

MBA
Semester –I

CURRICULUM AND SYLLABUS

2025 Scheme



**CHRIST COLLEGE OF ENGINEERING
(AUTONOMOUS)**
Irinjalakuda, Thrissur - 680125

MBA CURRICULUM

Sl. No.	Course Name	Course Code	Category	L	T	P	Credit
1	Introduction to Business	25MBA1101	CORE THEORY	3	0	0	3
2	Quantitative Techniques for Manager	25MBA1103	CORE THEORY	4	0	0	4
3	Organizational Behavior	25MBA1105	CORE THEORY	3	0	0	3
4	Business Economics	25MBA1107	CORE THEORY	4	0	0	4
5	Information Systems for Managers	25MBA1109	CORE THEORY	3	0	0	3
6	Accounting for Managers	25MBA1111	CORE THEORY	4	0	0	4
7	Ethics, Governance and Corporate Responsibility	25MBA1113	CORE THEORY	3	0	0	3
8	Legal Systems for Business	25MBA1115	CORE THEORY	3	0	0	3
9	Employability Enhancement Programme	25MBANC01	CORE THEORY	0	0	2	0

AUTONOMOUS

25MBA1101	INTRODUCTION TO BUSINESS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: The course on Introduction to Business provides a holistic view of organizations and their related information systems. It enables students to cope with globalization, virtualization, and volatile competitive environment in which firms are seeking to reconstruct their organizational structures and establish new management architectures to transform from single autonomous entities into more open enterprises

Prerequisite: NIL

Course Outcomes: After completion of the course the student will be able to

CO 1	Evaluate the importance of Planning and Organizing in an Enterprise
CO 2	Analyze the role of Staffing, formation of teams and performance
CO 3	Appraise the effectiveness of communication
CO 4	Inculcate the foundation of sound decision making
CO 5	Evaluate the means of control in an enterprise

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	2	2	1	3	1
CO 4	2	1	1	3	2
CO 5	2	3	2	3	3

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern	
Class Participation & Attendance	4 Marks
Continuous Assessment Test (2 numbers)	16 Marks
Assignment/Quiz/Course project	10 Marks
Seminar and Discussion	10 Marks

Syllabus

Module 1	Introduction to Business & Management: Concept of Enterprise, Nature and Purpose of Business, Business Structure, Business & the Environment Concept of Management, Evolution of Management Thought, Functions of Management, Levels of Management, Management Skills. Planning: Objectives of Planning, Planning Process, Types of Plans, Three Levels of Strategy, Strategic Planning Process. Organizing: Purpose of Organizing, Organization Structure - Formal and Informal Groups, Line and Staff Authority, Departmentation - Span of Control, Centralization and Decentralization
Module 2	Staffing: Human Resource Planning, Recruitment, Selection, Orientation, Training & Development, Performance Management, Compensation, Employee Welfare. Teams: Formation of teams, Measuring Team Performance, Outperforming other teams
Module 3	Communication, Significance of Communication, Communication Process, Communication Flows, Barriers to Communication Oral Communication: Meaning, Principles of successful Oral Communication, Reflection and Empathy: two sides of effective oral communication, Modes of Oral Communication, Listening as a Communication Skill. Written Communication: Purpose of writing, Principles of effective writing, The 3X3 writing process for Business Communication: Pre writing, Writing, Revising, Electronic writing process, Business Letters, Reports and proposals. Meetings: Planning Meetings, Objectives, Participants, Timing, Venue of Meetings, Meeting Documentation: Notice, Agenda, and Resolution & Minutes. Leadership Communication: Elements of Effective Leadership Communication
Module 4	Basics of Decision Making: Critical thinking and Creativity, Managerial Creativity, Techniques to enhance Creativity, Barriers to creativity, Decision making process, Types of decision-making, Decision-making tools and techniques, Individual and Group decision making and Conflict and Negotiation
Module 5	Controlling: Importance of Controlling, Levels of Control, Types of Control – Budgetary & Non Budgetary Major Control Systems - Financial Control, Budgetary Control, Quality Control, Inventory Control, Management Information Systems. Strategic Management: Purpose of Strategic Management, Strategic Analysis, Strategic Choice, Strategy Implementation

Textbook

1. Robbins, S. P. , Mary Coulter, Agna Fernandez, Management, Pearson Prentice Hall (2019).
 Chaturvedi, P. D., & Chaturvedi, M., The art and science of business communication: skills, concepts, and applications. Pearson India Education Services(2017).

References and Suggested Readings

1. Hill, C. W., & McShane, S. L., Principles of management, McGraw-Hill/Irwin(2017).
2. Koontz, H., & Weihrich, H., Essentials of management: an international, innovation, and leadership perspective. McGraw-Hill Education(2015).
3. Tripathi, P. C., & Reddy, P. N., Principles of Management, Tata McGraw Hill, New Delhi (2017)

End Semester Examination Marks (ESE)

In Part A, all questions need to be answered and in Part B, each student can choose any three out of two questions.

