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COURSE CURRICULUM & EVALUATION SCHEME

**For
Master of Business Administration
(MBA)**

(Session: 2025-27)



FUTURE UNIVERSITY, BAREILLY (U.P.) INDIA



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Course Curriculum

Of

**Master of Business Administration (MBA)
Faculty of Commerce and Management Studies**

Session 2025-27

Syllabus

**FUTURE UNIVERSITY
BAREILLY, UTTAR PRADESH**

**Academic Council
Future University
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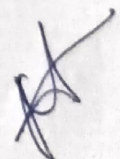
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Program: MBA**Year: I****Semester: I**

S. No.	Subject Code	Name of the Subject	NEP Category	Periods			Total
				L	T	P	
1	MBA5101	Management Theory	CC	3	0	0	3
2	MBA5102	Managerial Economics	CC	3	0	0	3
3	MBA5103	Business Statistics and Analytics for Decision Making	CC	3	0	0	3
4	MBA5104	Organizational Behavior	CC	3	0	0	3
5	MBA5105	Marketing Management	CC	3	0	0	3
6	MBA5106	Financial Reporting and Analysis	CC	3	0	0	3
7	MCA5107	Computer Applications for Business (offered through the Department of CS and IT)	GE	1	0	1	2
8	MCA5108	MS-Office(Excel) Lab (Offered through the Department of CS and IT)	GE	1	0	1	2
9	MBA5109	Life Skills Verbal Communication Lab Foreign Language – I	SEC	0	1	2	2
10	MBA5110	Enterprise Analysis	AEC	1	1	0	2
		TOTAL		21	1	4	26

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Faculty of Commerce and Management Studies
Revised Paper Code list (3 Nov. 2025)

