

**Programme Name: MBA -I**  
**Course Name: Business Environment and Ethics**  
**Course Code:**

**Semester I**  
**Course Credits: 4**  
**Maximum Marks: 100**

**Learning Outcomes:**

- Understand the impact of various environmental factors on business operations.
- Analyze economic, political, and legal environments affecting businesses.
- Understand the changing technological landscape and its impact on businesses.
- Comprehend socio-cultural influences on business practices and decisions.
- Apply ethical principles to business scenarios and decision-making processes.

**Unit 1: Introduction to Business Environment**

- Definition and Scope
- Types of Business Environment: Internal and External
- Environmental Scanning: Techniques and Importance

**Unit 2: Economic, Political, and Legal Environment**

- Economic Systems: Capitalism, Socialism, and Mixed Economy
- Economic Policies: Fiscal, Monetary, and Trade Policies
- Business Cycle: Phases and Impact on Business
- Political Institutions: Legislature, Executive, and Judiciary
- Legal Environment: Business Laws and Regulations

**Unit 3: Technological Environment**

- Role of Information Technology in Business
- Emerging Technologies and Business
- Impact of Technology on Business and Society

**Unit 4: Socio-Cultural Environment**

- Social Institutions: Family, Education, and Religion
- Cultural Diversity and Business
- Social Responsibility of Business
- Environmental Issues and Sustainable Business Practices

**Unit 5: Ethics in Business**

- Introduction to Business Ethics
- Ethical Theories and Approaches
- Ethical Decision Making in Business

**Suggested Books:**

- Justin Paul, Business Environment: Text and Cases, McGraw Hill Education.
- Francis Cherunilam, Business Environment Text and Cases, Himalaya Publishing House, India.
- K.Ashwathappa, Essentials of Business Environment, Himalaya Publishing House, India.
- Joshi Rosy Kapoor Sangam, Business Environment, Kalyani Publishers, India.

Motivation-Meaning types of motivation importance, Theories of motivation Maslow's need-hierarchy theory, McGregor's theory X and theory Y, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory. Lessons from Army, NGOs and Civil Administration on Managerial Practices and Issues.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve input from those who have demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Koontz, Herold and Wehrich, Heinz. "Management", McGraw Hill, New York. 5<sup>th</sup> edition.
- ❖ Stoner, James A.F. and Freeman, R.Edward, "Management". New Delhi. 6<sup>th</sup> edition.
- ❖ Mathew, M.J "Business Management" Sheel Sons Publishers, Jaipur. 1<sup>st</sup> edition
- ❖ Robbins, Stephens, P.: Organisational Behaviour, prentice Hall of India, New Delhi
- ❖ Newstorm and Keith Davis- Organisational Behaviour- Human Behaviour at work, Tata Mc Graw Hill, New Delhi
- ❖ Luthans Fred- Organisational behavior, Tata Mc Graw Hill, New Delhi

# Syllabus of MBA-I Management of Organizations

Credit: 04

Course Code:

## Course Objective(s)

- To acquaint the students with the principles of Management
- To disseminate concept of Managerial Roles, Challenges of Management in Contemporary era.
- To create an understanding on Planning and direction
- To enlighten the students for decision making
- To Sensitize the students for Motivation and discuss Contemporary Cases.

## Course Learning Outcomes:

- ❖ To understand the basic concepts of Management
- ❖ To explicate managerial skills and functions
- ❖ To conceptualise functions of management and demonstrate effective leadership in the arena of management
- ❖ To amalgamate management principles with management practices.
- ❖ To sensitise about contemporary issues in management

### Unit-I

Management-Concepts, Functions, Significance of management, Management and Administration, Levels of management. Principles of Management: Henry Fayol and F.W Taylor, Approaches/Schools of Management Thought-Classical, Neo-Classical and Modern. Professionalisation of Management in India

### Unit-II

Managerial Roles; Types of Managers; Management Levels and Skills; Challenges of Management. Era of Dynamic Engagement; New Organisational Environment; Globalisation and Management; Diversity and Cross Cultural Management; Ethical and Environmental foundations of Management; Quality management; Enterpreneuring and Intrapreneuring.