Part A	Part B	Part C	Total
<ul style="list-style-type: none"> • Total of 5 questions, each carrying 2 marks $(5 \times 2 = 10 \text{ Marks})$ 	<ul style="list-style-type: none"> • Each question carries 10 marks. • Answer any 3 of the 5. $(3 \times 10 = 30 \text{ Marks})$ 	1 Question of 20 marks $(1 \times 20 = 20 \text{ Marks})$	60

25MBA1103	QUANTITATIVE TECHNIQUES FOR MANAGERS	CATEGORY	L	T	P	CREDIT
			CORE THEORY	4	0	0

Preamble: This subject aims to familiarize the students with modern business & and apply statistical techniques for achieving sound management decisions. On completion of this course, students would acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations. Course also helps in identifying and establishing relationships between real life variables using tools like correlation, regression, time series analysis, probability distributions and fundamentals of hypothesis testing

Prerequisite: NIL

Course Outcomes: After completion of the course the student will be able to

CO 1	Examine the basics of descriptive statistics for managers
CO 2	Identify the practical applications of probability theory
CO 3	Solving business problems with the help of fundamental statistical and theoretical backgrounds
CO 4	Formulate various testing methods using statistical backgrounds in business problems for managerial decision making
CO 5	Determine the suitability of using correlation and regression analysis in solving business problems

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	3	1	2	1
CO 3	3	3	1	3	1
CO 4	3	3	2	2	1
CO 5	3	3	2	2	1

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern

Class Participation & Attendance	4 Marks
Continuous Assessment Test (2 numbers)	16 Marks
Assignment/Quiz/Course project	10 Marks
Seminar and Discussion	10 Marks

Syllabus

Module 1	Introduction to Statistics: Meaning and Definition, functions, scope and limitations. Descriptive Statistics: Collection and presentation of data: Methods of data collection, Data presentation using tables & charts, Frequency distribution. Measures of central tendency - Mean, Median, Mode. Measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation. Absolute & relative measures, Measures of Variation: Range, Inter-quartile range, Mean Deviation, Standard deviation and variance
Module 2	Probability: Concept of probability and its uses in business decision-making; Random Variables: : Random experiment – outcomes - sample space and events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - addition rule - conditional probability - multiplication theorem – Bayes' theorem
Module 3	Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques, Sampling Errors, Sampling Distribution of mean and proportion. Hypothesis Testing: Formulation of Hypotheses; Application of Z-test, t-test, F- test.
Module 4	Chi-Square test for several proportions, association of attributes – goodness of fit test One way & two way ANOVA for testing the difference of means of more than two samples. Time Series Analysis: Components of Time Series, Techniques of measuring seasonal variations – Simple Average Method, Moving Averages Method. Least Square Method of Trend Analysis, Applications of Time Series in Business Forecasting.
Module 5	Correlation Analysis: Types of Correlation, Methods of Studying Correlation: Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient – Concurrent deviation method. Regression analysis: Regression lines, Regression equations, Coefficient of Determination & Estimation (Theory Only). Multiple Regression (Theory Only)

TextBook

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, New Delhi 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012

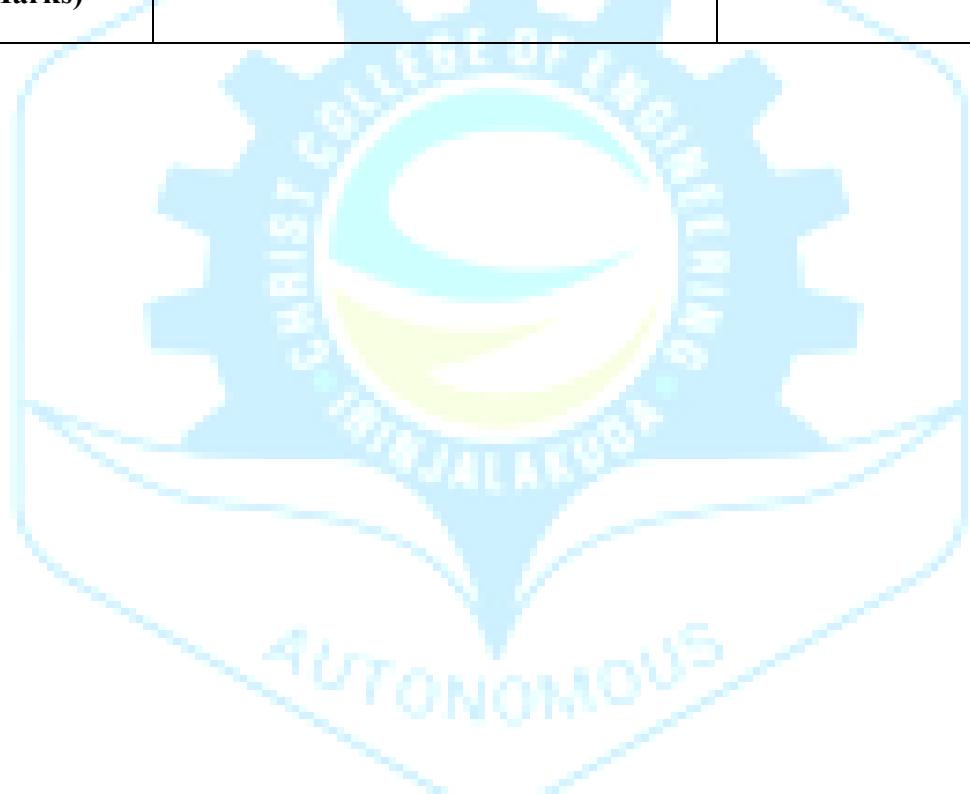
References and Suggested Readings

1. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for Business and Economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
3. J.K. Sharma, Business Statistics, Vikas Publishing House Pvt Ltd, Noida, 2019
4. C.R. Kothari, Quantitative Techniques, Vikas Publishing House Pvt. Ltd, 2013

End Semester Examination Marks (ESE)

In Part A, all questions need to be answered and in Part B, each student can choose any three out of two questions.

