Estd. 1962
"A++" Accredited by
NAAC (2021)
With CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR - 416004, MAHARASHTRA

PHONE:EPABX-2609000, www.unishivaji.ac.in, bos@unishivaji.ac.in

शिवाजी विद्यापीठ, कोल्हापूर -४१६००४,महाराष्ट्र

दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दुरध्वनी ०२३१—२६०९०९४

Ref./SU/BOS/Com & Mgt./267 **Date : 21/07/2026**

To,

The Director,
Center for Distance Education
Shivaji University, Kolhapur

Subject : Regarding syllabi of MBA (DISTANCE MODE) Part-I (Sem. I & II) degree programme under the Faculty of Commerce & Management.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi of **MBA (DISTANCE MODE) Part-I (Sem. I & II)** under the Faculty of Commerce & Management.

This syllabi shall be implemented from the academic **year 2026-2027** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in (Online Syllabus).

The question paper on the pre-revised syllabi of above mentioned programme will be set for the examinations to be held in October/November 2026 & March/ April, 2027. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Dy. Registrar

Encl: As above

for Information and necessary action

Copy to:

1	The I/c Dean, Faculty of Commerce & Management	6	Appointment A & B Section
2	The Director, Board of Examinations and Evaluation	7	I.T.Cell /Computer Centre
3	The Chairman, Respective Board of Studies	8	Eligibility Section
4	OE 1. Exam Section	9	Affiliation (T.1) (T.2) Section
5	Internal Quality Assurance Cell (IQAC Cell)	10	P.G. Seminar Section

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SHIVAJI UNIVERSITY, KOLHAPUR

Estd. 1962

NAAC “A++” Grade with CGPA 3.52

FACULTY OF COMMERCE AND MANAGEMENT

Syllabus for

MASTER OF BUSINESS ADMINISTRATION

MBA (DISTANCE MODE)

PART-I (SEMESTER-I and II)

In accordance with

National Education Policy

with effect from Academic

Year 2026-27

Shivaji University, Kolhapur

Centre for Distance and Online Education

Syllabus structure of MBA – Distance Mode

Standard Format for Syllabus Framework

A. Ordinance and Regulations:-(as applicable to degree/programme)

B. Shivaji University, Kolhapur, New/Revised Syllabus **Master of Business Administration (Distance Mode) M.B.A. Part-I & II.**

1. Title:Masters of Business Administration.
2. Faculty of **Commerce& Management**
3. Year of Implementation:- **2026-27**
4. **Preamble:-**

In the contemporary era, there is a huge requirement of manpower having MBA degree to cater to the needs of manufacturing and service organizations. Further, the manpower which is already employed in manufacturing and service organizations, not having MBA degree are required to upgrade their qualification by possessing MBA degree through distance mode. In view of that, the Centre for Distance Education, Shivaji University, Kolhapur has introduced M.B.A. (Distance Mode): for graduates from any faculty with minimum 50% marks (45% for reserved Categories).

Entrance Test :

Entrance Test will be conducted for admission to the M.B.A. Distance Mode programme is to be conducted in the month of June every year at the centers–decided by Shivaji University. Like any other competitive examination, the MBA Entrance Test will consist of 100 Objective Questions on aptitude, comprehension, numerical and verbal ability, data interpretation, judgment etc.

The Entrance Test fee will be decided by the Shivaji University, Kolhapur time to time.

Why M.B.A. - Distance Mode?

Young graduates entering the work world or those who are already in it - are keen to be successful in their careers, they are unable to attend the regular M.B.A. programme along with perusing their jobs - for them the Distance Mode M.B.A. is a blessing - because they can learn while they work.

Aims of the Programme :

To prepare a young generation of Managers who are:

1) Aware of the need of working systematically
2) Aware of the scientific and technological developments.
3) Capable of performing their work backed with theoretical and conceptual clarity.
4) Capable of solving problems and taking appropriate decisions

Programme Outcomes

PO 1:	Communicate effectively and address administrative challenges with problem-solving skills.
PO 2:	Establish and manage their own enterprises in an ethical and responsible manner.
PO 3:	Independently design, conduct, and manage research-based projects.
PO 4:	Apply acquired knowledge and managerial skills in their existing professional roles.
PO 5:	Pursue further studies and engage in higher education opportunities.

Duration of the Course:
The duration of the programme is 2 years divided into 4 semesters.

Eligibility for Admission: Graduate of any Faculty with Minimum 50 percent (45% for reserved Category) marks of any recognized University.

COMMON FEATURES

I. Admission Procedure : Admission to MBA (Distance Mode) will be based on :

(i) Merit of Entrance Test

(ii) MHT-CET/ATMA Appeared also eligible

II. Fee Structure:-As per the University norms decided by time to time**.**

III. Division will be as follows- As per standard university norms.

IV. Pattern of Examination :

i. **Pattern**: 60:40

ii. **Intake of the Programme** : As per AICTE approval.

V. Project Work :

The students have to undergo practical training of 60 days in any manufacturing or service organization and they have to submit their project report. The project work must have a Certification from the organization.

VI. Contact Sessions: The Contact Sessions shall be arranged through Online or Offline Mode as per the Convenience of the Study Centre and the registered candidates

VII. Medium of Instruction: English

VIII. Standard of Passing:

a. There shall be a separate head of passing in University examination and Internal evaluation. However, ATKT rules shall be made applicable in respect of University Examination only.

b. The student shall require to obtain minimum of 40% of the total marks in each head of examination (40% internal evaluation and 40% University examination) and aggregate of 50% in each course.

c. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or the candidate who have earned 50% of total credits of Semester-I and Semester-II combine will be allowed to keep the term (ATKT).

d. Once student is passed the university examination and failed in the internal evaluation then student has to fill the exam form again and appear for internal evaluation only.

Such student need not have to appear for the university examination again.

e. For Project report and Viva Voce students has to secure 50% marks separately in internal as well as external viva voce.

f. The students who have completed first semester are allowed to continue for second Semester and students who have completed Third Semester are allowed to continue for IV Semester.

Students have to complete MBA program within 2+4 years from the date of admission.

IX. Scheme of Evaluation

A) Formative Evaluation

Academic performance of the student will be evaluated through formative evaluation using following parameters:

Internal Evaluation	Marks	
	4 credit	2 credit
1) Seminar/ Group Discussion/ Presentation/ Role Play	10	5
2) Case Study/ Problem solving/ Poster Presentation/ Book Review/Research Paper review	10	5
3) Practical/ Assignments given in syllabus	10	5
4) Class Assignment	10	5
Total	**40**	**20**

B) Summative evaluation:

Summative examination will be conducted by the university at the end of each semester.

Nature of Question paper and Scheme of marking proposed from academic year 2026-27

Question Paper Pattern for Semester End University

Examination Subject:

Class: MBA (Distance Mode) part I/II **Semester: I/II/III/IV**
Day/Date: **Time: 2 Hours**
Total Marks: 60

Instructions: ***All the questions are compulsory Figures to the right indicates marks***

Que.No.1. Case Study **15 Marks**

(Suggestive verbs to be used Appraise, Conclude, compare, justify, design, analyse, examine, prepare, plan, estimate, devise, evaluate, organize etc.)

Que.No.2. Decision Making Question/ Practical Application Question. (Solve any THREE out of FIVE)

15 Marks

(*Suggestive verbs to be used: Apply, Complete, Construct, Illustrate, use, schedule, sketch, diagram, differentiate, inspect, question, experiment etc.)*

A)
B)
C)
D)
E)

Que.No.3. Descriptive Questions (Solve any TWO out of FOUR) **20 Marks**
(*Suggestive verbs to be used: Compare, Describe, Discuss, Explain, Express, Identify, Tell)* A)
B)
C)
D)
Que. No.4.Short answer Questions (Solve any FIVE out of SEVEN)

10 Marks (*Suggestive* verbs to be used Name, List, Recall, state, tell, underline, repeat, relate, record etc.) A)
B)
C)
D)
E)
F)
G)

Note:

Students can select **ANY TWO ELECTIVES** in the second year of MBA. Both the electives carry **EQUAL MARKS** weightage.

After the successful completion of MBA Programme students will get a passing certificate mentioning both the electives selected.

Syllabus Structure -

MBA (Distance) Part-I Semester-I

Paper No.	Course Code	Subjects	Credits	Internal Marks	Uni. Exam	Total Marks
1		Fundamentals of Management	**4**	**40**	**60**	**100**
2		Management Accounting	**4**	**40**	**60**	**100**
3		Managerial Economics	**4**	**40**	**60**	**100**
4		Legal and Business Environment	**4**	**40**	**60**	**100**
5		Recent trends in Information Technology for Business	**4**	**40**	**60**	**100**
6		Organizational Behaviour	**4**	**40**	**60**	**100**
7		Indian Knowledge System	**4**	**40**	**60**	**100**
8		Optional–A*(Internal)	**2**	**50**	**--**	**50**
		Total	**30**	**330**	**420**	**750**

MBA (Distance) Part-I Semester-II

Paper No.	Course Code	Subjects	Credits	Internal Marks	Uni. Exam	Total Mark
9		Marketing Management	**4**	**40**	**60**	**100**
10		Financial Management	**4**	**40**	**60**	**100**
11		Human Resource Management	**4**	**40**	**60**	**100**
12		Operations Management	**4**	**40**	**60**	**100**
13		AI for Business	**4**	**40**	**60**	**100**
14		Business Statistics	**4**	**40**	**60**	**100**
15		Research Methodology	**4**	**40**	**60**	**100**
16		Optional–B* (Internal)	**2**	**50**	**--**	**50**
		Total	**30**	**330**	**420**	**750**

Equivalence in Accordance with Titles and contents of papers w.e.f. Academic year

2026-2027

Options

Level	Semester	Major		RM	OJT	IKS	Cumulative Credit/ Sem	Degree/ Cumulative Credit
		Mandatory	Elective					
	I	24	2	-	-	4	30	PG Diploma
6.0	II	24	2	4	-	-	30	
	Cum. Cr MBA-I	48	4	4	-	4	60	
6.5	III	8	18	-	4	-	30	PG Degree
	IV	12	18	-	-	-	30	
	Cum. Cr. MBA-II	20	36	-	4	-	60	
	Cum. Cr. MBA (2 Years)	68	40	4	4	4	120	

Credit system implementation: As per the University Norms Credit Grade Points:

SR.	Marks Obtained out of 100	Numerical Grade (Grade Point)	CGPA	Letter Grade
1	Absent	0(Zero)	------	-----
2	0-49	0(Zero)	0.0- 4.99	F(Fail)
3	50-55	5	5.00-5.49	C
4	56-60	6	5.50-6.49	B
5	61-70	7	6.50-7.49	B+
6	71-80	8	7.50-8.49	A
7	81-90	9	8.50-9.49	A+
8	91-100	10	9.50-10.00	O (Outstanding)

1. Marks obtained > = 0.5 shall be rounded off to next higher digit.
2. The SGPA and CGPA shall be rounded off to 2decimal points.