S. No	S. No	Course	Year	Sem.	Sect.	Paper Code	Subject Title	NEP Category	Teaching Load					Internal		
									L	T	P	TC	CH	CA	EE	TM
1	1	BBA	1	1	A	BBA1101	Management Process and Organizational Behaviour	DSC/CC	4	0	0	4	60	30	70	100
2	2					BBA1102	Business Mathematics	DSC/CC	4	0	0	4	60	30	70	100
3	3					BBA1103	Financial Accounting and Analysis	DSC/CC	4	0	0	4	70	30	70	100
4	4					BBA1104	Business Economics	MI	3	1	0	4	70	30	70	100
5	5					UCC1102	Artificial Intelligence for Everyone	AEC	1	1	0	2	30	30	70	100
6	6					BBA1105	Communication Skills	SEC	1	1	0	2	30	0	70	70
7	7					BBA1106	Communication Skills (Lab)	SEC	0	0	2	1	30	30	0	30
8	8					BBA1107	Life Skills and Personality Development	VAC	2	0	0	2	30	30	70	100
9	9					UCC1101	Indian Knowledge System	IKS	0	0	2	1	15	30	70	100
10	10						MOOCs	MC	Self-Paced Learning							
11	1	BBA	2	3	A	BBA2301	Marketing Management	Core	4	0	0	4	60	30	70	100
12	2					BBA2302	Human Resource Management	Core	4	0	0	4	60	30	70	100
13	3					BBA2303	Research Methodology	Core	4	0	0	4	60	30	70	100
14	4					BBA2304	Company Law	Minor	4	0	0	4	60	30	70	100
15	5					UCC1102	Artificial Intelligence for Everyone	AEC	1	1	0	2	30	30	70	100
16	6					BBA2305	Human Values and Professional Ethics	MDE	3	0	0	3	45	30	70	100
17	7					BBA2306	Tally and Its Application in Business	SEC	2	0	2	3	45	30	70	100
18	8					BBA2307	Disaster Management	VAC	0	0	4	2	30	30	70	100
19	9						MOOCs	MOOC	Self-Paced Learning							
20	1	B Com	1	1	A	COM1101	Financial Accounting	CC	4	0	0	4	60	30	70	100
21	2					COM1102	Micro Economics	CC	4	0	0	4	60	30	70	100
22	3					COM1103	Quantitative Techniques for Commerce	CC	4	0	0	4	60	30	70	100
23	4					COM1104	Management Processes and Organisational Psychology	MDE	2	0	0	2	30	30	70	100
24	5					COM1105	English Language and Business Communication	AEC	2	0	0	2	30	30	70	100
25	6					COM1106	Computer Applications for Commerce	SEC	1	0	2	2	30	30	70	100
26	7					UCC1101	Indian Knowledge System	VAC	0	0	0	2	30	30	70	100
27	8						MOOCs	MC	Self-Paced Learning							
28	1	MBA	1	1	A	MBA5101	Management Theory	CC	3	0	0	3	60	30	70	100
29	2					MBA5102	Managerial Economics	CC	3	0	0	3	60	30	70	100
30	3					MBA5103	Business Statistics and Analytics for Decision Making	CC	3	0	0	3	60	30	70	100
31	4					MBA5104	Organizational Behaviour	CC	3	0	0	3	60	30	70	100
32	5					MBA5105	Marketing Management	CC	3	0	0	3	60	30	70	100
33	6					MBA5106	Financial Reporting and Analysis	CC	3	0	0	3	60	30	70	100
34	7					MCA5111	Computer Applications for Business (offered through Department of CS and IT)	GE	1	0	2	2	30	15	35	50
35	8					MCA5175	MS-Office (Excel) Lab (Offered through Department of CS and IT)	GE	1	0	2	2	30	15	35	50
36	9					MBA5107	Verbal Communication	SEC	0	1	2	2	30	50	0	50
37	10					MBA5108	Enterprise Analysis	AET	2	0	0	2	30	50	0	50
48	1	MBA	2	3	A	MBA6301	International Business Management	CC	0	0	3	3	20	50	100	150
49	2					MBA6302	Entrepreneurship and Innovation	CC	0	0	3	3	20	50	100	150
50	3					MBA6303	Strategic Management	CC	0	0	3	3	20	50	100	150
51	4					MBA6304	Summer Training Project Report and Viva-Voce	RPR	0	0	3	3	20	50	100	150
52	5					MBA6305	Consumer Behavior and Integrated Marketing Communication	GE	0	0	3	3	20	50	100	150
53	6					MBA6306	Sales and Retail Management	GE	0	0	3	3	20	50	100	150
54	7					MBA6311	Performance Management System	GE	0	0	3	3	20	50	100	150
55	8					MBA6312	Industrial Relations and Labor Laws	GE	0	0	3	3	20	50	100	150
56	9					MBA6316	Investment Analysis and Portfolio Management	GE	0	0	3	3	20	50	100	150
57	10					MBA6317	Financial Market and Services	GE	0	0	3	3	20	50	100	150
58	11					MBA6321	Managing Global Business	GE	0	0	3	3	20	50	100	150
59	12					MBA6322	Trade Documentation	GE	0	0	3	3	20	50	100	150
60	13					MBA6326	Data Analytics for Business	GE	3	0	3	3	20	50	100	150
61	14					MBA6327	Business Intelligence and E-Commerce	GE	3	0	3	3	20	50	100	150
62	1	Ph.D.				25RMPHDUC01	Research Methodology	UCC	4	0	0	4	60	0	100	100
63	2					25CMPHD101QMC	Quantitative Methods and Computer Applications	UCC	2	0	0	2	30	0	100	100
64	3					25REPHDUC02	Research Ethics and Publications	DSC	3	0	0	3	45	0	100	100
65	4					25CMPHD102FM	Contemporary Issues and Trends in Financial Management	DSE	3	0	0	3	45	0	100	100
66	5					25CMPHD103MM	Contemporary Issues and Trends in Marketing Management	DSE	3	0	0	3	45	0	100	100
67	6					25CMPHD104HR	Contemporary Issues and Trends in Human Resources Management	DSE	3	0	0	3	45	0	100	100

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SEMESTER I

MBA5101: MANAGEMENT THEORY

L – 3, T- 0, P - 0, Total Credits - 3

Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

Unit I

(15 Hours)

Introduction: Introduction to Management, Definition of Management: Art or Science, Types of Management, Marked Difference between Management and Administration, Evaluation of Management Thought, Various Approaches of Management Thought, Functions of Management.