Part A	Part B	Part C	Total
<ul style="list-style-type: none"> Total of 5 questions, each carrying 2 marks $(5 \times 2 = 10 \text{ Marks})$ 	<ul style="list-style-type: none"> Each question carries 10 marks. Answer any 3 of the 5. $(3 \times 10 = 30 \text{ Marks})$ 	1 Question of 20 marks $(1 \times 20 = 20 \text{ Marks})$	60



25MBA1105	ORGANIZATIONAL BEHAVIOUR	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: The objective of the course is to impart expert knowledge about basic theories, models and principles of Organizational Behavior and to equip students to apply the same in industry. On completion of the course, the students are expected to improve their team building, decision making and leadership skills for making meaningful contributions to industry, government and society.

Prerequisite: NIL

Course Outcomes: After completion of the course the student will be able to

CO 1	Understand nature, evolution and approaches to organizational behavior
CO 2	Analyze individual differences and to change others behavior through the process of perception, personality, learning and motivation
CO 3	Develop team building and leadership skills
CO 4	Apply conflict management techniques for improved problem solving and better interpersonal relations
CO 5	Enhance individual and organizational productivity through managing stress, culture and change

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	2	2	2
CO 2	3	3	3	2	3
CO 3	3	3	3	2	3
CO 4	3	3	2	2	3
CO 5	3	2	2	2	2

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern	
Class Participation & Attendance	4 Marks
Continuous Assessment Test (2 numbers)	16 Marks
Assignment/Quiz/Course project	10 Marks
Seminar and Discussion	10 Marks

Syllabus

Module 1	Organizational behavior- nature, assumptions, history; Disciplines contributing to OB - Psychology, Sociology, Anthropology, Social Psychology, Economics & Political Science; Approaches to the study of OB - Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach; Challenges and Opportunities of OB - Limitations of Organizational Behavior
Module 2	Individual differences and work behavior - Why individual differences are important; Personality - Sources of personality differences, Personality structure, Personality and Behavior; The nature of Employee Attitudes, Effects of Employee Attitudes, Job satisfaction, Organizational citizenship behavior, Changing Employee Attitudes. Perceptions, Attributions and Emotions - The perceptual process, Perceptual grouping, Impression management, Emotional Intelligence Learning- operant conditioning, classical conditioning, social learning theory, Principles of Learning - Motivation - Concept of Motivation, Content approaches, Process approaches, Motivation and psychological contract
Module 3	Group-importance – group development- group structure - teams -Formal Organization and Informal Groups and their interaction; Developing high performance teams - turning individuals into team players developing interpersonal awareness - Johari Window- Transactional Analysis - leadership – theories
Module 4	Power-concept, bases of power; Organizational politics, consequences of political behavior - Conflict Management: Different views of conflict - conflict process - levels of conflict – Constructive and Destructive conflict - Conflict process - strategies for encouraging constructive conflict - Conflict resolution strategies
Module 5	Organizational Culture – Creating and sustaining culture – Impacts of globalization on organizational culture; Approaches to Managing organizational change –Creating a culture for change; Frustration, ,Work stress and its management - Stress model, Burnout Work stressors, Stress outcomes, Stress moderators, Stress prevention and management

Text Book

1. Stephan P. Robbins, Timothy A. Judge and Neharika Vohra, Organisational Behaviour, Pearson , 18th edition, 2018.

References and Suggested Readings

- 1.Udai Pareek, Understanding Organizational Behaviour, Oxford Higher Education
- 2.McShane, Steven Lattimore, Mara Olekalns and Tony Travaglioni. Organizational Behavior: Emerging Knowledge, Global Insights. McGraw Hill, 4th edition 2012.
- 3.John Ivancevich, Robert Konopaske, Michael Matteson, Organizational Behavior & Management, McGraw – Hill, 10th Edition, 2013
4. 2. Jerald Greenberg, Behaviour in organizations, Tenth Edition, PHI

End Semester Examination Marks (ESE)

In Part A, all questions need to be answered and in Part B, each student can choose any three out of two questions.

Part A	Part B	Part C	Total
<ul style="list-style-type: none"> • Total of 5 questions, each carrying 2 marks (5 x 2 = 10 Marks) 	<ul style="list-style-type: none"> • Each question carries 10 marks. • Answer any 3 of the 5. (3 x 10 = 30 Marks) 	1 Question of 20 marks (1 x 20 = 20 Marks)	60



25MBA1107	BUSINESS ECONOMICS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

Preamble: The course on Business Economics helps the students to comprehend the Concepts of Economics to aid managerial decision making. The course equips students to apply Laws of Supply and Demand in various Market Conditions, delineate the Features of Production and Cost Curve in the Short Term and Long-Term Perspective, appraise Market Structure, analyze the Impact of Monetary and Fiscal Policies on Business Decision Making and decipher Pricing strategies in Small and Large Organizations.

Prerequisite: NIL

Course Outcomes: After completion of the course the student will be able to

CO 1	Evaluate the importance of Economics in Business Decisions.
CO 2	Analyze the Demand and Demand Elasticity in varying market conditions.
CO 3	Appraise the Production and Cost Curve in the Short Run and Long Run.
CO 4	Explain Price and Output determination in different Market Structures
CO 5	Evaluate the impact of Monetary Policy Measures and Fiscal Policy Measures and Pricing Strategies of Small and Large Business Firms.