Sr. No.	Existing subject	Equivalent subject
	MBA. Part-I Semester-I	**MBA. Part-I Semester-I**
1	Indian Ethos & Management Concepts	Fundamentals of Management
2	Management Accounting	Management Accounting
3	Managerial Economics	Managerial Economics
4	Information Technology for Management	Recent trends in Information Technology for Business
5	Legal and Business Environment	Legal and Business Environment
6	Organizational Behaviour	Organizational Behaviour
7	--------------------	Indian Knowledge System
8	Optional–A*(Internal)	**OPTIONAL A***(Internal)

r. No.	**Existing subject**	**Equivalent subject**
	MBA. Part-I Semester-II	**MBA. Part-I Semester-II**
1	Marketing Management	Marketing Management
2	Financial Management	Financial Management
3	Human Resource Management	Human Resource Management
4	Operations Management	Operations Management
5	Management Information System	AI for Business
6	Research Methodology	Research Methodology
7	Managerial Skills for Effectiveness	-------------------------
		Business Statistics

	Optional A*(Internal)
I	Chh. Shivaji Maharaj: The Management Guru
II	Corporate Social Responsibility and Sustainability
III	Business Communication
IV	Taxation
	Optional B*(Internal)
V	Negotiation Skills
VI	Business Models
VII	Computer Applications for Business
VIII	E-Business

Shivaji University, Kolhapur
MBA – I Sem – I
(Distance mode)

<table>
<tr><td colspan="4" align="center">MBA Distance Mode
SEM-I
PAPER-I
Fundamentals of Management</td></tr>
<tr><td>Course Outcomes</td><td colspan="3">1. To understand the basic management concepts and managerial skills
2. To familiar with the different functional areas of management
3 To Learn the functions and principles of management
4 To Familiarize with the applications of principles of management
5 To aware to the recent trends in management</td></tr>
<tr><td>Expected Skills Impartation</td><td colspan="3">1. Decision making skill
2. Managerial Skills.</td></tr>
<tr><td>Marks : 60</td><td>Total Hours of Teaching: 40</td><td>Theory: 60</td><td></td></tr>
<tr><td colspan="4">Syllabus Contents:</td></tr>
<tr><td>Unit 1:</td><td colspan="2">Introduction to Management:
Concept of management, Nature, scope, functions, levels of management and its functions, Importance and Functional Areas of Management, Role of Manager, Managerial Skills, Approaches of Management, Classical Approach, Contribution of F.W. Taylor, Contribution of Henry Fayol, Contribution of Max Weber, Neoclassical Approach, Human Relations Approach, Modern Approach, Contingency Approach, Quantitative Approach, System Approach, Management by Objectives (MBO)</td><td>10 Hrs.</td></tr>
<tr><td>Unit 2:</td><td colspan="2">2 Planning and Organizing
Study of scientific Management, Meaning of Planning, Nature and Importance of Planning, Steps in Planning Process, Types of Plan, Limitations of Planning, Meaning of Organizing, Process of Organizing, Principles of Organizing, Organization Structure, Types of Organization Structure, Concept of Authority, Responsibility and Accountability, Delegation.</td><td>10 Hrs.</td></tr>
<tr><td>Unit 3:</td><td colspan="2">3. Staffing, directing and controlling:
Staffing – Concept, need, Process of staffing- Human Resource Planning, job analysis, recruitment, selection process
Directing: Concept, need, Principles of directing, Span of Management, determinants of span of management,
Controlling: Meaning of controlling, importance of controlling, need for effective controlling, steps in control process, types of control,
techniques of controlling</td><td>10 Hrs.</td></tr>
</table>

Unit 4:	**4 Business ethics, Corporate Governanace and CSR, CSR** Nature and Principles , Purpose and need of Directing, Elements of directing –Business Ethics – Meaning of Ethics and Business Ethics, Moral and Values, Need and Importance of Business Ethics, Factors Influencing Business Ethics, Corporate Governance – Meaning, Purpose of Good Corporate Governance, Factors Influencing Corporate Governance, Ethical Issues in Corporate Governance, Corporate Social Responsibility (CSR) – Concept, Key Factors and Benefits of CSR.	10 Hrs.
Reference Books:		

Referencebooks:

1. Management theory and Practices (text and cases)—Prof. P. Subba Rao-Himalaya publishing house
2. The Practice of Management—Peter F. Drucker--- Elsevier Butterworth Heinemann
3. FundamentalsofManagement(EssentialconceptsandApplications)—StephenP. Robbins—Pearson
4. Principles of Management, Ganguly/ Bhadury, Cengage Publication.
5. Principles and Practice of Management-- L.M. Prasad—Sultan Chand& Sons
   Essentials of Management, an international Perspective --- Harold Koonz, Heinz Weihrich—Tata McGraw hill Education Private limited
6. Management Today Principles and Practice—Gene Burton, Manab Thakur, Tata McGraw hill Education Private limited
7. Business and Society: Ethics, Sustainability, and Stakeholder Management with MindTap, Carroll/ Brown/ Buchholtz, Cengage Publication.
8. Business Ethics: Ethical Decision Making and Cases, Ferrell/ Fraedrich/ Ferrell, Cengage Publication.
9. Business Ethics, Kumar/ Rai, Cengage Publication.
10. Management: A Global and Entrepreneurial Perspective, Heinz Weihrich, Mark Cannice; Harold Koontz, Tata McGraw Hill Education
11. Principles of Management—T. Ramaswamy-- Himalaya publishing house
12. Business Ethics and Corporate Governance: Dr.S S Khanka; S Chand and Company Pvt. Ltd.
13. Business Ethics- C.S.V. Murty, Himalaya publishing house
14. Corporate Governance Values and Ethics, Dr. Neeru Vasishta, Dr. Namita Rajput
15. Case studies in management: An Indian Perspective-Dr. Pranav Sarswat, Himalaya publishing house
16. Business Cases on Real - World Scenarios, Seetharaman/ Maddulety/ Virmani, Cengage Publication.

Useful links 1. https://www.coursera.org/learn/fundamentals-of-managementhttps://economictimes.indiatimes.com/topic/business-management 2. https://renessans-edu.uz/files/books/2024-01-05-06-02-05_fe8bd49743191d87adf37b6db68130ac.pdfhttps://www.lingayasvidyapeeth.edu.in/sanmax/wp- content/uploads/2024/01/Case-Studt-for-management-supervisiory-training.pdfhttps://gibs.edu.in/blog/emerging-trends-and-developments-in-business-management/https://hbr.org/topic/subject/business-management 3. http://www.seejph.com/index.php/seejph/article/view/2963https://www.pmapstest.com/blog/ratan- tatas-leadership-style 4. https://www.linkedin.com/pulse/famous-business-gurus-india-get-best-business-coach-mwcuc
Additional reading 1. International Journal of business science and applied Management 2. Indian Journal of Corporate Governance

MBA (Distance Mode) **SEM-I PAPER II** **MANAGEMENT ACCOUNTING**			
Course Outcomes	1. To understand the role of accounting in the business decision-making process. 2. To enable students to use accounting information in planning, control, and decision-making. 3. To prepare financial statements (Income Statement, Balance Sheet) in accordance with accounting principles.		
Expected Skills Impartation	1. Reading the balance sheet of a company 2. Analysis of accounting and cost figures.		
Marks : 60	Total Hours of Teaching: 40	Theory: 60	
Syllabus Contents:			
Unit 1: a) Theory	**- Financial Accounting** Accounting Concepts, Need for Accounting, Internal and External Users of Accounting Information, Accounting Cycle and System, Nature of Accounting Transactions.		10 Hours
Unit 2: a) Theory	**Company Final Account** Meaning of Public Limited Company (PLC), Types of Shares, Issue of Shares, Schedule III of Companies Act 2013, General Instructions for Preparation of Financial Statements, Preparation of Profit and Loss Statement as per Schedule III, Preparation of Balance Sheet as per Schedule III.		10 Hours
Unit 3: a) Theory	**Cost Accounting** Cost Accounting – Meaning, Objectives, Scope, Importance and Advantages, Difference between Financial and Cost Accounting, Cost Unit and Cost Centre, Elements of Cost – Material, Labour and Overheads, Preparation of Cost Sheet.		10 Hours

Unit 4: a) Theory	**- Management Accounting** Meaning, Scope of Cost Accounting, Distinction between Financial & Cost Accounting Material, Labour, Overheads classification of cost, preparation of cost sheet, BEP, MOS, Decision making through CVP analysis. Management Accounting – Concept, Meaning, Definition, Features and Functions, PV Ratio, Angle of Incidence, Make or Buy Decision, Shutdown Decision, Dropping the Plant Decision, Sale or Process Further Decision.	10 Hours

Reference Books:

1. Advanced Accountancy- Arulnandan and Raman
2. Financial accounting for Management- N Ramchandran, Ramkumar Kakani 5^{e}
3. Management and Cost Accounting, Drury, Cengage Publication.
4. Managerial Accounting: The Cornerstone of Business Decision Making, Mowen/ Hansen/ Heitger, Cengage Publication.
5. Financial and Managerial Accounting, Warren/ Jones/ Tayler, Cengage Publication.
6. Business Accounting and Financial Management- Subhash Chandra Das

Financial Accounting for Managers-Sanjay Dhamija 2^{e}

8. Advanced Accountancy - Shukla M.C. and Grewal T.S.
9. Cost Accounting - Jawahar Lal
10. Advanced Cost Accounting - Jain S.C. and Narang K.L.
11. Cost and Management Accounting - M.E. Thukaram Rao
12. Management Accounting- I. M. Pandey
13. Principles and Practice of Management Accounting - Manmohan Goel
    Financial and Management Accounting: J.C. Varsney

Useful links

1. https://www.screener.in
2. https://www.bseindia.com
   https://www.nseindia.com

Additional reading

1. Asia- Pacific Management Accounting Journal
2. Applied Finance
3. Indian Journal of finance
4. International Journal of Accounting and Finance

MBA (Distance Mode)
SEM I Paper III
Managerial Economics

Course Outcomes	4. To understand the role of accounting in the business decision-making process. 5. To enable students to use accounting information in planning, control, and decision-making. 6. To prepare financial statements (Income Statement, Balance Sheet) in accordance with accounting principles.		
Expected Skills Impartation	3. Reading the balance sheet of a company 4. Analysis of accounting and cost figures.		
Marks : 60	Total Hours of Teaching: 40	Theory: 60	
Syllabus Contents:			

Marks :80	**Total Hours of Teaching : 60**	
Unit – 1	**Introduction to Managerial Economics** • Introduction to Managerial Economics, Meaning, features and Scope of Managerial Economics. • Demand-types and Determinants of Demand – Law of Demand –Elasticity of Demand –Price, Income and Cross elasticity of demand – Concept and methods of demand forecasting. • Supply Schedule- individual and market supply, determinants of supply, law of supply, Elasticity of supply.	10 Hours
Unit – 2	**Producer and Consumer Behavior** • Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium. • Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves. • Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi- Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.	10 Hours
Unit – 3	• Market Structure and Pricing Practices • Classification of Market Structure – Price and Output determination under Monopolistic competition – Characteristics of Oligopoly –Kinked Demand curve – Price Leadership - Pricing Practices: Cost Plus Pricing-Multi Product Pricing - Dumping	10 Hours
Unit – 4	Concept and phases of Business cycle • Concept and phases of Business cycle: Hicks theory – Schumpeter's theory • Monetary and Fiscal Policies, Business cycle and business policies	10 Hours

1. Mehta, P. L. (2016). *Managerial economics: Analysis, problems and cases* (8th ed.). Sultan Chand & Sons.
2. Mithani, D. M. (2019). *Managerial economics: Theory and applications* (Revised ed.). Himalaya Publishing House.
3. Froeb, McCann, Shor Ward, Managerial Economics, Cengage Publication.
4. Hirschey, Managerial Economics, Cengage Publication.
5. Nicholson Snyder, Microeconomic Theory: Basic Principles and Extensions, Cengage Publication.
6. McEachern, W. A., Kaur, S. (2022). *Economics: A contemporary introduction – Indian adaptation* (12th ed., Indian ed.). Cengage Learning India.
7. Ahuja, H. L. (2020). *Modern microeconomics: Theory and applications* (21st ed.). S. Chand Publishing.
8. Dwivedi, D. N. (2018). *Managerial economics* (8th ed.). Vikas Publishing House.
9. Mishra, S. K., Puri, V. K. (2023). *Indian economy* (41st ed.). Himalaya Publishing House.
10. Datt, R., Sundharam, K. P. M. (2023). *Indian economy* (75th ed.). S. Chand & Company Ltd.