### Unit III

Planning: Concept, Nature, Processes and Frameworks of Planning; Types of plans and planning premises; Organising, Approaches in Organisation Design and Structuring, Span of Management, Authority and Responsibility relationship, Delegation and Decentralisation; Direction as Management Function

### Unit-IV

Decision Making: Concept and Significance, Types of decisions, Processes of Decision Making; Techniques of decision-making and Forecasting. Management by Objectives (MBO), Management Control:-Concept, features, Process and Techniques.

### Unit-V

## UNIT II

Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation; Methods of Depreciation Employed by Indian Companies; Inventory Valuation: Methods and Policies of Indian Companies.

## UNIT III

Presentation and Disclosure of Accounting Information: Presentation of Financial Position; Financial Statements of Companies; Analysis of Accounting Information: Financial Statement Analysis and Interpretation of accounting information.

## UNIT IV

Cash Flow Statement: Preparation of Cash Flow Statements.

## UNIT-V

Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives, and Methods of Transfer Pricing; Recent Developments in the Field of Accounting.

### Assessment Methods:

Students would be assessed for their learnings out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Sessional Examinations for continuous evaluation
- End Term Examinations.

### Suggested Readings:

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. Accounting: Text and Cases. Tata McGraw Hill.
2. Arora, R.K.. Financial Accounting: Fundamentals, Analysis and Reporting. Wiley.
3. Hilton, R. W., & Platt, D.E. Managerial Accounting. Tata McGraw Hill.
4. Horngren, T.C., Datar, S.M., & Rajan, M.V. Horngren's Cost Accounting: A Managerial Emphasis. Pearson.
5. Horngren, T.C., Sundem, G.L., Schatzberg, J., & Burgstahler, D. Introduction to Management Accounting. Pearson.
6. Needles B.E., Powers, M., & Crosson, S.V. Principles of Financial Accounting. South-Western College/West.
7. Narayanaswamy, R. Financial Accounting: A Managerial Perspective. Prentice Hall of India.
8. Spiceland, D., Thomas, W.M., & Herrmann, D. Financial Accounting. McGraw Hill.
9. Vij, M. Management Accounting. Excel Books.

## Syllabus of MBA\_I

Course Name: MANAGEMENT ACCOUNTING

Credit: 4

Course Code: .....

### Course Objective:

- The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organization.
- The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

### Course Learning Outcomes:

- Understanding how accounting decisions affect real company practices.
- Understand the concepts of Depreciation and Inventory valuation and the methods employed by Indian Companies.
- Strengthening the foundations of the analytical approach to Managerial decision-making.
- Understanding consumer behaviour.
- Understanding the production problem and how managers make input purchase decisions.
- Understanding the various market structures and how supply is determined in each.
- Understanding the external environment, common information problems faced/created by managers.

### Teaching Learning Methodology:

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

- Classroom Lectures using power point presentations
- Industry based Case Study discussions
- Peer Learning i.e. Presentations by the students
- Role Plays by students time to time
- Quizzes and Debates on contemporary topics

### Course Contents:

#### UNIT I

Accounting Theory: Concept, Importance, and Scope of Accounting; Generally Accepted Principles of Accounting (GAAP); Indian Accounting Standards and International Financial Reporting Standards (IFRS); Harmonization of Accounting Standards; Preparation of Financial Statements; Corporate Balance Sheet: Terms, Contents, Format, and Analysis.

### UNIT III

Technology Leadership; Climate Leadership; Resource Leadership; Global Leadership; Leadership in crisis situation; Indian Leader Competencies; Apex Leadership Attributes;

Spiritual Foundations of Leadership, Self Actualization; Paradox Management; Vision, Strategy, Structure and Execution; Leadership Development for effective teams; Building perpetual organization

### UNIT IV

CEO Succession; Success Factors for Succession; Pioneering Leadership Model; Performance Leadership Model; Corporate Longevity Model; Intellectual Leadership Model; Leadership Accountability Model; Charismatic Leadership Model; People Leadership Model; Leadership Emotions; Leadership Sensibilities.

### UNIT V

Leadership styles of various Indian and Global leaders will be discussed. Leadership for India Inc: Practical Concepts and Constructs. Leadership Lessons from Army, Civil Administration, Government and corporate.