Unit II

(10 Hours)

Planning: Nature and Purpose of Planning, Planning Process, Types of Planning – Objectives, Setting of Objectives, Policies, Planning Premises, Steps of Planning, Decision-Making Steps and Process. **Organizing:** Nature and Purpose, Formal and Informal Organization, Organization Structure, Line and Staff Authority, Delegation of Authority, Departmentalisation, Centralisation and Decentralization, Span of HR Planning, Recruitment, Selection, Training and Development.

Unit III

(10 Hours)

Directing: Motivation, Different Theories of Motivation – Maslow, Herzberg, McClelland, Vroom, Motivational Techniques, Job Enrichment. **Leadership:** Types and Theories. **Communication:** Process of Communication, Barriers in Communication, and Effective Communication.

Unit IV

(6 Hours)

Staffing: Concept and Importance of Staffing, Staffing as a Part of Human Resources Management, Staffing Process, Recruitment, Selection, Sources, Training and Development – Concept, Importance, Method of Training and Induction.

Unit V

(4 Hours)

Controlling: Elements of Managerial Control, Control Systems, Control Techniques, Types of Control. **Coordination:** Concept, Importance, Principles and Techniques of Coordination.

Suggested Readings: (All Latest Editions)

1. Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2006.
2. Heinz Wehrich, Harold Koontz: Management – A Global Perspective, 10/e, Tata McGraw-Hill, 2007.
3. Schermerhorn: Management, 8/e, Wiley India, 2006.
4. Prem Vrat, K.K. Ahuja, P.K. Jain: Case Studies in Management, Vikas Publishing House Pvt. Ltd., 2006.
5. Robbins: Management, 7/e, Pearson Education, 2006.

MBA5101: MANAGEMENT THEORY

L – 3, T- 0, P - 0, Total Credits - 3

Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

Unit I

(15 Hours)

Introduction: Introduction to Management, Definition of Management: Art or Science, Types of Management, Marked Difference between Management and Administration, Evaluation of Management Thought, Various Approaches of Management Thought, Functions of Management.

Unit II

(10 Hours)

Planning: Nature and Purpose of Planning, Planning Process, Types of Planning – Objectives, Setting of Objectives, Policies, Planning Premises, Steps of Planning, Decision-Making Steps and Process. **Organizing:** Nature and Purpose, Formal and Informal Organization, Organization Structure, Line and Staff Authority, Delegation of Authority, Departmentalisation, Centralisation and Decentralization, Span of HR Planning, Recruitment, Selection, Training and Development.

Unit III

(10 Hours)

Directing: Motivation, Different Theories of Motivation – Maslow, Herzberg, McClelland, Vroom, Motivational Techniques, Job Enrichment. **Leadership:** Types and Theories. **Communication:** Process of Communication, Barriers in Communication, and Effective Communication.

Unit IV

(6 Hours)

Staffing: Concept and Importance of Staffing, Staffing as a Part of Human Resources Management, Staffing Process, Recruitment, Selection, Sources, Training and Development – Concept, Importance, Method of Training and Induction.

Unit V

(4 Hours)

Controlling: Elements of Managerial Control, Control Systems, Control Techniques, Types of Control. **Coordination:** Concept, Importance, Principles and Techniques of Coordination.

Suggested Readings: (All Latest Editions)

1. Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2006.
2. Heinz Wehrich, Harold Koontz: Management – A Global Perspective, 10/e, Tata McGraw-Hill, 2007.
3. Schermerhorn: Management, 8/e, Wiley India, 2006.
4. Prem Vrat, K.K. Ahuja, P.K. Jain: Case Studies in Management, Vikas Publishing House Pvt. Ltd., 2006.
5. Robbins: Management, 7/e, Pearson Education, 2006.