Useful links:

1. RBI and Economic Survey of India
2. https://www.rbi.org.in,
3. https://www.indiabudget.gov.in/economicsurvey/
4. NPTEL course:Managerial Economics by Prof. Trupti Mishrra (IIT Bombay)
5. India Stat (Basic version)- https://www.indiastat.com
6. Production and Cost –NPTEL –IIT Madras (Prof.Arshad)

Additional reading:

1. The Rise of the Indian Economy by Pulapre Balakrishnan
2. India’s Long Road: The Search for Prosperity by Vijay Joshi
3. The Undercover Economist by Tim Harford

Course Title	**LEGAL AND BUSINESS ENVIRONMENT**		
Class and semester	MBA (Distance Mode) SEM-I Paper IV		
Teaching Scheme		**Examination Scheme**	
Lectures	**Internal Evaluation**	**University Examination**	
40 Hrs	40 marks	60 Marks	

Course Outcomes: On successful completion of the course the learner will be able to		
1.	CO1: Understand Core Commercial & Corporate Laws.	
2.	CO2: Apply Legal Principles to Emerging Challenges.	
3.	CO3: Evaluate India's Macro Business Environment.	
4	CO4: Create Strategies to Navigate Global & Political Influences on Business.	
Unit	Contents	Hours
1	**The Law of Contracts and Sale of Goods** **Importance** of legal knowledge to managerial personnel and entrepreneurs. **Indian Contract Act, 1872:** ▪ General rules relating toformulation of contract ▪ Performance and discharge of contract. ▪ Breach of contract and remedies for breach of contract. ▪ Special Contracts (brief mention): Meaning, Parties involved and essentials of contract of Bailment, agency, indemnity and guarantee. **Sale of Goods Act, 1930:** General principles, Implied conditions and warranties, transfer of ownership. **E- Contracts & E-Signatures:**meaning, types, benefits of E-contracts, Foundational Principles from the Indian Contract Act, 1872. Digital signature: meaning and Certifying Authorities.	10 Hours

2	**Corporate Law & Intellectual Property Rights** **Formation, Features & Core Concepts of Company** ▪ The Company: Meaning, Types & Features ▪ Company Formation & Constitutional Documentsie MOA and AOA. ▪ Winding up of Company. **Intellectual Property Rights (IPRs):** ▪ Overview of Copy right, Trademark, Patents. ▪ Importance of IPRs for business innovation and competitiveness. ▪ Registration of IPRs (basic process). ▪ Remedies for Infringement of IPRs. **Simplified Compliance for Start-ups:** Government initiatives for ease of doing business.	10 Hours
3	**Macro Business Environment & Economic Landscape** **Introduction to Business Environment:** Definition, characteristics, Components,Significance of business environment, Stages of Environment analysis. **Economic Environment:**Meaning, New Economic policy 1991, its features(Liberalisation-Privatisation-Globalisation), Impact of Economic policy changes on business and industry. **Socio-Cultural Environment:**Meaning, Impact of Socio-cultural Environment on business, Social responsibility of business. **Technological Environment:** Meaning, features, Impact of technology. **Natural Environment:** meaning, Impact of natural environment, Introduction to Air pollution, Water pollution, soil pollution, Global warming, **Digital Public Infrastructure (DPI) & India Stack:** Impact of UPI, Aadhaaron India's economic landscape and digital inclusion.	10 Hours
4	**Globaland Political Business Environment** **Globalization of Business:** Meaning, features, stages, essential conditions for globalization, Globalisation of Indian Business Why do companies go Global? Challenges for local businesses. **Environment for MNCs:** Meaning, merits & demerits of MNCs, Indian MNCs **Foreign Trade and Investment:**Foreign Trade Policy, Promotional measures, Export Promotion, Introduction to Export Processing Zones-Special Economic Zones-Export Houses. **Political and Legal Environment:**Meaning, Responsibilities of government to Business, Responsibilities of Business to Government.	10 Hours

Reference Books:

1. Kapoor, N.D. Elements of Mercantile Law. Sultan Chand & Sons.
2. Bulchandani K.R. Business Law for Management. Himalaya Publishing House.
3. Kumar, Legal Aspects of Business, Cengage Publication.
4. Paleri, Business Environment, Cengage Publication.
5. Paleri, Corporate Social Responsibility: Concept, Cases and Trends, Cengage Publication.
6. Pathak, Legal Aspects of Business, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Ahuja, V.K. Law Relating to Intellectual Property Rights. LexisNexis.
8. Dr.Gopalakrishnan, N.S. &Agitha, T.G. Principles of Intellectual Property. Eastern Book Company.
9. Mittal D.P. Law of Consumer Protection with E-Commerce. Commercial Law Publication
10. Maheshwari & Maheshwari, Mercantile Law. Himalaya Publishing House. Mumbai.
11. Francis Cherunilam, Business Environment. Himalaya Publishing House.

Useful links for detailed updated knowledge:

1. https://economictimes.indiatimes.com/
2. https://www.business-standard.com/
3. https://www.livemint.com/
4. https://www.mca.gov.in/
5. https://www.indiacode.nic.in/
6. https://ipindia.gov.in/
7. https://www.cci.gov.in/
8. https://consumeraffairs.nic.in/
9. https://www.livelaw.in/
10. https://www.barandbench.com/
11. https://www.cyberlaws.net/
12. https://www.mckinsey.com/insights
13. https://www.deloitte.com/in/en/pages/insights.html
14. https://www.pwc.in/insights.html
15. https://go.forrester.com
16. https://www.dlapiperdataprotection.com/?t=law&c=IN
17. https://pocketlaw.com/content-hub/electronic-contracts

Additional reading:

Government Websites: NITI Aayog, Ministry of Finance, Reserve Bank of India (RBI), Ministry of Corporate Affairs (MCA)..

MBA (Distance Mode)
M.B.A. Sem-I Paper V

Recent Trends in Information Technology for Business

Course Outcome:	After completion of course students will be able to : 1. Understand different components of Information Technology. 2. Apply E-commerce and E-banking applications for business. 3. Design and implementation of database system for business application. 4. Identify importance of IT security and emerging trends in IT	

Teaching Scheme		Examination Scheme
Lectures	**Internal Evaluation**	**University Examination**
40 Hrs	40 marks	60 Marks

	Syllabus contents	
Unit I	**Introduction to Information Technology** Definition, Components of IT: Hardware, Software, People, Process, Communication. Communication media, Computer Network and Types (LAN,WAN & MAN), LAN Topology, Overview of Internet, Intranet, Extranet, Need of website for organization, Applications of Internet for Management:	10 Hours
Unit II	**E-Commerce** Introduction to E-Commerce: Defining Commerce; Benefits of E-Commerce; Components of E-Commerce; Types of E- Commerce; Pre-requisites of E-Commerce; Scope of E- Commerce; Mobile Commerce: Overview of M-Commerce Ad vantages of M commerce, M Commerce application Q-commerce: Introduction, need and significance, advantages and challenges	10 Hours
Unit III	**Financial Technologies** Introduction to Financial Technology and its need, Electronic Banking: Introduction, Traditional Banking v/s E-Banking; Core Banking Solution (CBS), Features and subsystems of CBS; Advantages of E-Banking; Delivery channels, Limitations of E-Banking; Electronic Payment Systems: Prepaid and Postpaid Payment Systems (RTGS/NEFT/BHIM/E-cash),; National Payments Corporation of India; Services of NPCI. Ethical and Security issues in Electronic Payment Systems	10 Hours

Unit IV	**Database Management System** Definition, Need, Features, Components, Component Architecture of database system, Data dictionary; Database schema, Data models- Relational Model, Network Model, Hierarchical Model; Normalization; Data Warehousing: Concept, Definition, Architecture of Data warehouse. Data Mining: Definition, Introduction to Data Mining Tools, KDD process	10 Hours

Reference books: 1. Introduction to Information Technology Turban, Rainer and Potter John Wiley & Sons, Inc.2005 2. Introduction to Database System by Date, Eighth Edition, Pearson Education 3. E-Commerce Fundamentals and Applications - Henry Chan, Raymond Lee, Tharam Dillon,Elizabeth Chang, John Wiley & Sons, Inc. 2001 4. E-Commerce (concepts - Models – Strategies), C. S. V. Murthy, Himalaya Publishing House,2002 5. Computer Fundamentals. B. Ram, New Age Publications, 2003 Data Mining Techniques, Arun K. Pujari, Universities Press, 2001
Useful links 1. ePGPathshala: Engineering and technology Subject: Computer SciencePaper Name: P-12 Web technologyURL: https://epgp.inflibnet.ac.in/ahl.php?csrno=7 2. ePGPathshala: Engineering and technology Subject: Computer SciencePaper Name: P- 04Database Management SystemURL: https://epgp.inflibnet.ac.in/ahl.php?csrno=7
Additional reading 1. Journal of Internet Banking and CommerceISSN: 1204-5357 http://www.icommercecentral.com/ 2. Journal of Internet Banking and Commerce An open access Internet journal (http://www.arraydev.com/commerce/jibc/)

	MBA (Distance Mode) **MBA SEM-I Paper – VI** **Organizational Behvaiour**	
	Course Outcome: **The students should be able to:** i. Understand the approaches and models of organizational Behaviour. ii. Understand the concept & determinants of personality. iii. Understand the concept of perceptron and process of perception. iv. Understand the concept of attitude; types and sources of values. v. Relate different theories of motivation and leadership with current situation. vi. Understand the various strategies for managing conflicts in organization. vii. Understand the concept of organizational culture organizational change and development.	
	Teaching Scheme / **Examination Scheme** **Lectures**: 40 Hrs **Internal Evaluation**: 40 marks **University Examination**: 60 Marks	
Unit No.	**Particulars**	
Unit 1	**An Overview of Organizational Behavior** Concept, Disciplines contributing to OB; Historical Overview of OB; Approaches to the study of OB Nature of Organizational Behavior, Psychology, Sociology, Anthropology, Social Psychology, Economics and Political Science as Contributing Disciplines, Human Resource Approach, Contingency Approach, Productivity Approach, System Approach, Organizational Effectiveness, Benchmarking, TQM, Six Sigma.	10 Hours
Unit 2	**Micro Perspectives of OB**: Individual behaviour: Personality- concept, determinants of personality, Personality theories – Sigmund Freud, Erikson, Chris Argyris, Types of Personality – Type A & type B, MBTI, Perception- meaning, nature & process. Learning- meaning, theories & principles; Individual Decision making: Decision making in organizations, Ethics in decision making. Attitude-concept., components of attitude, formation of attitude, Job satisfaction: Causation; impact of satisfied on employees and workplace. Values- concept, types of values, sources of values, Fear Fighting- Meaning, concept and importance, Motivation-concept, types of motives, theories of motivation -A. H. Maslow, Herzberg, Elderfer, McClelland, Vroom, Theory Z	10 Hours