#### **Assessment Methods:**

Students would be assessed for their learning out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Mid Term Examinations and continuous evaluation
- End Term Examinations

#### **Reference Books**

- Leadership And Team Building by Uday Kumar Haldar Oxford University Press
- Leadership: Theory and Practice by Peter G. Northouse Sage Publication
- HBRs 10 Must Reads on Leadership, Harvard Business Review Press
- Leadership Shastra: Lessons From Indian History by Pradeep Chakravarthy, Penguin
- Luthans Fred, Organizational Behavior ,McGraw Hill
- Peter G. Northouse, Leadership: Theory and Practice, 6th Edition, Sage Publication
- 7 Habits of Highly Effective People by Stephen R Covey, Simon & Schuster
- Team Building for diverse work groups , Myers, Salma,G , Wheeler Publishing

# Syllabus of MBA-I LEADERSHIP IN ORGANIZATIONS

Credits: 4

**Course Code:**

**Course Objective:**

- Understand the concept of Leadership for building effective teams.
- Enable the students to build better relationships and understand positive approaches to leadership.
- Learn the power of asking questions to become a more inclusive and self-confident leader, and how to effectively coach others toward sustained, desired change, learning or increased motivation in life and work.

**Learning Outcomes:**

- Understand the basics of leadership and its relation to personal effectiveness.
- Understand the role of leadership in analyzing and interpreting behavior of others
- Act in a mature manner by understanding of behaviors, feelings, appearance..

**Pedagogy:**

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

- Classroom Lectures / Presentations
- Case Studies
- Peer Learning i.e. Presentations by the students
- Role Plays
- Quiz and Debates on related topics

**Course Content:**

## UNIT I

Introduction to leadership: Leadership for building effective teams, Corporate Leadership: Compare and Contrast Management & Leadership, Leadership and Leader Behavior, Leadership ethics, Traits, Motives and Characteristics of Leaders.

## UNIT II

Leadership Approaches and Models, Leadership Theories, Trait, McGregor Theory, X and Y theory, SLT Theory, Value Based Leadership, Path Goal Theory, Leadership member Exchange theory, Transformation Leadership Theory, Transactional Leadership Theory: Psychodynamic approach to leadership, Emotional Intelligence and leadership, Authentic leadership, Emotional Intelligence and Its Link to Leadership

## UNIT V

Macro-Economic Environment - Economic Transition in India. Balance of Payments. Fiscal deficit and deficit correction. Public-Private Participation (PPP) - Foreign Direct Investment (FDIs). Role of major financial institutions & markets in India. Role of IMF, World Bank.

### Reference Books and Suggested reading

- ❖ Buamol William .J & Alan.S.Blinder, Microeconomics Principles & Policy, Thomson South Western ,2007
- ❖ Mankiw.N.Gregory, Principles Of Microeconomics ,Cengage Learning ,South Western, 2006
- ❖ Pindyck Robert.S, Rubinfeld & Mehta, Microeconomics ,Pearson 2006
- ❖ Mankiw.N.Gregory, Economics Principles and Applications ,Cengage Learning 2007
- ❖ Samuelson .Pual A. & William B.Nordhaus, Economics ,Tata Mac Graw Hill ,2005
- ❖ Boyes William And Micheal Melvin ,Text Book Of Economics ,Biztantra ,2005
- ❖ Samuelson William F.& Stephan ,G.Marks ,Managerial Economics ,Wiley 2008

Course No.  
Credit: 4

**About this course:**

The objective of this course is to acquaint the participants with concepts of micro and macro-economic theories. Further, this course provides an overview of the economic tools and analytic methodologies and application of this knowledge in business decision making. Emphasis is given to provide theoretical understanding of Indian economy and changing business dynamics and nature of business firms in the context of globalization.

**LEARNING OUTCOMES:**

- Understanding of core theoretical economic concepts and their application in business decision making.
- To develop understanding and awareness about dynamics of local and global economic environment
- To develop analytical skills for better situational judgment relevant for better business solutions in various functional areas.
- Learn to evaluate key economic indicators and understand the implications of fiscal and monetary policies on business and the economy.
- Develop an awareness of the macro-economic environment, including national economic transitions, policies, and the roles of major financial institutions

**COURSE CONTENT:**

**UNIT I**

Managerial Economics: Meaning nature and scope of managerial economics. Role of Micro and Macro-Economic Analysis in formulation of Business Policies.

**UNIT II**

Demand Analysis, Law of Demand, Determinants of demand and demand functions. Demand elasticity. Measurement of price elasticity of demand –percentage method, total expenditure method, point elasticity method etc. and Law of Supply.