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MBA5102: MANAGERIAL ECONOMICS

L - 3, T- 0, P - 0, TotalCredits - 3

Unit I

(15Hours)

Introduction to Managerial Economics: Nature and Scope- Fundamental Concepts: Incremental reasoning, Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi-Marginal Principle-Concept and Measurement of National Income, Inflation, Philip Curve, stagflation, Theory of Employment.

Unit II

(10Hours)

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Law of Demand, Elasticities of Demand and Supply-Methods of demand forecasting for established and new products. Business cycles: Policies to counter Business Cycles.

Unit III

(10Hours)

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions-Isoquants, Cobb-Douglas and CES Production function - Returns to Scale.

Unit IV

(6Hours)

Theory of Pricing: Theory of Firm -Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing-Game Theory, Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma Dilemma.

Unit V

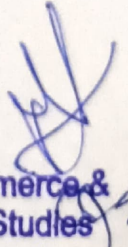
(6Hours)

Budgeting Capital budgeting - Need - Kinds Capital budgeting problem - Principles to measure capital Productivity. Supply of capital - Capital rationing - Cost of capital - Calculating cost of capital

Suggested Readings:(All latest editions)

1. Joel Dean, Managerial Economics, Prentice Hall.
2. Mote Paul, Gupta(1977) Managerial Economics, TMH.
3. H. Craig Peterson, W. Cris Lewis,(1994) Managerial Economics, PHI
4. Gupta G.S.(1988) Managerial Economics, TMH
5. P.L. Mehta(, 2001), Managerial Economics, PHI


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MBA5103: BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

L – 3, T- 0, P - 0, Total Credits - 3

Unit I

(15Hours)

Introduction: Overview of Business Analytics, Introduction to Analytics, The Science of Data-Driven Decision Making, Descriptive Analytics, Predictive Analytics, Prescriptive Analytics, Big Data Analytics, Web and Social Media Analytics, Framework for Data-Driven Decision Making, Analytics Capability Building, Roadmap for Analytics, Capability Building. Challenges in Data-Driven Decision Making and Future Ready

Unit II

(10Hours)

Statistics: Meaning and Definition of Statistics-Role of Statistical Techniques in Decision-Making. Measures of Central Tendency: Mean, Median and Mode - Measurement of Dispersion: Mean Deviation and Standard Deviation.

Probability Distribution: Concepts of Probability- Additive and Multiplicative Laws- Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution.

Unit III

(10Hours)

Correlation Analysis: Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Concept of Multiple and Partial Correlation.

Regression Analysis: Concept, Least Squares Fit of a Linear Regression, Two Lines of Regression, and Properties of Regression Coefficients.

Time Series Analysis: Components, Models of Time Series-Additive, Multiplicative, and Mixed models-Trend analysis: Freehand curve, Semi averages, Moving averages, Least Square method.

Unit IV

(06 Hours)

Sampling Theory and Tests of Significance: The basics of Sampling- Sampling Procedures: Random and Non-Random Methods-Sample size determination-Sampling distribution-Central Limit Theorem-Hypothesis Testing -Large Sample test, Small Sample Test.

Unit V

(04 Hours)

Chi-Square Analysis: Test for a specified population variance, Test for Goodness of fit, Test for Independence of Attributes.

Analysis of Variance- One Way and Two Way ANOVA (with and without Interaction)

Suggested Readings: (All latest editions)

1. UDinesh Kumar (2017), Business Analytics, A Science of Data-Driven Decision-Making, Wiley India Pvt. Ltd
2. Levin R.I., Rubin S. David (2000) Statistics for Management, 7th Ed, Pearson
3. Gupta S.P., Statistical Methods (1996), Sultan Chand and Sons.
4. Keller (2009), G, Statistics for Management, 1st Ed, Cengage Learning
5. J.K Sharma, (2010) Business Statistics, 2nd Ed. Pearson.