Teaching Scheme		Examination Scheme
Lectures	**Internal Evaluation**	**University Examination**
40 Hrs	40 marks	60 Marks

Unit 3	**Group Behaviour & Leadership** Conflict- Types, causes, conflict resolution. Group - Definition, Importance, Types of groups. Stages of group formation. Group dynamics – factors affecting group dynamics. Group Decision Making-Process & Types, Group V/S Team, Stress–Causes, effect & coping strategy, Leadership styles and its effectiveness – Autocratic, Democratic, lassez-fair; Contemporary issues in leadership, Roles & activities of leadership.	10 Hours

Unit 4	**Dynamics of OB** Organizational Culture- meaning, impact of organizational culture, Organizational Change- process, resistance to change, how to overcome resistance to change. Stability v/s change, proactive v/s reactive change. Organizational Development- OD intervention, OD techniques- sensitivity training, Survey feedback, process consultation, team building.. Organizational Development – OD Techniques –	10 Hours
	Reference books: 1. Stephen P. Robbins & Timothy A. Judge – Organizational Behaviour , Pearson Education 2. Fred Luthans - Organizational Behaviour- McGraw Hill Education 3. Keith Davis: *Human Behavior at Work: Organizational Behavior* McGraw Hill Education 4. Griffin Phillips Gully, Organizational Behavior: Managing People and Organizations with MindTap, Cengage Publication. 5. Udai Pareek: *Understanding Organizational Behavior* Oxford University Press 6. K. Aswathappa: *Organizational Behaviour*- Himalaya Publishing House 7. M.N. Mishra**:** *Organizational Behaviour:* Vikas Publishing House **Useful links:Videos & Podcasts**: 8. https://www.ted.com/topics/leadership 9. https://sloanreview.mit.edu/audio-series **Additional reading:** **1. Journals & Research Articles:** 2. https://journals.aom.org/journal/amj 3. https://onlinelibrary.wiley.com/journal/10991379 4. https://hbr.org/topics/leadership 5. Case Studies & Tools: 6. https://www.mindtools.com/ 7. https://hbsp.harvard.edu/cases/ https://www.16personalities.com/	

Course Title	**INDIAN KNOWLEDGE SYSTEM**		
Class and semester	MBA (Distance Mode) **MBA SEM-I** Paper VII		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Internal Evaluation**	**University Examination**	
40 Hrs	40 marks	60 Marks	

Course Outcomes: On successful completion of the course the learner will be able to	
CO1	Understand the fundamental concepts, origin, and sources of the Indian Knowledge System and its relevance to modern life and management.
CO2	Apply ancient Indian principles from texts like the Arthashastra and Bhagavad Gita to solve real-world managerial and ethical problems.
CO3	Evaluate traditional Indian approaches to economics, leadership, and sustainability in the context of modern management practices
CO4	Create/ Design innovative and ethical business models, strategies, or sustainability practices by integrating Indian knowledge and value systems.

Unit	Contents	Hours
1	**Foundations of Indian Knowledge System:** Overview of Indian Knowledge Systems: Vedic, Buddhist, Jain, and Classical traditions, Sources: Vedas, Upanishads, Smritis, Puranas, Dharmashastras, Four Purusharthas: Dharma, Artha, Kama, Moksha, Indian Education System: Gurukula, Pathashala, Nalanda, Takshashila, Holistic Learning: Interdisciplinary approach in Indian tradition	10 Hours
2	**Economic, Political, and Management Thought in Ancient India:** Arthashastra: Principles of governance, policy-making, diplomacy, and economic administration, Concept of Leadership and Administration in ancient India, Business practices, trade networks, taxation, currency and accounting in ancient India, Guilds (Shrenis), local entrepreneurship, and ancient corporate governance, Role of ethics and statecraft in economic policy	10 Hours

3	**Indian Psychology, Ethics, and Value Systems in Management:** Indian approach to personality: Panchakosha model, Triguna theory, Leadership values from epics : Ramayana and Mahabharata (Bhagavad Gita), Nishkama Karma and emotional intelligence in Gita, Decision making, conflict resolution, and self-management, Indian ethical systems: Yama, Niyama, Dharma – Business applications, Comparative ethics: Indian vs. Western frameworks	10 Hours
4	**Scientific Heritage and Sustainable Practices:** Contributions in mathematics, astronomy, metallurgy, and medical sciences (Ayurveda), Environmental ethics and sustainable practices in Indian traditions (e.g., Vruksha Veda), Ancient Indian agriculture, water management, town planning, and architecture, Sustainable living: Ahimsa, recycling, and organic farming, Traditional Indian knowledge in textiles, food processing, and engineering, Role of local knowledge systems in modern development	10 Hours

Reference books:

1. **Introduction to Indian Knowledge Systems,** AICTE (2022 Edition)
2. R. Shamasastry, **Kautilya's Arthashastra**
3. Kapil Kapoor, **"Essence of Indian Knowledge Tradition"**
4. N.M. Khandwalla, **"Indian Ethos in Management"**
5. Swami Bodhananda, **"Bhagavad Gita for Managers"**

NIOS & CBSE resources on Indian Knowledge Traditions

Useful links

1. https://iksindia.org/
2. https://en.wikipedia.org/wiki/Indian_Knowledge_Systems
3. https://onlinecourses.swayam2.ac.in/ntr25_ed18/preview

Additional reading

1. Prin. Dr. R.S. Salunkhe and Dr. A. M. Gurav, Indian Vision for Human Society –
2. Prin. Dr. R.S. Salunkhe and Dr. A. M. Gurav, Indian Kno
3.
4. wledge System and India Business Management, Success Publications,

Optional–A (Anyone) (Internal)			
Sr	Name of the Subject	**Credits**	**Total Marks**
1	Chh. Shivaji Maharaj: The Management Guru	**2**	**50**
2	Corporate Social Responsibility and Sustainability	**2**	**50**
3	Business Communication	**2**	**50**
4	Taxation	**2**	**50**

Course Title	Optional 1 - Chh. Shivaji Maharaj: The Management Guru
Class and semester	MBA (Distance Mode) SEM-I
Course Credit	2
Teaching Scheme	**Examination Scheme**
Lectures	**Internal Evaluation**
20 Hrs	50 Marks

Course Objectives

1. To create awareness about administrative and managerial acumen of Ch. Shivaji Maharaj
2. To help students understand the relevance of Ch. Shivaji Maharaj's strategies with modern management principles

Course Outcomes: On successful completion of the course the learner will be able to	
1.	**Remember** the management and administrative strategies applied by Ch. Shivaji Maharaj
2.	**Understand** the management skills of Ch. Shivaji Maharaj in different functional areas
3.	**Apply** the skills of Ch. Shivaji Maharaj to modern business situation
4	**Evaluate** the relevance of leadership and management skills of Maharaj in contemporary business situation

1	**Administration and Management of Chhatrapati Shivaji Maharaj:** 1. Concept of Swarajya, Administration of Civil Department, Revenue and Finance, Custom and Taxes, Trade and Commerce, Banking, Total Revenue 2. Administration of Military Department - Infantry, Cavalry, Navy, Intelligence Department, Fort Management 3. Ashta Pradhan Mandal Administration, Secretariat and, Judicial Machinery 4. Leadership Traits: Chatrapati Shivaji Maharaj and Henry Fayol's 14 principles	10
2	**Administration system and Strategies of Chhatrapati Shivaji Maharaj relevance in modern management practices.** • Economic policy, Revenue system and welfare policy of Chhatrapati Shivaji Maharaj 1. Strategies used by Chhatrapati Shivaji Maharaj implemented in today's corporate world: Guerrilla technique. 2. Planning and Decision Making, Organization, Human Resource 3. Development, Co-ordination, Motivation Leadership, Communication, Control 4. Management of Change 5. Timeless Techniques, Relevance to Modern Management	10

Reference books:

1. Administrative System of Chhatrapati Shivaji: Relevance to Modern Management – Dr.Kedar Phalke, Publisher; Shri Shivaji Raigad Smarak Mandal, Pune.
2. Raja Shiv Chatrapati - B. M. Purandare
3. Shrimanyogi - by Ranjeet Desai
4. Chhatrapati Shivaji Maharaj memorial book by Dr. Jaysingrao Pawar
5. 'Shivaji The Management Guru'- Namdeo Jadhav

Useful links

1. https://www.youtube.com/watch?v=6g81ls4tN1U
2. https://www.youtube.com/watch?v=64A9ewnUIvo
3. https://www.youtube.com/watch?v=LyVB4JDZG1E

Course Title	**Optional 2 -CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY**
Class and semester	MBA (Distance Mode) SEM-I
Course Credit	2

Teaching Scheme		**Examination Scheme**
Lectures	**Internal Evaluation**	
20 Hrs	50 Marks	
Course Objectives		

Course Description	In today's dynamic global landscape, businesses are increasingly recognized not just as economic entities, but as powerful social actors with profound impacts on society and the environment. This course provides a comprehensive exploration of Corporate Social Responsibility (CSR), examining its theoretical foundations, strategic imperatives, and practical applications in the contemporary business world. Students will delve into how organizations can integrate ethical considerations, social impact, and environmental stewardship into their core business strategies, moving beyond mere compliance to foster sustainable value creation for all stakeholders.
Course Objectives	1. **Critically analyze the conceptual evolution of CSR:** Differentiate between traditional philanthropy, corporate citizenship, and modern strategic CSR, understanding their historical context and evolving definitions globally and specifically in India. 2. **Evaluate the strategic imperative of CSR for modern businesses:** Assess how integrating CSR into core business strategy contributes to competitive advantage, enhanced brand equity, risk mitigation, talent management, and long-term financial sustainability for companies operating in diverse markets. 3. **Identify and prioritize key stakeholders and their influence on corporate decisions:** Map out the diverse range of stakeholders (e.g., shareholders, employees, customers, local communities, government, NGOs) and analyze their legitimate interests and power dynamics in relation to corporate social performance in the Indian business environment.

