Job Evaluation

Unit IV

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Incentives: Concept, Importance and Process of Incentives. Fringe Benefits: Meaning, Forms and Administration of Benefits.

Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

Case Studies for Reference:

1. Unilever: Transforming Preliminary Hiring Through End-to-End AI-based Digital Process
2. Google`s G2G Training: Fostering the Learning Culture
3. Customer-centric Employee Training Programs: A Key Contributor to Best Buy`s Success
4. Swiggy`s Moonlighting Policy

Suggested Readings:

1. Durai, Pravin, "Human Resource Management," New Delhi, Pearson.
2. Mathis, Robert L. and Jackson, John H., "Human Resource Management," New Delhi, Thomson.
3. Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi, Tata McGraw-Hill.
4. Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi, Cengage Learning.
5. Mamoria and Rao, "Personnel Management", New Delhi, Himalaya Publishing House.

Note: Latest editions to be followed.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MBAL-2096

Course Outcomes:

After the successful completion of this course, students will be able to:

CO1: understand the fundamental concepts of Operations Management, transformation process model and the roles & responsibilities of an operations manager, analyze facility location decisions and product design and development techniques.

CO2: analyze facility layout types, production planning and control concepts, capacity planning decisions, and the role of competitive priorities in enhancing operational capabilities.

CO3: know the key concepts and approaches in quality management, including quality characteristics, quality improvement tools and techniques, quality control models like Juran's Trilogy and Deming's principles, and modern quality initiatives such as TQM and Six Sigma.

CO4: develop understanding of lean and inventory management principles, including JIT production, Kanban systems, inventory control techniques, logistics and purchasing functions, and value analysis for efficient operations.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MBAL-2096

Time: 3 Hours	**Max. Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit- I

Operations Management: Concept, Functions, Transformation Process Model- inputs, process and outputs, Classification of operations, Responsibilities of Operations Manager
Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques, Product Design and Development – Product Design and its characteristics, Product Development Process, Product Development Techniques.
Process Selection- Job, Batch and Mass Production Systems

Unit- II

Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout.
Production Planning & Control (**PPC**) – Concepts, Objectives, and Functions, Work study, Productivity, Method study.
Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.
Competitive Priorities and Capabilities- Competitive Priority Areas, Factors affecting Competitive Priorities

Unit- III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application.

Unit- IV

JIT Production System: JIT Approach, Implementation requirements, Services, Kanban System.

Inventory Management: Concepts, Classification, Objectives, Factors affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis.

Logistics Management- Types of Logistics, Principles of Logistics Management, Elements of Logistics Management

Purchasing Management – Objectives, Functions, Methods, Procedure.

Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept

Case Studies for Reference:

1. Pak Elektron Limited (Pel)
2. Consumer- Driven Six Sigma at Ford
3. Domino's India Logistics Management
4. Toyota's JIT Revolution

Suggested Readings:

1. McGregor D, Operations Management, McGraw-Hill
2. Chary, Production and Operations Management, Tata McGraw-Hill
3. Johnston R et al , Cases in Operations Management, Pitman
4. Mahadevan B, Operations Management: Theory and Practice (2nd Ed.). Pearson Education
5. Krajewski & Ritzman, Operations Management (5th Ed.) Pearson Education
6. Buffa & Sarin, Modern Production/Operations Management, (8th Ed.) John Wiley
7. Nair, Production & Operations Management. Tata McGraw

Note: Latest editions to be followed

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

ENTREPRENEURSHIP DEVELOPMENT

Course Code: MBAL-2097

Course Outcomes:

After the successful completion of this course, students will be able to:

CO1: understand the fundamental concepts of entrepreneurship and know about the role of motivation, creativity and innovation in entrepreneurial journey.

CO2: learn about the ethical responsibilities of entrepreneurs, know about the role of entrepreneurship in economic development of a country and identify challenges and empowerment strategies for women and grassroots entrepreneurs.

CO3: develop understanding of intellectual property rights and legal considerations in entrepreneurship and develop the ability to prepare and implement a comprehensive business plan.

CO4: critically analyse various sources of entrepreneurial financing, including informal capital, angel investors and venture capital.

Master of Business Administration
Two Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2025-26

Semester II

ENTREPRENEURSHIP DEVELOPMENT

Course Code: MBAL-2097

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:

Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit-I

Entrepreneurship: Concepts, Types, Characteristics, Classification, Nature and Functions. problems faced by entrepreneurs in India, Entrepreneur v/s intrapreneur,
Understanding Entrepreneurship Perspective: Entrepreneurship Motivation, Developing Creativity and Understanding Innovation

Unit-II

Ethics and Social Responsibility of an Entrepreneur, Role of Entrepreneurship in Economic Development, Entrepreneurial Decision Process,
Women Entrepreneurs, working environment, challenges in the path of women entrepreneurs, empowerment, Grassroots entrepreneurs through self help groups (SHG).

Unit-III

Protecting Ideas and Legal Issues for the Entrepreneur, Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up an Organisation
Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan.

Unit-IV

Informal Capital: Friends & Family, Angel investors, Introduction to Venture Capitalists, Evaluation criteria employed by VCs, Selecting the right VC, Financing Mix and the Financing continuum, Shareholding, Cliff, Vesting schedule, Relative importance of Operational Involvement, Idea/patent, Driving force and capital infusion.

Case Studies for Reference:

1. Ecokaari: Up-cycling Waste Plastics into Fabrics
2. Rise and Fall of Zilingo: What Went Wrong?
3. Chai Sutta Bar: A Successful Model in the Tea Café Business in India?
4. Wingreens-Empowering Women through Sustainable Livelihood

Suggested Readings:

1. Hisrich, R.D., Peters, M.P., & Shepherd, D.A. (2017). *Entrepreneurship* (10th ed.). New Delhi: Tata McGraw Hill
2. Barringer, B.R., & Ireland, R.D. (2018). *Entrepreneurship* (6th ed.). New Delhi: Pearson
3. Reddy, P. Narayana. (2010). *Entrepreneurship: Text and Cases* (1st ed.). New Delhi: Cengage Learning India
4. Holt, D.H. (2001). *Entrepreneurship: New Venture Creation*. New Delhi: Prentice Hall of India
5. Mohanty, S.K. (2005). *Fundamentals of Entrepreneurship.* New Delhi: PHI Learning Pvt. Ltd.
6. Kuratko, D.F., & Rao, T.V. (2016). *Entrepreneurship: A South-Asian Perspective.* New Delhi: Cengage Learning India
7. Hisrich, R.D., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2013). *Entrepreneurship.* New Delhi: Tata McGraw Hill
8. Shukla, M.B. (2007). *Entrepreneurship and Small Business Management.* Allahabad: Kitab Mahal Publishers
9. Scarborough, N.M., Cornwall, J.R., & Zimmerer, T.W. (2016). *Essentials of Entrepreneurship and Small Business Management.* Boston: Pearson
10. Shankar, R. (2012). *Entrepreneurship: Theory and Practice.* New Delhi: Tata McGraw Hill

Note: Latest editions to be followed