MBA5104:ORGANIZATIONAL BEHAVIOUR

L – 3, T- 0, P - 0, TotalCredits - 3

Unit I

(15Hours)

Introduction: Meaning, Nature and Scope of Organisational Behaviour - Need for studying Organisational Behaviour - Disciplines contributing to Organisational Behaviour -Organisational Behaviour process - Approaches and Models of Organisational Behaviour. Paradigm Shift

Unit II

Foundations of Individual Behaviour: Personality and Attitude: Importance of personality in Performance, Theories of Personality, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window, Relationship between behaviour and attitude, IMMMModel.

Unit III

(10Hours)

Perception and Motivation: Meaning and concept of perception, Factors influencing perception, Perceptual process. **Motivation:** Definition and Concept, The Content Theories of Motivation (Maslow's Need Hierarchy and Herzberg's Two Factor Model Theory), The Process Theories (Vroom's expectancy Theory and Porter Lawler model), Contemporary Theories-Equity Theory of Work Motivation.

Unit IV

(06Hours)

Group, Team Dynamics and Leadership: The Meaning of Group and Group Behaviour and Group Dynamics, Types of Groups, The Five-Stage Model of Group Development. Interpersonal and Transactional Analysis, Johari Window. **Leadership:** Introduction, Managers/Leaders, Theories of Leadership.

Unit V

(04Hours)

Organisational Culture and Conflict Management –Meaning and NatureofOrganizationCulture-Origin and Function of Organisation Culture, Types of Culture, Creating and Maintaining Organisation Culture, Managing Cultural Diversity. **Conflict Management:** Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches.ConflictResolutionStrategies. Change Management and its theories.

SuggestedReadings:(Alllatesteditions)

1. Robbins,S.P.(1990).Organisation Theory: Structures, Designs, And Applications, 3/e. PearsonEducationIndia.
 2. Luthans, F., Luthans, B.C., and Luthans, K.W.(2015).Organisational Behaviour: An Evidence-Based Approach.IAP.
 3. Nelson,D.,andQuick, J.(2008). Organisational Behaviour and Opportunity.
 4. M.N.Mishra, Organisational Behaviour, Vikas Publishing House Pvt.Limited.2010
- Ashwathappa, D.K. Organisation Behaviour.

MBA5105:MARKETING MANAGEMENT

L - 3, T- 0, P - 0, TotalCredits - 3

Unit I

(15Hours)

Introduction to Marketing: Definition and Functions of Marketing-Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organisation. Selling versus marketing. Concept of Marketing Myopia. Marketing Process.

Unit II

(10Hours)

Marketing Environment: Concept of Environment, Macro Environment and MicroEnvironment –Components and characteristics, Needs and Trends, Major forces impacting the Macro Environment and MicroEnvironment, Need for analyzing the Marketing Environment. Analysing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics.

Unit III

(10Hours)

Segmentation, Target Marketing and Positioning: Segmentation - Concept, Need and Benefits. Bases for segmentation for Consumer and business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential and Market Share. Target Market -Concept of Target Markets and criteria for selection. Segment Marketing, Niche and Local Marketing, Mass Marketing, and Long Tail Marketing. Positioning - Concept of differentiation and positioning, Value Proposition and Unique Selling Proposition.

Unit IV

(05Hours)

Marketing Mix: Origin and Concept of Marketing Mix, 7Ps - Product, Price, Place, Promotion, People, Process, Physical evidence.

Unit V

(05Hours)

Product Life Cycle: Concept and characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC, and Strategies across stages of the PLC. Integrated Marketing Communication (IMC) –meaning, objective and methods.

Suggested Readings:(All latest editions)

1. Etzel, M. J., Bruce, J.W., Stanton, W. J., and Pandit, A. (2011). Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. and Armstrong, G. (2017). Principles of Marketing (17th ed.). Pearson.
3. Perrault (Jr), Cannon, J.P., and McCarthy, E.J. (2010). Basic Marketing. New Delhi: Tata McGraw-Hill.
4. Ramaswamy, V.S. and Namakumari, S. (2010). Marketing Management: Global Perspective Indian context (4th ed.). New Delhi: Macmillan.
5. Perspective Indian context (4th ed.). New Delhi: Macmillan.