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern	
Class Participation & Attendance	4 Marks
Continuous Assessment Test (2 numbers)	16 Marks
Assignment/Quiz/Course project	10 Marks
Seminar and Discussion	10 Marks

Syllabus

Module 1	INTRODUCTION TO ECONOMICS– Concept of Economics and Business Economics, Microeconomics and Macro Economics, Fundamental concepts in economics that aid decision making: Incremental Principle, Concept of Cost, Discounting Principle, Time Concept, Concept of Inflation –Types and impact of inflation. Equi-Marginal Principle (12 Hours)
Module 2	DEMAND ANALYSIS AND FORECASTING – EQUILIBRIUM OF CONSUMER -Demand Analysis – Types of Demand – Law of Demand & its Exceptions - Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Advertisement Elasticity - Applications of the concept of Elasticity -- Demand Forecasting – An overview of Forecasting Techniques – Statistical & Non-Statistical Methods- Analysis of Consumer Equilibrium under Cardinal Utility Analysis –Law of equi-marginal utility – Consumer behavior under Ordinal Utility analysis -Indifference Curve Analysis(12 Hours)
Module 3	SUPPLY & PRODUCTION- Law of Supply and Factors Influencing Supply - Theory of Production – Production function, Production function with one variable input – Law of Variable Proportions – Returns to Scale, Production function with two variable inputs – Isoquants – Isoclines, Collusive oligopoly (Cartels, Price leadership)-Producers' Equilibrium, Economies of Scale – Types – Economies of Scope ,-Theory of Costs – Classification of Costs – Determinants of Cost - Short Run & Long Run Cost Curves – Graphical Presentation - Revenue Curves (12 Hours)
Module 4	MARKET STRUCTURE - Classification of Markets – Markets based on Competition - Theory of Firm – Profit Maximization Rules - Price & Output Determination under Perfect Competition -Price & Output Determination under Monopoly - Price & Output Determination under Monopolistic Competition - Price & Output Determination under Oligopoly – Kinked Demand curve model only (12 Hours)
Module 5	5A: MONETARY POLICY AND FISCAL POLICY – Business Cycle-Phase of Business Cycle-Concept of Inflation-Types and impact of inflation-Monetary Policy Measures and Challenges of Monetary Policy Measures – Fiscal Policy Measures and Challenges of Fiscal Policy Measures5B: PRICING PRACTICES & STRATEGIES - Factors affecting Price Determination – Pricing Strategies – Cost Oriented Pricing and Competition Oriented Pricing - Pricing in large enterprises – Pricing in small business. ((12 Hours)

Text Book

- 1.Mote V.L., Paul Samuel, Gupta G.S. – Managerial Economics – TMH New Delhi
- 2.Keat, Yong, &Banarjee – Managerial Economics: Economic Tools for Today's Decision Makers – Pearson.
- 3.Dwivedi D.N – Managerial Economics – Vikas Publications

References and Suggested Readings

- 1.Pearson & Lewis – Managerial Economics – Prentice Hall, New Delhi
- 2.P.L. Mehta – Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons

(ISBN 81-7014-386-1)

- 3. Gregory Mankiw – Principles of Micro Economics – South Western Cengage Learning
- 4. Pindyck, Rubinfield – Micro Economics – Pearson
- 5. Gupta G.S. – Managerial Economics – TMH New Delhi
- Homas, Maurice – Managerial Economics – Tata McGraw Hill

End Semester Examination Marks (ESE)

In Part A, all questions need to be answered and in Part B, each student can choose any three out of two questions.

Part A	Part B	Part C	Total
<ul style="list-style-type: none"> • Total of 5 questions, each carrying 2 marks $(5 \times 2 = 10 \text{ Marks})$ 	<ul style="list-style-type: none"> • Each question carries 10 marks. • Answer any 3 of the 5. $(3 \times 10 = 30 \text{ Marks})$ 	1 Question of 20 marks $(1 \times 20 = 20 \text{ Marks})$	60

25MBA1109	INFORMATION SYSTEMS FOR MANAGERS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: The primary objective of this course is to familiarize the students with the concept of information systems in organizations. It provides the students with an overview of the various business applications of IT. Enterprise IT systems such as ERP, SCM, CRM etc. are explored, which gives the student an understanding of how a manager gets information in the core areas of Management with the help of Information Technology in an organization. The students will get familiar with related concepts of Management Information Systems such as IT Strategy, E-commerce, Business Process Integration with IT, Decision Support Systems, Managing IT Function and Ethical and security issues in the networked world.