	4. **Deconstruct Environmental, Social, and Governance (ESG) factors:** Explain the interconnections of environmental stewardship (e.g., climate action, resource management), social equity (e.g., labor rights, human rights, diversity & inclusion, community development), and robust governance (e.g., ethics, transparency, anti-corruption) as integral components of sustainable business practices. 5. **Apply and critique global and Indian CSR frameworks and reporting standards:** Utilize international guidelines (e.g., UN Global Compact, SDGs, GRI, ISO 26000) and understand their applicability, while demonstrating a strong grasp of India's mandatory CSR provisions under the Companies Act, 2013, and their practical implementation and impact.	
Course Outcomes	On successful completion of the course students will be able to: 1. **Understand** various CSR theories and models, explaining their historical evolution and relevance in both global and Indian business contexts. 2. **Analyze** the strategic business case for integrating CSR initiatives into an organization's core operations, demonstrating how it contributes to long-term value creation and competitive advantage. 3. **Evaluate** major global CSR frameworks (e.g., UN Global Compact, GRI) and proficiently analyze the implications, challenges, and opportunities presented by India's mandatory CSR legislation (Companies Act, 2013). 4. **Identify** the role of social and digital responsibility practices in gaining competitive advantage, enhance brand reputation, manage digital risks (e.g., data breaches, algorithmic bias), attract and retain talent, and foster long-term sustainable growth in the digital age.	
Syllabus Contents:		
Unit 1 **a) Theory**	Corporate Social Responsibility – Concept History & Evolution of CSR, Concept of charity, Corporate Philanthropy, Corporate Citizenship; Relation between CSR and Corporate Governance; Models of CSR In India; Drivers of CSR; Relation between CSR and Sustainable Development Goals (SDGs),CSR initiatives in India.	**10 Hrs.**
Unit 2	**CSR Legislation, Policies, and Frameworks:**	**10 Hrs.**

a) Theory	Companies Act 2013 (Section 135) and its implications for CSR in India, National Guidelines on Responsible Business Conduct (NGRBC), International CSR Frameworks (UN Global Compact, ISO 26000, OECD Guidelines), Role of government and regulatory bodies in promoting CSR. CSR reporting frameworks (GRI, BRSR). **CSR and Digital Responsibility:** Ethical Implications of AI, Big Data, and Emerging Technologies, Digital Divide and Digital Inclusion, Cybersecurity and Data Privacy in CSR Context, Leveraging Technology for Social Impact.	
Note:	Real world examples/cases are expected to be discussed in the class.	

Reference Books:

1. Corporate Social Responsibility in India – Sanjay K. Agrawal
2. Handbook on Corporate Social Responsibility in India CII
3. Corporate Social Responsibility; Concept s& Cases; The Indian – C.V. Baxi, Ajit Prasad.
4. Corporate Governance in India: Principles and Policies, Shikha/ Sharma, Cengage Publication.
5. Corporate Social Responsibility – John Hankok.
6. Corporate Governance in India: Principles and Policies, Shikha/ Sharma, Cengage Publication.
7. Corporate Social Responsibility; an Ethical Approach – Mark S. Schwartz.
8. Baxi. C. and Prasad. A (2013). Corporate Social Responsibility, Concept & Cases: The Indian Experience, Excel Books, New Delhi.
9. Handbook of Corporate Sustainability: Framework, Strategies and Tools – M.A. Muhammad Abu B. Siddique
10. Artificial Intelligence and Foreign Affairs: AI, human rights, ethics and global governance by Mario Torres Jarrín.
11. Technology Ethics: A Philosophical Introduction and Readings by Gregory Robson and Jonathan Y. Tsou.
12. Corporate Social Responsibility in the Digital Age edited by Ana Adi, David Crowther, and Georgiana Grigore

Suggested Additional Reading

1. "Corporate Digital Responsibility: Managing Corporate Responsibility and Sustainability in the Digital Age" (various authors/articles available on ResearchGate).
2. "Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause" by Philip Kotler and Nancy Lee.

Online Certification Course (MOOC)
1. https://www.unsdglearn.org/courses/introduction-to-corporate-social-responsibility/ 2. https://onlinecourses.nptel.ac.in/noc25_mg139/preview **3.** https://www.classcentral.com/course/swayam-corporate-social-responsibility-13965

Course Title	**Optional 3 -BUSINESS COMMUNICATION**	
Class and semester	MBA (Distance Mode) SEM-I	
Course Credit	2	
Teaching Scheme		**Examination Scheme**
Lectures	**Internal Evaluation**	
20 Hrs	50 Marks	
Course Objectives		

After studying this course students will

1. Understand foundations of business communication.
2. Study effective verbal, non-verbal, and written communication
3. Explore modern digital tools and platforms to communicate effectively and professionally.
4. Learn to Compose professional emails, memos, reports, and proposals using appropriate structure, tone, and formatting conventions.

Course Outcomes:		
On successful completion of the course the learner will be able to		**Blooms Taxonomy level**
1	CO1:Explain the business Communication and Demonstrate effectively in business scenario.	
2	CO2:Demonstrateeffectiveverbal,non-verbal,and written communication	
3	CO3: Analyse and use modern digital tools and platforms to communicate effectively and professionally	
4	CO4: Compose professional emails, memos, reports, and proposals using appropriate structure, tone, and formatting conventions.	
Unit	**Content**	**Hrs**
I	**Foundations of Business Communication**	**10**

		• **Introduction to Business communication:** Definition, Communication process, Types- Formal vs informal, Verbal and Non Verbal, Communication models and flow in organizations • **Principles and Elements of Effective Communication:** 7C'sofCommunication, Communication barriers, Active listening in Business settings • **Interpersonal and Group Communication**, Team communication, conflict resolution, and negotiation, Building rapport and trust in professional settings, Conducting and participating in business meeting, Presentations skills • **Professionalism and Ethics in Business Communication: Workplace Etiquette (**Politeness, respect, punctuality in communication) **Confidentiality and Information Security, Ethical Communication (**Transparency, avoiding manipulation or misinformation), **Communication in Crisis (**Tone management, clarity, empathy in difficult situations) • **Digital Tools and Trends in Business Communication**	
II		**Strategic Business Writing: Principles and Practice**	**10**
		• **Fundamentals of Strategic Business Writing:** Purpose-driven writing, Audience analysis and tone, Clarity, conciseness, and coherence in business messaging. • **Professional Email and Memo Writing**: Structure and etiquette of business emails, writing internal memos and executive summaries, Avoiding common email pitfalls. • **Business Reports and Proposals**: Types, Structure of a report, structuring formal proposals, Incorporating visuals and data in written documents. • **Business correspondence:** Business letters and client correspondence, Writing for public relations: press releases. Tone and language in cross-cultural business writing • **Editing, Proofreading, and Grammar for Professionals:** Techniques for revising business documents, Common grammatical errors in business writing, Tools for improving writing quality(e.g.,Grammarly, Hemingway)	

Reference Books 1. Agarwal Shalini***, Essential Communication Skills***, Ane Books Pvt. Ltd. New Delhi, first edition 2009 2. Chaturvedi, P. D.and Chaturvedi M. (2011), ***Business Communication, Concepts: Cases and Applications***, 2nd Edition, Pearson Education, India. 3. Dutt P. Kiramani, Rajeevan Geetha***, Basic Communication Skills***, Cambridge University Press India Pvt. Ltd. New Delhi, 2007 First, reprint 2010 4. Guffey/ Loewy/ Dwivedi, Business Communication: Process & Product, Cengage Publication. 5. Krizan, Communicating in Business, Cengage Publication. 6. Kumar Sanjay, Pushp Lata, ***Communication Skills,*** Oxford University Press, New Delhi , 2018 First Edition 7. Inthira S. R. and Saraswath V***. Enrich Your English***, OUP,New Delhi 1997. 8. Lester Mark, TataMcGrowHill, ***Handbook of English Grammar and Usage,*** Hill Publishing Company: New Delhi ,2018 9. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), ***Business Communication***, 13th Edition, New Delhi: McGraw Hill Education. 10. Mukerjee, H. S. (2013), ***Business Communication***, 2ndEdition, OUPIndia. 11. Pearson, ***Business English, Language, Literature and Creativity***, Orient Blackswan, 2013. 12. Raman, M. and Singh,P.(2012), **Business Communication**, 2nd Edition, New Delhi: Oxford University Press. 13. Thomson and Marlinet, ***A Practical English Grammar***, OUP NewDelhi 1960 14. Turton, N.D.andHeatonJ.B.,***Longman Dictionary of Common Errors***, ,Longman, 1998. 15. Wood John East, ***Oxford Practice Grammar***.O.U.P-1999- Second Edition
Useful Links: 1. HarvardBusinessReview–CommunicationSectionhttps://hbr.org/topic/communication 2. PurdueOnlineWritingLab(OWL)https://owl.purdue.edu 3. https://www.iosrjournals.org/iosr-jbm/papers/Vol19-issue5/Version-5/G1905055965.pdf4.https://www.sciencedirect.com/science/article/pii/S1877042814053973 4. https://open.lib.umn.edu/businesscommunication/ 5. https://www.mckinsey.com 6. https://www2.deloitte.com
Additional Reading: 1. ***Business Communication: Building Critical Skills by Kitty Locker*** & Stephen Kaczmarek, Pearson 2. ***Excellence in Business Communication*** by*JohnV.Thill & Courtland L. Bovee, Pearson* 3. I**nternational Journal of Business Communication, Sage Publication** Access :https://journals.sagepub.com/home/job **4. Journal of Business and Technical Communication, Access:** https://journals.sagepub.com/home/jbt 5. **Business and Professional Communication Quarterly (BCQ)** Access:https://journals.sagepub.com/home/bcq

Course Title	**Optional 4 - TAXATION**
Class and semester	MBA (Distance) Sem - I
Course Credit	2

Teaching Scheme	**Examination Scheme**
Lectures	**Internal Evaluation**
20 Hrs	50 Marks

Course Objectives

1. To acquaint students with the concept of GST
2. To introduce different types and policies of GST applicable to Supply of Goods and Services

Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
1.	**Remember** the key concepts of GST, types of GST, Types of GST returns	L 1
2.	**Understand**the process of registration, concept of custom duty and indirect tax	L 2
3.	**Apply**GST regulations on the examples of supply of goods and services	L 3
4	**Analyse** the nature of business, its turnover and apply relevant GST regulations	L 4

Unit	Contents	Hours
1	**Introduction overview, evaluation and registration under GST** Indirect tax structure in India, Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, GST Council, Taxes under GST, Cess, Registration under GST: Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, Unique Identification Number, Registration Number Format.	10
2	**GST Implementation** Supply, Export of Service, Export of Goods, Import of Service, Import of Goods, Valuation of Supply (Numerical on valuation and calculation of tax. Input Tax Credit under GST & Returns: Input tax credit process, Negative List for Input tax credit, Input Tax Credit Utilization and Input Tax Credit Reversal, Types of GST returns and their due dates, late filing, late fee and interest. **Custom Duty and Indirect Taxation**: Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties, Indirect Taxation applicable to few commodities levied by either Central or State Government.	10

Reference books:

Indirect Taxes:V. S. Datey – Taxman Publication
M Vat Subramanian Snow White Publication
SystematicApproachtoTaxation–Dr.GirishAhuja&Dr.RaviGupta

Useful links: Websites: Website of Custom Department, Website of Excise Department, Website of Sales Tax Department
Additional reading: Asok Nadhani: GST Accounting with Tally.ERP 9, BPB Publications