**UNIT III**

Utility and indifference curve approaches meaning, Law of Diminishing marginal utility, Rate of substitution, Properties of indifference curve. Markets: meaning characteristics, types of markets perfect and Imperfect. Price line consumer's equilibrium conditions of consumer's equilibrium income substitution and price effect. Production function, Short run and long run, cost and output analysis; General Theory of price determination, role of time elements in price determination.

**UNIT IV**

National Income, GDP & Other Measures of National Income. Price Indices- CPI/PPI. Aggregate Demand and Supply. Accelerator and Multiplier effects. Inflation: Concept, Theories and Application. Fiscal and Monetary Policies -Conceptual, Business Fluctuations and Trade Cycles Theories and Its Relevance in Business Decisions

### UNIT III

Business Writing Conventions - Content, Style, Accuracy & Brevity; Written Presentation Formats - Memos, Letters, Proposals, Reports, Informal Updates, Texts and Messaging, Social Media; Visual Enhancement to Communication; Meeting Management; Employment Communication – Resume & Interviews

### UNIT IV

Ethical Communication: Establishing Trust and Upholding Values; Inclusive Communication; Communicating about Business – Brochures, Press Release; Cross Cultural Communication; Communication technology and Digital Media.

#### Assessment Methods:

Students would be assessed for their learning out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Mid Term Examinations and continuous evaluation
- End Term Examinations

#### Reference Books

- ❖ Business Communication Today, 15e by Courtland L. Bovee/John V. Hill/Roshan Lal Raina, Pearson
- ❖ Business Communication Essentials -Fundamental Skills for the Mobile-digital-social Workplace by Courtland L. Bovee, John V. Thill, Pearson
- ❖ BCOM By Carol M. Lehman, Debbie D DuFrene, Joy Cameron-Dow, Mary Barrett, Wayne Murphy, Cengage Learning
- ❖ Business Communication: Connecting At Work 2E by Hory Sankar Mukerjee, Oxford
- ❖ Business Communication, by P.D. Chaturvedi and Chaturvedi Mukesh, Pearson Education
- ❖ Business Communication: Essential Strategies for 21st Century Managers, By Shalini Verma, Vikas Publishing House
- ❖ Corporate Communication Principles and Practice By Jaishri Jethwaney, Sage Publication

Course Code:

**Course Objective:**

- To provide the students with the knowledge and skills to transcend effectively throughout their professional lives leveraging on his / her oral, written and non-verbal communication skills.
- Aims at raising awareness about dynamics of communication at workplace enabling the students to reflect on their individual communication styles.

**Learning Outcomes:**

**A. Disciplinary Knowledge, Understanding & Acquisition of Basic Skills**

- Understand the concept of business communication and its importance in professional development.
- To analyze communication content for argument, including identification of major elements of the communication process.
- To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.

**B. Professional Skills**

- To draft effective business correspondence with brevity and clarity.
- To demonstrate his verbal and non-verbal communication ability through presentations.
- Develop interpersonal communications skills that are required for social and business interaction.
- To develop professional resume and understand how to face job interviews effectively.

**Pedagogy:**

- Classroom Lectures / Presentations
- Role Plays
- Management Games
- Mock Interviews

**Course Content:**

**UNIT I**

Introduction and Relevance of Communication in Professional Lives; Communication Process / Cycle; Forms of Communication; Non-Verbal Communication; Demystifying Business Culture - Communication in Organization Context; Barriers to Communication; Principles / Gateways to Effective Communication; Positive Communication Habits (Non Verbal & Social Media)

**UNIT II**

Personal vs Professional Self; Personal Branding; Constructing Professional Image and Reputation; Active Listening, Feedback and Accountability; Interpersonal Presentation - Explaining, Selling, Defending, Negotiating and Inspiring; Conflict Resolution

Unit- III

Advanced SEM Techniques

Application of Moderation, Mediation, and Multiple group analysis using Smart-PLS.