Prerequisite: NIL

Course Outcomes: After completion of the course the student will be able to

CO 1	Demonstrate familiarity with the basic concepts of information systems
CO 2	Identify database models and explain the concept of informed decision-making
CO 3	Appraise the integration of business processes with IT
CO 4	Apply data and information concepts in enterprise business processes
CO 5	Analyze the information security and ethical issues in modern IT environments and methods of tackling them

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	2	2
CO 2	3	3	1	3	2
CO 3	3	2	2	3	3
CO 4	2	3	3	3	3
CO 5	3	2	3	3	3

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern	
Class Participation & Attendance	4 Marks
Continuous Assessment Test (2 numbers)	16 Marks
Assignment/Quiz/Course project	10 Marks
Seminar and Discussion	10 Marks

Syllabus

Module 1	<p>Organizations and Information systems (8 hours) Information systems in modern organizations-Types of IS- roles of IS- Managerial Challenges of IT-Components of IS- Strategic use of IT-Value chain and strategic IS- using IT for creating strategic advantage for business-trends in MIS- e-business-e-commerce models, successful e-commerce companies-impact of IT on business-case study</p>
Module 2	<p>Data and Information (8 hours) Data and information – data management and security - database concepts-basic architecture- Data Warehouses-data mining uses-information as a resource - information in organizational functions - types of information systems- management information systems - decision making with MIS - communication in organizations - types of communication - decision making with communication technology.</p>
Module 3	<p>Competing and Integrating with IT (9 hours) Competitive environment of business - IT strategy - information systems and competitive strategy - value chain -role of CIO - information system's plan - technology updates - Business processes - Business Process Integration - Business Process Re-engineering (BPR) – BPR versus continuous improvement - Motivation for Enterprise Systems - Enterprise wide systems - E- Business Applications and E-governance</p>
Module 4	<p>Enterprise Systems (12 hours) Supply Chain Management Systems - Customer Relationships Management Systems - Challenges of Enterprise Systems Implementation - Managing the implementation – ERP systems-benefits and challenges-International Information Systems - Outsourcing and off- shoring - Decision Support Systems - OLAP, Geographic Information and Data Visualization Systems, visualization techniques, dash boards, DSS software packages MIS and DSS - Decision making - types of decisions - Analytics and Business Intelligence. AI technologies in business, business applications of AI-Expert systems: components, benefits</p>
Module 5	<p>Module 5:Managing Security and ethical issues in IT (8 hours) Security and ethical challenges: IT security, ethics and society, ethical responsibility of business professionals, cybercrime: hacking and cracking, cyber theft, cyber terrorism, Unauthorized use, software piracy, theft of IP, computer virus, adware and spyware, privacy issues, health issues, societal issues-cyber security and cryptography: security management tools, cryptographic keys, encryption, firewalls-Denial of service attacks, e-mail monitoring, virus defenses, other security measures-system controls and audits: information system controls, auditing IT security- Block chain technology: how it works, features, business applications</p>

Textbook
1.Laudon and Laudon, Information Systems for Digital Economy, Pearson, 13th Edition
2.O'Brien, James and George Markas. Management Information Systems(10/e). McGraw Hill (2010).Author, "Title", Publisher, edition, Year.
3. Pearson, K. E., Saunders, C. S., & Galletta, D. F. Managing and using information systems: A strategic approach. John Wiley & Sons(2019).
References and Suggested Readings
1.Patel, S., &Patt, Y. Introduction to Computing Systems: from bits & gates to C & beyond. McGraw-Hill Professional(2019).
2.Lemahieu,W.,vandenBroucke,S.,&Baesens,B.PrinciplesofDatabaseManagement: The Practical Guide to Storing, Managing and Analyzing Big and Small Data. Cambridge University Press(2018).
3.Gray, H., Issa, T., Pye, G., &Troshani, I. Management Information Systems, 1st Australasian Edition. John Wiley & Sons(2016).
4.Beynon-Davies, P. Information Systems Development: an introduction to information systems engineering. Macmillan International (2016).
5.Ferreira, D. R. Enterprise Systems Integration. Springer-Verlag Berlin(2016)

End Semester Examination Marks (ESE)

In Part A, all questions need to be answered and in Part B, each student can choose any three out of two questions.

Part A	Part B	Part C	Total
<ul style="list-style-type: none"> Total of 5 questions, each carrying 2 marks $(5 \times 2 = 10 \text{ Marks})$ 	<ul style="list-style-type: none"> Each question carries 10 marks. Answer any 3 of the 5. <p>$(3 \times 10 = 30 \text{ Marks})$</p>	1 Question of 20 marks $(1 \times 20 = 20 \text{ Marks})$	60

25MBA1111	ACCOUNTING FOR MANAGERS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

Preamble: To familiarize the students with the accounting practices and to develop analytical and interpretative skills necessary to take decisions from a Managerial perspective.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Understand the financial transactions, accounting concepts and principles.
CO 2	Examine and prepare the financial statements of a company.
CO 3	Analysis and comparison of financial statements.
CO 4	Assess performance of a company using various techniques of Management Accounting
CO 5	Analyze performance of a company using various techniques of cost Accounting

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	2
CO 2	3	3	2	3	2
CO 3	3	3	2	3	2
CO 4	3	3	3	3	2
CO 5	3	3	3	3	2

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern	
Class Participation & Attendance	4 Marks
Continuous Assessment Test (2 numbers)	16 Marks
Assignment/Quiz/Course project	10 Marks
Seminar and Discussion	10 Marks