SEMESTER II

MBA (Distance mode) Part-I SEM-II

Distance Mode MBA -I SEM-II **PAPER- IX** **MARKETING MANAGEMENT**		
Course Outcomes	1. To introduce students with marketing, and its impression on business. 2. To accustom to know the dynamic marketing environment 3. To analysis the market and develop suitable marketing strategy 4. To make aware the students about new edge of marketing.	
Expected Skills Impartation	1. Marketing skills 2. Market data collection and analysis 3. Develop Strategy 4. Digitalization of marketing	
Marks : 60	Total Hours of Teaching: 40 Theory: 60	
Syllabus Contents:		
Unit 1: a) Theory	**Basics of Marketing, Market segmentation, Market targeting**, Meaning & Definition of marketing, , scope of marketing, , Core concepts of marketing, Nature, modern concepts of marketing, Differentiation between Sales and Marketing, Introduction to Services marketing. Market segmentation - Meaning and concept, benefits of segmentation, Bases for market segmentation – consumer goods market segmentation; industrial goods market segmentation, Market targeting- Selection of segments, Product positioning.	10 Hours
Unit 2: a) Theory	**Consumer Behaviour , Consumer modelling, Consumer behaviour and Perception, Customer Relationship Management** Meaning & Definition of consumer behavior, Importance, Factors influencing consumer behavior, Buying decision process, Different buying roles, Industrial Buying Behaviour, Consumer modelling – Economic model, Howard Sheth model, Nicosia model, Engel–Kollat- Blackwell Model. Consumer behaviour and Perception, Learning, Personality, Attitude, Motivation, Social class and group, Customer Relationship Management- Meaning and Benefits, Designing CRM Programme, Components of CRM Programme.	10 Hours
Unit 3: a) Theory	**Marketing Mix-Product, price , pricing methods** Meaning & Definition of product, , Product Life Cycle & Marketing strategies, New product development process, Pricing- Meaning, Pricing objectives, Factors affecting pricing price determination policies, Pricing methods. Marketing Mix- Introduction, Meaning and importance, 4P's and 4 C's. Levels of product, Product characteristics, intrinsic and extrinsic, Product Mix, product elimination, product diversification, Brand Management -Selecting brand name and logo, brand extension, brand rejuvenation, rebranding, co-branding, brand re-launch, brand proliferation, brand development through acquisition and takeover, brand portfolio restructuring, Brand Positioning, Brand Equity, Pricing Strategies.	10 Hours

Unit 4: a) Theory	**Place , Promotion** Place: meaning and concept of channel of distribution, Types of channel of distribution or intermediaries, factors influencing selection of channels, selection of distributors, types of distribution strategies, intensive, selective and extensive, Introduction to logistics and supply chain management. Promotion: meaning, elements of promotion mix, Integrated Marketing Communication- Advertising Sales Promotion, Personal Selling, Publicity and Public Relation.	10 Hours

Note:	NPTL videos can be shared. Reliable YouTube video links can be shared and discussed.	
Reference Books: 1. Marketing Management – R.S.N. Pillai, Bagavathi, S. Chand and Company Pvt. Ltd. New Delhi 2. Marketing Management –Dr. K. Karunakaran, Himalaya publishing House, Delhi 3. Marketing Management - Sherlekar S.A. Himalaya publishing House Delhi, 4. Neuromarketing and its Applications- Dr. Surabhi Singh, Himalaya publishing House, Delhi 5. Green Marketing: Marketing Strategy and Consumer Behaviour- Monica Loss, Global Vision Publishing House 6. Digital Marketing - Vandana Ahuja, Oxford University Press 7. Digital Social Media Marketing- Nitin C. Kamat, Chinmay Kamat, Himalaya publishing House, Delhi 8. Marketing Management - Ramaswamy, Namakumari. Tata McGraw Hill publishing Company Ltd. New Delhi. 9. Marketing Management, - Saxena Rajan Tata McGraw Hill publishing Company Ltd. New Delhi. 10. Marketing Management - Koter Philip, Keller, Koshy, Jha. Prentice Hall Indian Ltd.		
Suggested Additional Readings: • https://ndl.iitkgp.ac.in/ • http://ndl.iitkgp.ac.in/document/Z2JzN0ZmU2VhdW5kODBJdWRCTmg3QUl6VlFuRCswKzM5cTBsTkoxK01sa3lWQ3pCRUdDdnpLRVhtRjA0QXZGaA		
Suggested Research Journal : • https://shodhganga.inflibnet.ac.in/		

Distance Mode **MBA -I SEM-II** **PAPER-X** **FINANCIAL MANAGEMENT**	
Course Outcomes	1. Describe strategic financial planning and models. 2. Describe working capital management. 3. Estimate time value of money 4. Analyze statements of accounts.
Expected Skills Impartation(Through theory and Practical's)	1. Reading and understanding financial strategies. 2. Reading the financial statements viz. funds flow statement, cash flow. 3. Understanding capital structure formations and the logic behind the same.

Marks : 60	Total Hours of Teaching: 40	Theory: 60	
Syllabus Contents:			
Unit 1: a) Theory	Introduction to Financial Management- Introduction, Meaning, Objective, and functions of financial management Objectives- Profit Maximization and Wealth Maximization approach. Scope of financial management, Structure of Finance Department.		10 Hours
Unit 2: a) Theory	Financial statement analysis- Meaning, objective, importance. Tools and techniques of analysis- Ratio analysis, Trend analysis, Common-size statement and comparative statement.		10 Hours
Unit 3: a) Theory	Working Capital Management: Importance of Working Capital, Working Capital Cycle, Influencing Factors, calculation of working capital. Cash Flow Statement: Meaning, importance, Cash flow from operating, financing and investing activity, Preparation of cash flow statement (AS- 3, Indirect Method).		10 Hours
Unit 4: a) Theory	Time Value of Money: Time Lines and Notation, Future Value of a Single Amount, Present Value of a Single Amount, Future Value of an Annuity, Present Value of an Annuity. Term Loan, Intra-Year Compounding and Discounting, Multi period compounding.		10 Hours

Reference Books:

1. VanHorne, James C. (2001). Financial Management and Policy, Prentice Hall.
2. Seeba Kapil (2015). Fundamental of Financial Management, Wiley India, New Delhi.
3. Khan, M. Y. and Jain, P. K. (- Financial Management (Tata McGraw Hill)
4. Prasanna Chandra - Fundamentals of Financial Management (Tata McGraw Hill)
5. Knott G - Financial Management (Palgrave)
6. Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education)
7. R P Rustagi - Financial Management (Galgotia)

Suggested Additional Readings: (if web source then provide url)

1. https://education.svtuition.org/
2. https://www.scribd.com
3. https://www.freemba.in
4. http://www.docsity.com

Google Scholar – https://scholar.google.co.in

Suggested Research Journal :

1. Indian Journal of Commerce
2. Finance India
3. The Journal of Finance
4. Indian Journal of Finance
5. International Journal of Financial Management
6. The Management Accountant

	MBA (Distance Mode) **SEM-II Paper - XI** **Human Resource Management**	
	Course Outcome: **The students should be able to:** i) Understand the concept of HRM, Functions & Development of	
	HRM. ii) Understand the concept of Strategic HRM iii) Understand the process of HRP. iv) Understand the sources of recruitment, selection and placement process. v) Understand the concept of Employee health and safety. vi) Understand the methods of wage payment and the types of incentives and benefits. vii) Understand the concept of virtual organization; flexi time & flexi work, moonlighting, Employee engagement, Employee branding HR Capital & Talent Management.	
Unit No.	**Particulars**	
Unit 1	**Human Resource Management** Concept , Nature, Scope & Functions; Objectives, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Challenges of HRM – Environmental, organizational, Individual. Human Resource Planning: Definition, Objectives, Need/Importance, HRP Process, Barriers to HRP, Managing Diversity, Equity and Inclusion – Introduction, objective, challenges of implementing DEI, Job Analysis – Process, Techniques & uses of JA, Job Description & Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement.	10 Hours
Unit 2	Recruitment and Retention: Meaning, Objectives, Importance & Process, Barriers of HRP Job Analysis- Concept , Uses, Process; Job Description & Job Specification; Recruitment – Objectives, Sources of Recruitment, Factors of Recruitment; Selection – Process Recruitment process, screening and selection methods, concept of Induction and Orientation. Career- meaning, career anchors, Career Planning-Process of career planning, Succession Planning- Process of succession planning, Transfer and Promotion, Demotion, Retention of Employees: Importance of retention, strategies of retention.	10 Hours
Unit 3	Managing Employee Performance and Training: Performance Appraisal & Performance Management – Definition, Objectives, Importance, Appraisal Process and Appraisal Methods. Training and Development - Definition – Scope, Role of Training in an Organizations, Objectives, Training and Development Process, Difference	10 Hours

	between training and development, E-Learning, Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.	
Unit 4	Compensation Management: Compensation Management: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation, Wages & Salary – Factors affecting W & S administration, Types of wages, Components of salary, Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits, Employees Separation **-** Retirement, Termination, VRS, Suspension. HR analytics – meaning, types, Benefits of AI in HRM, Flexible work strategies, HRIS, Work Life Balance, Glass Ceiling of Careers.	10 Hours
	REFERENCES:- 1. Human Resource Management - V.S.P. Rao 2. Human Resource Management - P. Subba Rao 3. Human Resource Management - S.S. Khanka 4. Human Resource Management - Gary Dessler **5.** Human Resource Management - K.Aswathappa.	

Distance Mode **MBA -I SEM-II** **PAPER- XII** **OPERATIONS MANAGEMENT**	
Course Outcomes	1. Learn the operations management system and issues pertaining to

	management of productivity, manufacturing technology and facilities. 2. Understand an appreciation of the crucial role of operations management in the efficiency, competitiveness, and profitability of business operations. 3. Understand the formulation and application of methods and models for inventory management. 4. Familiarize the students with various aspects of quality management.		
Expected Skills Impartation(Through theory and Practical's)	1. Designing systems 2. Analysis of operations related quantities.		
Marks : 60	Total Hours of Teaching: 40	Theory: 60	
Syllabus Contents:			
Unit 1: a) Theory Introduction to Production Management	INTRODUCTION TO PRODUCTION MANAGEMENT Production Management- Introduction, Nature and scope of operations Management, operations functions, operations objectives, Role of operations in business competitiveness and value creation. Classification of Manufacturing systems, Selection of manufacturing process-Productivity, factors affecting productivity, types of Productivity.	10 Hours	
Unit 2: a) Theory Production Systems and PPC	**Facilities & Technology Management: -** Facilities management (location of facilities, layout of facilities, Maintenance of facilities) materials handling. Manufacturing technology management, CAD/CAM, Group Technology, Just–in-time, flexible Manufacturing system, Industry 4.0 & Smart Manufacturing, Additive Manufacturing (3D Printing), Artificial Intelligence (AI) & Machine Learning, Robotics and Cobots (Collaborative Robots), Digital Twin Technology.	10 Hours	

<table>
<tr><td>Unit 3: a) Theory
Quality and Material Management</td><td>Production Planning and Materials Management

Objectives of PPC, functions of PPC, aggregate planning, project scheduling- introduction to PERT/CPM.
Purchasing cycle, 5R in Purchasing, Selective Inventory Controlling techniques and Problems on basic model of EOQ and ABC Analysis.</td><td>10 Hours</td></tr>
<tr><td>Unit 4: a) Theory</td><td>Quality Management System:
Introduction to Quality dimensions, Quality philosophies, Cost of Quality, Quality Circle, TQM.
ISO Certifications, IATF 16949 (mandatory for OEM suppliers), ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health & Safety), Six Sigma, Cloud-based QMS software and automation tools.</td><td>10 Hours</td></tr>
<tr><td colspan="3">Reference Books:
1. Chunawala, S. A., Patel, D. R. “Production & Operations Management”, Himalaya Publishing House, Mumbai.
2. R. Pannerselvam. “Production & Operations management”, Eastern Economy Edition, New Delhi.
3. Buffa, E.S. “Operations management”, Wieley India Private Limited, New Delhi.
4. Aswathappa K. Bhat , K. Sridhara. “Production & Operations Management”, Himalaya Publishing House, Mumbai,
5. Cherry, S. M., Production and Operations Management, Tata McGraw Hill Education Pvt. Ltd., New Delhi.</td></tr>
<tr><td colspan="3">Suggested Additional Readings: (if web source then provide url)
1. Chase. R.B., F.B. Jacob, and N.J. Aquilano. Operations Management for a Competitive Advantage, Eleventh Edition. New York: Irwin McGraw-Hill, 2006.
2. Friedman, T.L. The World Is Flat, New York: Farrar Straus and Giroux, 2005.</td></tr>
<tr><td colspan="3">Suggested Research Journal :
1. International journal of operations and production management – Emerald Group Publishing
2. Production and Operations Management - Wiley-Blackwell
3. Journal of Industrial Engineering and Management – Peer Reviewed Journal
4. Annals of Operations Research- Springer Science+Business Media</td></tr>
<tr><td colspan="3">Suggested Case Studies:
Krishnaswamy K. N., Mathirajan. M. “Cases in Operations Management”, PHI Learning</td></tr>
</table>