Reference Books and Suggested Readings:

- Chua, Y. P. (2022) A Step By Step Guide PLS-SEM Data Analysis Using SmartPLS 4 (Partial least squares structural equation modeling) ISBN 979-8790562594
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), 3rd ed. Thousand Oaks, CA: Sage.
- Kothari, C.K. (2024) Research Methodology Methods and Techniques New Age International (P) Limited, Publishers.
- Gupta, S. P. (2017). Statistical Methods SULTAN CHAND & SONS ISBN -978-9351610281

# CASE STUDY IMPLEMENTATION THROUGH AMOS/PLS Sem I

Credit: 4

Course Code: .....

## Course Objective:

- To demonstrate a comprehensive understanding of the principles and applications of Structural Equation Modeling (SEM) in business contexts.
- To enable students to proficiently utilize Structural Equation Modeling (SEM) with SmartPLS, enhancing their analytical skills for strategic decision-making.
- Participants will learn to apply SEM principles to business research, equipping them to critically assess and optimize organizational processes.
- By the end of the course, students will be adept at leveraging SEM to make data-driven decisions in complex business environments.

## Course Learning Outcomes:

- Develop proficiency in using SmartPLS software, mastering its features for effective implementation of SEM.
- Apply advanced data screening and cleaning techniques, ensuring datasets are suitable for SEM analysis.
- Differentiate between reflective and formative measurement models, ensuring the reliability and validity of constructs.
- Apply appropriate model estimation methods, employing bootstrapping for robust significance testing.
- Specify, estimate, and evaluate path models in SmartPLS, demonstrating the ability to test and refine hypotheses.
- Apply moderation, mediation, and multiple group analyses, showcasing proficiency in addressing complex research questions.

## Unit-I

### Introduction to SEM and SmartPLS

Overview of SEM, its role in business research, and Introduction to Smart-PLS.

## Unit- II

### Building Measurement Models

Understanding reflective and formative constructs, assessing reliability, and validating measurement models.

Predictive Analytics Techniques: Trendlines and regression analysis, Forecasting techniques, Introduction to data mining, Spreadsheet modeling and analysis, Monte Carlo simulation and risk analysis. Advanced R Programming: Functions, Strings, Factors, Flow controls

#### Unit 4: Optimization and Decision Analysis

Optimization Techniques: Linear optimization and its applications, Integer optimization, Decision analysis.

#### Unit 5: Business Analytics Applications

Application of Analytics in Finance, Marketing, Human Resource Management, Supply Chain, Healthcare, social media etc. Applying business analytics techniques using R to real-world scenarios.

#### **Suggested Readings:**

- James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
- Essentials of Business Analytics, Cengage Learning, Second Edition. Prasad, R. N., Acharya, S. (2011), Fundamentals of Business Analytics, Wiley.
- Schniederjans, M.J., Schniederjans, D.G., Starkey, C.M. (2014), Business Analytics: Principles, Concepts and Applications, Pearson.
- Hardoon, D.R., and Shmueli, G. (2016), Getting Started with Business Analytics, CRC Press, Taylor & Francis.
- Rao, P.H. (2014), Business Analytics: An Application Focus, Prentice Hall India.
- Gardener, M.(2017). Beginning R: The statistical programming language, WILEY.

## Syllabus of Master of Business Administration for the academic year 2024-2025 – Sem I

Course No.

Course Title: **Business Analytics using R**

Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs

Credit: 04

Maximum Marks: 100

### Objectives

The objective of the course is to provide know-how to evaluate various alternatives by gaining insight from past performance in the essence of business analytics. Business analytics focuses on how business performance can be improved by changing the course of actions and using various tools to perform informed decision making.

### Learning outcomes

1. Understand the need for effective business analytics within an organization
2. Use R for basic operations and data examination
3. Analyze complex problems using advanced analytics tools.
4. Learn descriptive, predictive and prescriptive business analytics.
5. Interpret data for better decision-making

### Unit 1: Introduction to Business Analytics and R

Introduction to business analytics: Importance and applications, Decision-making models, problem-solving with analytics, and big data, Stages of analytics: descriptive, predictive, and prescriptive. Introduction to R: Concept and installation of R, Basic operations in R, Data types and classes in R, examining variables, and the R workspace.

### Unit 2: Descriptive Analytics and Data Handling in R

Descriptive Statistical Measures: Measures of location, dispersion, shape, and association; Overview of visualizing and exploring data: tables, charts, advanced data visualization, and data dashboards. Data Structures in R: Vectors, Matrices, Lists and Data frames.

### Unit 3: Predictive Analytics and Advanced R Programming