Syllabus

Module 1	Accounting-Types of accounting (Theory)- concepts and Conventions - GAAP- -accounting standards-IFRS. – Financial accounting process - Journal-ledger-Trial balance- trading, profit and loss account and balance sheet(Sole proprietorship).
Module 2	Company accounts-features- legal significance -Auditing- Income statement and balance sheet (preparation) -EPS-DPS- profit prior to incorporation – depreciation –Fictitious assets.
Module 3	Management Accounting: Need and Importance - Types of Financial Analysis- Techniques of financial Analysis - Inter and Intra firm – Analysis and Interpretation of Common Size Statement, Comparative Statements and Trend Analysis (Problems) Ratio Analysis: - Significance-,Types and Classification - Analysis and Interpretation of Profitability, Liquidity, Solvency, Leverage, Turnover and Stock Market Ratios (Problems)
Module 4	Funds Flow Statement: Fund and flow of fund– Concept of Gross and Net Working Capital – Flow of Funds – Schedule of changes in Working Capital-funds from operation- Preparation of fund flow statement – analysis and interpretation. Cash Flow Statement: - cash and non-cash transactions - flow of cash – Cash from operation, Preparation of Cash Flow Statement and its analysis and interpretation.
Module 5	Cost Accounting:- Cost –Classification and Elements of Cost, costing-Objective –methods and Technique Costing, cost – Preparation of Cost Sheet. Standard costing-variance analysis.- material, labour and overhead . Marginal Costing- Marginal Cost, Marginal Costing, Managerial Applications of Marginal Costing, CVP Analysis, Contribution, P/V Ratio, Break Even Analysis, Margin of Safety.

Text Book

1. Dearden J. and Bhattacharya S. K. Accounting for Management – Text and cases 3rd edition, Vikas Publishing House, New Delhi(2015)
2. Charles T. Horngren, Gary L. Sundem, William O. Stratton, Dave Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, 14/e, Pearson Prentice Hall, 2008
3. Gupta R. L. and Radhaswamy M., Advanced Accounting, Sultan Chand Publishers, New Delhi
- Maheshwari S. N., Accounting for Management, 3/e, Vikas Publishing House, New Delhi, 2012

References and Suggested Readings

- 1.Jain S. P. and Narang K. L., Advanced Cost Accounting, Kalyani Publishers, New Delhi
- 2.Shashi K. Gupta and R. K. Sharma, Management Accounting, Kalyani Publishers, New Delhi
- 3.R Narayanaswamy, Financial Accounting: A Managerial Perspective (2014), PHI Learnings (P) Ltd.
- 4.Robert N. Anthony, David Hawkins, Kenneth Merchant, Robert Anthony, Accounting: Texts and Cases (11th Edition) Mc Graw Hill Education, (P) Ltd.
- 5.Anthony R. N. and Reece J. S.: Accounting Principles
- 6.Heitger L. E. & Matulich Serge: Financial Accounting
- 7.Gupta R. L. Advanced Accounting
- 8.Jain S. P. & Narang K. L. Advanced Accountancy

End Semester Examination Marks (ESE)

In Part A, all questions need to be answered and in Part B, each student can choose any three out of two questions.

Part A	Part B	Part C	Total
<ul style="list-style-type: none"> • Total of 5 questions, each carrying 2 marks $(5 \times 2 = 10 \text{ Marks})$ 	<ul style="list-style-type: none"> • Each question carries 10 marks. • Answer any 3 of the 5. $(3 \times 10 = 30 \text{ Marks})$ 	1 Question of 20 marks $(1 \times 20 = 20 \text{ Marks})$	60

25MBA1113	ETHICS, GOVERNANCE AND CORPORATE RESPONSIBILITY	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: : Sensitize the student on the various ethical aspects concerning the functioning of business enterprises. The course aims to equip the students to be honest and be responsible to society. The knowledge of the subject will improve ethical reasoning by correlating moral concepts to business practices. The course aims to create awareness among students on the importance of Corporate Governance and social responsibility.

Prerequisite: NIL

Course Outcomes: After completion of the course the student will be able to

CO 1	Examine the importance of ethics in business
CO 2	Apply ethical decision making in business management
CO 3	Analyze the importance of corporate governance
CO 4	Assess the developments in Corporate governance
CO 5	Create the sense of corporate social responsibility within oneself

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern	
Class Participation & Attendance	4 Marks
Continuous Assessment Test (2 numbers)	16 Marks
Assignment/Quiz/Course project	10 Marks
Seminar and Discussion	10 Marks

Syllabus

Module 1	Introduction to Ethics: Meaning & Nature of Business Ethics, Characteristics; Causes of unethical behaviour; Theories of Ethics; Indian Ethos and Values system- Indian Work Ethics; Law and Ethics Ethics Programme – code of ethics – ethics training – ethics committee – ethics officer, Ethics Audit, Transparency International - Whistle Blowing – classification – legal support to Whistle-Blower – Tips to successful Whistle Blowing
Module 2	Ethics in functional areas of business: Financial Management (Window dressing, misleading financial analysis, insider trading, churning) –Human Resource Management – (Discrimination- age, gender, race) sexual harassment, ethics at work place, issues affecting privacy of employees, fairness of employment contracts, occupational safety–Marketing Management – Pricing issues like Price discrimination, Price fixing, Price skimming, Ethics in advertising (surrogate, deceptive advertising), Distribution issues like tying arrangement, black market Production Management – Process issues like effluents, optimization of resources like power & water, Product issues like additive & intrinsically hazardous products, genetically modified products, flawed products– Ethics in Information Technology – Ethics in customer and vendor relationship
Module 3	Corporate Governance: - Definition - need for corporate governance –elements of good corporate governance - evidence of corporate governance from Arthashastra -corporate governance theories -Agency Theory - Shareholder Theory – Stake Holder Theory -Stewardship Theory; Codes and guidelines for corporate governance
Module 4	Developments in corporate governance – in UK, US and India – board effectiveness - issues and challenges - role and types of directors - corporate board committees – corporate disclosure - emerging trends in corporate governance – corporate board duties - responsibilities and liabilities. Legal framework for corporate governance Companies Act
Module 5	Corporate Social Responsibility: Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation

Text Book
1.Boatright, John, R, and Smith,Jefferey,D, Ethics and Conduct of Business, Pearson Publications, New Jersey 2016
References and Suggested Readings
1.Balachandran, V, and Chandrasekharan, V, Corporate Governance, Ethics and Social Responsibility, PHI Learning Pvt Ltd, New Delhi (2011)
2.Crane, Andrew, Matten, Dirk, Glozer, Sarah and Spenc, Laura, Business Ethics, Oxford University Press, Oxford (2019)
3.Gupta, Ananda, D, Business Ethics: Texts and Cases from Indian Perspective, Springer India, New Delhi ,(2013)
4.Rezaee, Zabihollah, Business Sustainability, Corporate Governance, and Organizational Ethics, John Wiley & Sons, New Jersey(2019)
5.Shaw ,William, H, Business Ethics:Text Book with Cases, Cengage Learning, Boston (2014) Spinello, Richard,A, Business Ethics: Contemporary Issues and Cases,Sage Publications, California (2019)

End Semester Examination Marks (ESE)

In Part A, all questions need to be answered and in Part B, each student can choose any three out of two questions.

Part A	Part B	Part C	Total
<ul style="list-style-type: none"> Total of 5 questions, each carrying 2 marks $(5 \times 2 = 10 \text{ Marks})$ 	<ul style="list-style-type: none"> Each question carries 10 marks. Answer any 3 of the 5. $(3 \times 10 = 30 \text{ Marks})$ 	1 Question of 20 marks $(1 \times 20 = 20 \text{ Marks})$	60

25MBA1115	LEGAL SYSTEMS FOR BUSINESS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: The course provides the student with basic information about the Indian legal system and dispute resolution, and their impact on business. The understanding of legal system is a prerequisite for better decision making. The course gives exposure to students in the areas of legal principles of business contract, aspects in the formation, running and winding up of business, the scope and the issues associated with partnerships, negotiable instruments and cyber law, application of sale of goods act and consumer protection act and different labor regulations in India.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Examine fundamental legal principles of business contracts
CO 2	Analyze the legal aspects in the formation, running and winding up of business
CO 3	Analyze the scope and the issues associated with partnerships, negotiable instruments and cyber law
CO 4	Evaluate and analyze the scope and application of sale of goods act and consumer protection act.
CO 5	Equip the students with insights on different labor regulations in India

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	3
CO 2	3	3	3	3	3
CO 3	3	3	2	3	3
CO 4	3	3	3	3	3
CO 5	3	2	3	3	3

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern	
Class Participation Attendance	4 Marks
Continuous Assessment Test (2 numbers)	16 Marks
Assignment/Quiz/Course project	10 Marks
Seminar and Discussion	10 Marks

Syllabus

Module 1	Sources of Law - Classification of Law, Natural Justice, History of Indian Judicial system, Indian Contract Act 1872: Definition (Sec 2); Essential elements of a contract - Offer, acceptance, Competency to enter in contracts (Sec 11 &12); Consent- free consent, coercion, undue influence, fraud, misrepresentation, mistake (Sec 13-23); Legality of object & consideration; Types of contracts; Performance of contracts; Void agreement (Sec 24-30); Quasi contracts, Discharge of contracts; Consequences of breach of contract (Sec 73-75) Bailment(S.148 - S.171 & S.180. Salient features of E- contract, Formation of E-contract and Types.
Module 2	The Companies Act 2013 - Characteristics of a company ;Kinds of companies; Types of Companies, Formation-S.3, Promoter, Remuneration, Rights & Liabilities of a Promoter, Memorandum of Association (S.4, S.10, S.13), Form, Purpose, Clauses, Alteration. Articles of Association (S.5, S.10, S.14,) Provisions for Membership, Share & Share capital - Distinction between Memorandum & Articles, Incorporation (S.7, S.9, S.12),Prospectus - Public Offer S.25 - S.27, S.30 - S.40;& S.181) Pledge (S.173 - S.179)
Module 3	- Indemnity & Guarantee(S.124, 125 128 - 147) Distinguish Indemnity & Guarantee Laws of Agency Private Offer S.42- Meetings & proceedings; S.173 - S.195 Directors S. 149 - 152,164, 165. Boards powers and restrictions; S. 179, 180. Lifting of Corporate Veil. Doctrine of Ultra Vires, Winding up of companies – Modes S.270, 271, 304,
Module 4	The Indian Partnership Act, 1932- Types of Partnerships and types of Partners, Test of Partnership, Partnership deed, and Property of the firm, Limited Liability Partnership. Negotiable instrument - Characteristics of Negotiable Instrument Presumption; Promissory Notes, Bills of Exchange &Cheques- Negotiation (Sec 46 to 60); Crossing of cheque & dishonour of cheque (Sec 138 to 142).
Module 5	Industrial Disputes Act, 1947,- Award and settlement- industrial Dispute- Workman Strikes and Lock-out: Lay-off - Retrenchment-Closure - Unfair Labour Practices and Role of Government. The Minimum Wages Act, 1948- Fixation of minimum rates of wages- working hours and determination of wages and claims Factories Act, 1948- essential features, Safety, Health and Welfare measures. The Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013- overview.