	MBA (Distance Mode) **Sem – II Paper - XIII** **BUSINESS STATISTICS**	
	Cos Upon successful completion of this course, students will be able to: 1. Obtain summary statistics of numerical data. 2. Represent numerical data diagrammatically and graphically. 3. Perform simple correlation and simple linear regression analysis. 4. Compute probability of events. 5. Explain binomial, Poisson, and Normal distributions. 6. Perform elementary hypothesis testing	
Unit 1	**Descriptive Statistics for business:** Measures of Central Tendency: Arithmetic mean, median, mode, Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, variance, coefficient of variation. Business Statistics: Definition, scope and applications, Importance of statistics in different disciplines, Requisites of a statistical unit, Types of statistical units. Karl Pearson's Correlation and Regression analysis for estimation, Examples.	10 Hrs.
Unit 2	**Business Data Processing** Organisation of Data- Classification- Functions, rules and types of classification, Presentation of Data: Tabulation- Meaning, Importance, Parts of table, Requisites of good table, Types of table. Diagrammatic and Graphic Representation: Difference between diagrams and graphs, Types of Diagrams, Two dimensional diagram, Graphic representation of Data: Techniques of construction of graphs, General rules for graphing, Graphs of Frequency Distribution, Examples.	10 Hrs.
Unit 3	**Statistics for Business Forecasting:** Times Series Analysis-Components of a time series, Analysis of times series, Measurement of Trend: Moving average method, Index Number- Uses of index numbers, types of index numbers, Problems in the construction of index numbers, methods of constructing index numbers, Test of consistency of index number formulae. Statistical Quality Control- Uses of SQC, Chance and assignable causes of variation, Process and product control, control charts, 3-sigma control limits, Tools of SQC, Control charts for variables and attributes, Examples.	10 Hrs.
Unit 4	**Statistical Decision Theory** **Ingredients of decision problem**- Acts, States of events, payoff table, opportunity loss. **Decision making Environment**-Decision maker, Objectives, Decision Situations (Certainty, Uncertainty), Types of Decision Making Criteria in uncertainty.	10 Hrs.

	Optimal Decision-Maximax criterion, Maximin criterion, Minimax criterion, Laplace criterion of Equal Likelihoods, Hurwicz Criterion of Realism, Expected Monetary Value(EMV), Expected Opportunity Loss(EOL) criterion, Expected Value of Perfect Information(EVPI), **Bayesian Decision Rule**- Posterior Analysis. **Decision Tree**-Roll Back Technique of Analysing a Decision Tree. Examples of each concepts. Examples	
	Reference Books: 1. Gupta S. C. and Gupta Indra (2018) Business Statistics, Himalaya Publishing House Pvt Ltd. 2. Arora P.N. and Arora S. (2003) Statistics for Management, S. Chand Publishing 3. Levin R. I. and Rubin D. S. (1998) Statistics for Management, Pearson. 4. Gupta, S. C. (2017) Fundamentals of statistics, Himalaya Publishing House.	

MBA (Distance Mode) **SEM-II PAPER- XIV** **APPLICATION OF RESEARCH METHODOLOGY TO MANAGEMENT**		
Course Outcomes	**CO 1:** Define various terms used in research process **CO 2:** Describe research design, sample design and sampling methods **CO 3:** Apply appropriate methods for data collection for research work **CO4:** Use appropriate statistical tools for data analysis and interpretation	
Expected Skills Impartation(Through theory and Practical's)	1. Analytical Skills 2. Problem Solving skill	
Marks : 60		
Syllabus Contents:		
Unit 1:	**Research Fundamentals** a) Meaning, objectives &Motivation in research-Types of research –Research Approach _ Research process, relevance &scope of research in management. Ethics in Research. identification of research/management problem, research question, Statement of a research problem. Distinction between management problem and managerial research problems, Qualitative and Quantitative Research Methods.	10 Hours
Unit 2:	**Research Design** a) Measurement &scaling techniques- Errors in measurement -Features of good Design, Types of Research Design, Sampling Design steps in sample Design, Characteristics of a good Sample Design, random samples & non random sampling Design, determining size of sample, Statistical design. measurement scales, Scaling technique, Hypothesis – concept, definition, types of hypothesis, features of good hypothesis.	10 Hours

Unit 3:	**Data Collection and Analysis** a) determining size of sample, confidence level. b) Testing of Hypothesis – Procedure for hypothesis testing. Use of statistical techniques for testing of hypothesis. Methods of data collection, Primary data – Schedule and questionnaire, Construction of schedule and questionnaire align with objectives framed, Collection of secondary data, Processing and analyzing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis), Inferential Analysis (‘t’ test, Chi- Square test, F test). Parametric and Non parametric test of hypothesis, Use of Ms-Excel and SPSS for data analysis – descriptive and inferential statistics.	10 Hours
Unit 4:	**Interpretation of Data, report Writing Plagiarism and research in Functional areas:** a) Interpretation of data-Techniques of Interpretation, report writing, layout of a project report.	10 Hours

Note:	Students are expected to identify and enlist contemporary social and managerial problems for which research is required. Enlist questions raised out of every social and managerial problem. Prepare statement of a research problem for every social and managerial problems enlisted. Select any one statement of research problem out of above enlisted social or managerial problems and prepare a detailed research design. Design the research for small sample size. Design schedule align with hypothesis and objectives framed. Collect data of minimum 30 samples. Feed data into Ms-Excel import the same into SPSS. Process the data to test hypothesis and to suffice set objectives. Prepare a comprehensive report of research under study. Use layout of project report containing five chapters for righting a report.

Reference Books:

1. Research Methodology - C.R. Kothari
2. Research Methodology - Saranwalla
3 Research Methodology in management Dr. V.P. Michael
4 Methods of social survey research Bajpai
5. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi
6. Research Methodology – R. Panneer Selvan, PHI

Course Title	**AI FOR BUSINESS**
Class and semester	MBA (Distance Mode) SEM-I Paper XV
Course Credit	4

Teaching Scheme		**Examination Scheme**
Lectures	**Internal Evaluation**	**University Examination**
40 Hrs	40 marks	60 Marks

Course Outcomes:
To make student learn the scope of Artificial Intelligence for Business.
To educates the student in AI applications in different functional management areas. To make students learn the adoption strategies of AI and its business models.
To provide the student with expertise in the theoretical aspects of AI in Industry 4.0

1.	Identify foundational knowledge of Artificial Intelligence from a business perspective.
2.	Categorize real-world applications of AI in various business domains.
3.	Formulate the tools to analyze the strategic impact of AI in organizations.
4	Understand applications of AI in Industry 4.0

Unit	Contents	Hours
1	**Introduction to AI:** Definitions, types, evolution, Introduction to AI branches, Importance of AI in the digital economy, AI vs traditional automation, Introduction to Expert system, Architecture and components of expert system, Challenges of AI in Shaping the Future of Work.	10
2	**AI Applications in Functional Areas of Management Marketing:** Need and significance of AI in marketing, AI for marketing (Customer segmentation, personalization, ad targeting, sentiment analysis) **Finance:** Need and significance of AI in Finance , AI for Finance (Fraud detection, credit scoring, robo-advisors, algorithmic trading) **HR:** Need and significance of AI in HR, AI for HR(Talent acquisition, AI in interviews, employee analytics) **Operations & SCM:** Need and significance of AI in Operations, AI for Operations (Demand forecasting, predictive maintenance, logistics optimization)	10
3	**Strategic Adoption & Business Models with AI** • AI as a strategic business tool • Developing an AI roadmap for businesses • Business model innovation with AI • AI readiness in Indian industries	10
4	• Barriers to AI adoption in enterprises • AI in Industry 4.0 • Overview of Industry 4.0 and its components • Relationship between AI and Industry 4.0 • Importance of data in Industry 4.0 • AI as the brain of smart factories	10

References: 1. Bernard Marr, Matt Ward, "Artificial Intelligence in Practice", Wiley, 2019 2. RajendraAkerkar, "Artificial Intelligence for Business", Springer, 2019 3. Doug Rose, "Artificial Intelligence for Business", Pearson FT Press, 2020 4. Raj Venkatesan and Jim Lecinski, "The AI Marketing Canvas", Stanford Business Books,2021 5. Livia Rainsberger, "AI – The New Intelligence in Sales", Springer, 2022 6. Bahaaeddin A. M. Alareeni, Islam Elgedawy, "Aritficial Intelligence and Finance",Springer, 2023 7. *Artificial Intelligence for Business* by Doug Rose 8. Harvard Business Review (AI-related articles) 9. Online demos: Google AI, Microsoft Azure AI, ChatGPT			
Useful links	1. https://www.sap.com/products/scm/industry-4-0/what-is- industry-4-0.html 2. https://www.coursera.org/specializations/ai-for-business- wharton		
Additional reading	1. Expert Systems with Applications, Elsevier Ltd. 2. Artificial intelligence, Elsevier Ltd. 3. Harvard Business Review (AI-related articles) 4. Online demos: Google AI, Microsoft Azure AI, ChatGPT		

Optional–B(Any One) (Internal)			
Sr	Name of the Subject	**Credits**	**Total Marks**
1.	Negotiation Skills	**2**	**50**
2.	Business Models	**2**	**50**
3.	Computer Applications for Business	**2**	**50**
4.	E- Business	**2**	**50**

Course Title	**Optional 1 NEGOTIATION SKILLS**	
Class and Semester	MBA (Distance Mode)	
Course Credit	**2**	
Teaching Scheme		**Examination Scheme**
Lectures	**Internal Evaluation**	
20 Hrs	50 marks	

Course Outcomes:
On successful completion of the course the learner will be able to

1	**Understand** stages, style, and forms of negotiation and approaches suitable for different situations.
2	**Apply** negotiation styles and theory in real- life business situations.
3	**Analyze** ethical and cross-cultural considerations in negotiation.
4	**Evaluate** successes and failures in negotiation through reflection and feedback.