Text Book
1. Kapoor, N.D. Elements of Mercantile Law, Sultan Chand & Sons, New Delhi (2019).
References and Suggested Readings
1.Gulshan, S.S. and Kapoor, G.K. Business Law Including Company Law (12/e), New Age International, New Delhi (2020).
2.Majundar, A.K. and Kapoor, G.K. Company Law & Practices, Sultan Chand& Sons, New Delhi.(2017).
3.Malik, P.L. Industrial law, Eastern Book Company, Lalbagh Lucknow (2017).
4.Ramaiya, and Ramaiya, A. Guide to the Companies Act (18/e), Wadhwa Book Company, Vikaspuri New Delhi.(2015).
5.Singh,Avatar. Company Law, Eastern Book Company, New Delhi (2018).
6.Singh,Avatar. Labour and Industrial Laws, Lexis Nexis, (2016).
7.Wild,Charles, Weinstein, Stuart Smith and Keenan, Company Law, Pearson Longman, United Kingdom (2019).

End Semester Examination Marks (ESE)

In Part A, all questions need to be answered and in Part B, each student can choose any three out of two questions.

Part A	Part B	Part C	Total
<ul style="list-style-type: none"> Total of 5 questions, each carrying 2 marks $(5 \times 2 = 10 \text{ Marks})$ 	<ul style="list-style-type: none"> Each question carries 10 marks. Answer any 3 of the 5. $(3 \times 10 = 30 \text{ Marks})$ 	1 Question of 20 marks $(1 \times 20 = 20 \text{ Marks})$	60

25MBANC01	EMPLOYABILITY ENHANCEMENT PROGRAMME	CATEGORY	L	T	P	CREDIT
			CORE THEORY	0	0	2

Preamble: Employability skills denote attributes, competencies and technical skills possessed by an individual which would facilitate practical decision making and success at the workplace. The objective of the course is to provide training to participants to groom their critical soft skills, general business skills and technical skills.

Prerequisite: NIL

Course Outcomes: After completion of the course the student will be able to

CO 1	Enhance the skills of communication and problem solving
CO 2	Develop job searching, CV writing, interview skills and entrepreneurial skills
CO 3	Practicing Interpersonal skills, Negotiation and Self-Management
CO 4	Develop Team building & Leadership skills through practice
CO 5	Attain hands on experience in the areas of Creativity and Critical Thinking

Syllabus

Module 1	Communication skills- verbal expression, body language, presentation skills, listening skills, writing skills Extempore, Just a minute exercises, prepared speech, practice exercises on voice accent, clarity, modulation and intonation, phone etiquettes, short presentations using power point, writing letters, news paper/magazine article preparation on business and economy Problem solving skills- coordination and analysis Short sessions on solving puzzles involving all in the team
Module 2	Job searching, Interview skills, additional skills outside curriculum Job search- registering in portals/placement unit, exploring other resources for job search, CV preparation, mock group discussion, mock interviews, feedback and confidence building exercises to face interviews, individual strength/weakness analysis, planning and executing activities for strengthening one's own resume Entrepreneurship skills Idea generation techniques through practice, Survey of different schemes facilitating entrepreneurship, Business plan preparation, Exercises on how to pitch a brilliant idea
Module 3	Self –management- self-awareness, adaptability, time management Personality assessment tests- MBTI, Big Five; in-basket exercises, goal setting games Interpersonal skills-relatedness, cooperativeness, empathy Role plays, presenting scenarios to give hands on feel of what stand to take Negotiation skills- persuasion, rapport building, consensus Role plays, bargaining, art of converting win-lose to win-win situations
Module 4	Teamwork skills: collaboration, respect, trust, tolerance Team based activities- planning, organizing and executing small events, team projects Multi-Cultural Environment- Managing and surviving in multi-cultural environment

	Leadership skills: motivation, influencing others, positivity Discussion on leadership styles of Indian Tycoons and their success
Module 5	Creative thinking skills: lateral thinking, creativity and innovation Brain storming exercise, six thinking hats exercise, group discussions Critical thinking skills: applying sound reasoning, criteria to explore specific concerns in the contemporary business arena Debates, article reviews, class room activities

Text Book
1.Kimberly Elsbach, How to pitch a brilliant idea?, Harvard Business Review, September 2003.
2.Philips R. Hunsaker, “Training in Interpersonal Skills”, Tata McGraw Hill
3.Butterfield, “Soft Skills for Everyone”, Cengage Learning
4.Career Development Centre, “Soft Skills”, Green Pearl Publications
5.Alex K, “Soft Skills – Know Yourself & Know the World”, S.Chand & Company Ltd
7. Bill Murphy Jr, The Intelligent Entrepreneur, Educational Audio Book, 2010, Audible, Amazon Company
References and Suggested Readings
1.B N Ghosh, “Managing Soft Skills for Personality Development”, McGraw Hill Education
2.Raman/Upadhyay, “Soft Skills – Key to Success in Workplace and Life”, Cengage Learning
3.Monippally, Matthukutty. M, “Business Communication Strategies”, Tata McGraw-Hill
4.M Ashraf Rizvi, “Effective Technical Communication”, McGraw Hill Education
5.Peter W Cardon, Business Communication, McGraw Hill Education
6.Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, “Interpersonal Skills in Organisation”, Tata McGraw Hill EducationKingdom (2019).