Unit		**Hours**
I	**Foundations and Core Negotiation Strategies**	**10**
	1. **Introduction to Negotiation**: Definitions, Importance, Myths. Negotiation vs. Bargaining 2. **Distributive Negotiation**: Claiming Value, Reservation Price, BATNA 3. **Integrative Negotiation**: Creating Value, Interests vs. Positions 4. **Stages of Negotiation**: Preparation, Opening, Exploration, Bargaining, Closing 5. **Communication and Persuasion**: Verbal/Non-verbal cues, Listening Skills, Influence Tactics 6. **Emotions in Negotiation**: Emotional Intelligence, Managing Difficult Emotions 7. **Power and Ethics in Negotiation**: Sources of Power, Fairness, Trust, Ethical Dilemmas	
II	**Advanced Practices and Applications**	**10**

	1. **Negotiation Styles and Cultural Dimensions**: Thomas-Kilmann Instrument, Hofstede's Framework 2. **Multi-Party and Team Negotiations**: Coalition Building, Managing Complex Agendas 3. **Negotiation in Specific Contexts**: Salary/Compensation, Vendor, Client, Mergers & Acquisitions	

	4. **Cross-Cultural and International Negotiation**: Cultural Sensitivity, Norms, Global Etiquette 5. **Online & Virtual Negotiations**: Digital Communication, Email, Video Calls, Trust-building remotely 6. **Conflict Resolution and Mediation**: Types of Conflict, Conflict Styles, Mediation Process 7. **Simulation & Role Play Sessions**: Harvard/INSEAD simulations across sectors (tech, HR, procurement, diplomacy)	

Reference Books & Reading Materials:

1. **"Getting to Yes: Negotiating Agreement Without Giving In"** – Roger Fisher, William Ury, Bruce Patton
2. **"Negotiation"** – Roy Lewicki, David Saunders, Bruce Barry
3. **"Difficult Conversations"** – Douglas Stone, Bruce Patton, Sheila Heen
4. **"Bargaining for Advantage"** – G. Richard Shell
5. **"The Mind and Heart of the Negotiator"** – Leigh L. Thompson
6. **Harvard Business Review (HBR) Articles** – Curated list (provided during course)

Case Studies and Simulations – Harvard/INSEAD/IIMA negotiation packs

Teaching Methodology:

1. **Case-Based Learning**: Real business negotiations
2. **Role-Plays and Simulations**: Weekly negotiation games
3. **Flipped Classroom**: Students present readings/concepts
4. **Reflective Practice**: Journaling and Peer Debriefs
5. **Guest Lectures**: Industry Experts & Professional Negotiators

Pedagogical Innovations:

1. **Negotiation Lab:** Live negotiation room simulations with peer observation.
2. **Feedback Loops:** Peer + Faculty feedback after simulations.
3. **Negotiation Scorecards:** Weekly tracking of personal growth and strategies used.

Course Title	**Optional 2 BUSINESS MODELS**		
Class and Semester	MBA (Distance Mode) Sem - II		
Course Credit	2		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	
20 Hrs	10 Hrs	50 Marks	

Course Outcomes: On successful completion of the course the learner will be able to-

1.	**Understand** innovative business models across various industries, including their structure, uniqueness, and value delivery mechanisms.
2.	Understand and **Apply** the key components of business models using conceptual tools such as the Business Model Canvas, Platform Model, and others.
3.	**Analyze and evaluate** real- world companies, assess their strengths/weaknesses, and suggest improvements or innovations.

Unit	Contents	Hours
1	**Basics of Business Models:** Concept of Business, Evolution of business, Development of business Idea, Sources of business ideas, Factors affecting on business, Business Sickness & remedies Financial institutions for business development support. Business Model, History of business models, Types of business models, Business model cycle, Sustainable Business Model Innovation. Success stories of business models.	10
2	**New Edge Business Models & Trends:** AI-Driven SaaS & Embedded Intelligence, Immersive Commerce& AR-Enhanced Retail, Subscription & Membership Models, Micro-Niche Marketplaces & PaaS Platforms, Circular Economy & Product Reuse Models, Decentralized Autonomous Organizations (DAOs) & Blockchain Models, Open Manufacturing / Open-Source Physical Production, Open Innovation & Open Coo- petition, Data Monetization & Edge Computing, On- Demand & Gig Economy Models	10

Reference books:

1. Business Models for Startups by Anilkumar, Mishra & Saiprasad Himalaya Publishing House, 2022
2. Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi
3. The Origin and Evolution of New Businesses by AmarV. Bhide, published by oxford university press New York.
4. The Business Model Book: Design, build and adapt business ideas that drive by Adam J. Bock, Gerard George, Published by Pearson Education Ltd.UK
5. Digital Business and E-Commerce Management -Chaffey, D. (2022). (8th ed.). Pearson Education.
6. Artificial Intelligence for Business- Rose, D. (2020). (2nd ed.). Pearson Education.
7. EDGE: Value-Driven Digital Transformation- Mehta, J., & Mehta, S. (2019). Pearson Education.
8. Open business models: How to thrive in the new innovation landscape. Chesbrough, H. (2006). Harvard Business Review Press.
9. The new age of innovation: Driving co created value through global networks. Prahalad, C. K., & Krishnan, M. S. (2008). McGraw-Hill.

Catalyst code: The strategies behind the world's most dynamic companies. Evans, D. S., & Schmalensee, R. (2007). Harvard Business Review Press.

Suggested Case Studies:

1. Case studies must be discussed and solved in classroom.
2. NPTL Videos can be displayed on related topics.

Useful links:

- https://hbr.org/2025/05/how-gen-ai-could-disrupt-saas-and-change-the-companies-that-use-it
- https://www.jmsr-online.com/article/augmented-reality-in- retail-elevating-customer-engagement-and-driving-sales-261
- https://www.sciencedirect.com/science/article/pii/S0921344923001374
- https://hbr.org/2021/07/the-circular-business-model
- https://www.investopedia.com/tech/what-dao/
- https://www.chainalysis.com/blog/introduction-to- decentralized-autonomous-organizations-daos/
- https://www.forbes.com/sites/trondarneundheim/2022/04/04/w hy-we-need-open-manufacturing-and-what-that-would-mean- for-you/
- https://tulip.co/blog/open-source-for-manufacturing-key- lessons-manufacturers-can-learn/
- https://medium.com/@villum/understand-open-source- manufacturing-in-30-minutes-c98554419696
- https://www.computer.org/csdl/magazine/co/2025/04/1093795 4/25mYGOoIqdi
- https://www.park.edu/blog/the-gig-economy-shaping-the- future-of-work-and-business/

https://www.abacademies.org/articles/entrepreneurial- challenges-in-business-model-for-the-gig-economy-agendas- for-research-and-business-development-8962.html

Course Title	**Optional 3 COMPUTER APPLICATIONS FOR BUSINESS**		
Class and semester	MBA (Distance Mode) Sem - II		
Course Credit	2		
Teaching Scheme		**Examination Scheme**	
Lectures	**Internal Evaluation**		
20 Hrs	50 Marks		
Course Objectives			
To make student learn the different components of MS-Office. To educates the MS-Office applications in different business areas. To make students learn the Business data management through MS-Office. To provide the student with expertise in the practical aspects of MS-Office components.			

Course Outcomes: On successful completion of the course the learner will be able to		
1	Identify MS-Office components for business applications.	
2	Create interactive presentations and documents.	
3	Analyze business data using visualization tools in MS-Excel.	
Unit	Contents	Hours
1	**MS-Word and PowerPoint:** **MS-Word-Word Processing**: Introduction to MS Office components, Introduction and working with MS Word, Word basic commands **Formatting Documents:** Setting Font style, alignment, Indent, paragraph setting, page setting, and document style. **Tables**- Creating and formatting table, Border setting, Merging, Splitting, Sorting, Insertion and deletion of row column. **Tools:** Word completion, spell check, Mail merge, Macros, Temples, using wizards document security, **Drawing:** Inserting picture, drawing, formatting picture, grouping, ordering, and rotating picture.	10
	Ms-PowerPoint: Creating presentation, using templates, setting presentation layout. **Formatting Presentation:** Adding style, management objet, header & footer, slide background, slide layout. **Graphics and Effects:** Inserting, drawing pictures, setting animation & transition effect, Adding multimedia files to presentation.	

2	**Ms-Excel:** Introduction to spreadsheet, sorting, filtering of data, Relative reference, absolute reference and mixed reference formula, editing formula, Naming cell and range. **Formatting Worksheet:** Assigning and removing formats, using auto formats, custom formats, custom borders, controlling column height and width. Analyzing Data: Entering Functions in worksheet, Mathematical functions, text functions, logical functions, and financial functions. **Statistical Analysis:** Average, Median, Min, Max, Median, Mode, Standard deviation, variance, percentile function, 05 59 quartile function COUNT, COUNTA, COUNTIF, COUNTBLANK , SUM, SUMIF. What-If-Analysis, Goal Seek, Solver, Scenario Manager, Pivot table, Pivot Chart. **Data Visualization:** Introduction to data visualization, Basic Charts in Excel, Creating Embedded charts, Creating charts and chart sheet. Different types of charts.	10

Reference books:

1. Fundamentals of Computer by P.K.Sinha
2. Computer Today – Basundara
3. Fundamentals of Computer – V.Rajaraman
4. 2 MS – OFFICE -97 By Gini Courter and Annette Marquis, BCB publication
5. Foundations of Information Technology Coursebook 9: Windows 7 and MS Office 2007 (With MS Office 2010 Updates)- SangeetaPanchal,AlkaSabharwal

Useful links

https://www.tutorialspoint.com/excel/

How to give Citation to research Document in Ms-Word: https://nptel.ac.in/courses/121106007/12

Introduction to Data Analytics: https://nptel.ac.in/courses/110106064/20

Additional reading

Microsoft-office-training-manuals

Microsoft Office 2016- Joan Lambert Curtis Frye

Course Title	**Optional 4 E-BUSINESS**		
Class and semester	MBA (Distance Mode) Sem - II		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Internal Evaluation**		
20 Hrs	50 Marks		
Course Objectives			
To make student learn the impact of e- business on organizations. To educates the student in e-business applications in different functional management areas. To make students learn the ICT infrastructure of e-business and its models. To provide the student with expertise in the theoretical aspects of E-products and E-services			
Course Outcomes: On successful completion of the course the learner will be able to			
1	Understand the concept, need and e-Business components.		
2	Relate the role of different Information Technology components in the implementation of e-business.		
3	Analyzethe impact of e-business on the performance of organization.		
Unit	Contents	Hours	
1	**e- Business:** Introduction to e-business, e-business models and applications, e-business architecture. Managing Security threats in e-Business. Development and the economic influence of the e-business. Issues in e-business , business Impact of e- business on organizations, Basic element of e-business: ICT Infrastructure, m-Commerce	10	
2	**E-Business Applications** E-Products and E-Services Classification of business webs: agora, aggregation, value chain, alliance, e-SCM and e-services, e-procurement, e-contracting, e-tendering, Government Electronic Market Portal	10	

Reference books:

1. Gary Schneider, Electronic Commerce, Sixth Edition, Course Technologies, 2006,
ISBN: 0-619-21704-9
2. Management Information Systems –Text and Cases- WamanJawadekar, McGraw Hill
3. Management Information Systems-Managing a Digital Firm by Kenneth C Laudon, Jane P Laudon. PHI
4. E-Commerce by Murthy
5. Management Information System by Dr. V. D. Nandavadekar , Success Publication, Pune 6.Information Technology and E Business by Dr. S. Victor Anandkumar
7. e Commerce and e Business by Zorayda Ruth B. Andam
8. Government of India e- Market website: www.gem.gov.in

Useful links https://www.bajajfinserv.in/e- business https://razorpay.com/learn/difference-between-e-commerce-and-e-business/
Additional reading 1. International Journal of Electronic Business, Inderscience Publishers, ISSN online: 1741-5063, ISSN print: 1470-6067 2. Technoarete Journal on Advances in E-Commerce and E-Business (TJAEE), ISSN : 2583-3049 (Online)