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MBA511:FINANCIALREPORTINGAND ANALYSIS

L – 3, T- 0, P - 0, TotalCredits - 3

Unit I

(15Hours)

Introduction to Financial Reporting: Conceptual Framework of Financial Reporting, Purpose of Financial Reporting, Financial Reports, Conceptual Framework of Financial Reporting, Features of Financial Reporting

Unit II

(10Hours)

Accounting Standards in India and IFRS: Overview of IFRS, Introduction of Indian Accounting Standards, Concept, Objectives, Advantages, Disadvantages of Accounting Standards, Accounting Standard Board in India, Applicability of Indian Accounting Standards, Difference between GAAP and IFRS

Unit III

(10Hours)

Understanding Financial Statements: Structure of Financial Statements, Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Profit and Loss Statement), Cash Flow Statement AS-3.

Unit IV

(10Hours)

Analysis and Interpretation of Financial Statements: Ratio Analysis, Liquidity, Solvency, Activity, Profitability, Growth, Coverage. Analysis of Financial Statements, Comparative and Common Size Analysis (Vertical and Horizontal Analysis).

Unit V

(4 Hours)

Budgeting Control – Meaning of Budget – Classification of Budgets, Marginal Costing and Profit planning – Cost Volume Profit Analysis – Break-even Analysis.

Suggested Readings: (All latest editions)

1. Bhattacharya, K Ashish. Corporate Financial Reporting and Analysis. PHI learning, Delhi.
2. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education, Delhi.
3. Lal, Jawahar and Sucheta Gauba, Financial Reporting and Analysis. Himalaya Publishing House, Mumbai.

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MBA5107:COMPUTER APPLICATIONS FOR BUSINESS

L – 2, T- 0, P - 1, TotalCredits –3

Unit I

(10Hours)

Fundamentals of Computers and IT: Introduction to Computers: Definition, Characteristics, Applications in Business, Components of a Computer System: Hardware, Software, Firmware, Types of Computers: Desktop, Laptop, Workstations, Servers, Input and Output Devices, Memory: Primary, Secondary, Cache, Operating Systems (Windows/Linux overview), Introduction to Computer Networks and Internet Basics

Unit II

(8Hours)

Office Productivity Tools: MS Word: Document creation, Formatting, Tables, Templates, Mail Merge, MS Excel: Data Entry, Formulas, Functions, Charts, sorting/Filtering, Pivot Tables, MS PowerPoint: Creating Slides, Use of Design Templates, Animation, Transitions, MS Outlook: Email, Calendar, and Scheduling Basics

Unit III

(7Hours)

Business Data Management Using Spreadsheets: Financial Calculations: Loan Amortisation, ROI, Break-even Analysis, Excel Functions: IF, VLOOKUP, HLOOKUP, COUNTIF, SUMIF, Dashboard Creation Basics, Charts and Graphs for Business Reports, Introduction to Data Validation, What-if Analysis, Scenario Manager

Unit IV

(5Hours)

E-Business and Digital Tools: Overview of E-Commerce and M-Commerce, Online Payment Systems: UPI, Wallets, Net Banking, Security Aspects

Unit V

(4Hours)

Business Applications of Cloud Computing, Introduction to Google Workspace (Docs, Sheets, Slides, Forms), Introduction to ERP and CRM Software (Overview only)

Suggested Readings:(All latest editions)

1. Computer Applications in Business – Dr Sushila Madan
2. Fundamentals of Computers – V. Rajaraman
3. Microsoft Office 365: In Practice – Randy Nordell
4. Computer Fundamentals – P.K. Sinha
5. Business Data Analysis Using Excel – Conrad Carlberg

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MBA5108:MS-OFFICE (EXCEL) LAB

L – 2, T- 0, P - 1, Total Credits - 3

Unit I

(10Hours)

Introduction to Spreadsheets: Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar.

Unit II

(8Hours)

DATA Handling: Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Understanding Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting.

Unit III

(7Hours)

Data Organisation: Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Statistical Functions, Database Functions, Financial Functions.

Unit IV

(3 Hours)

Excel Application in Business: Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling and Marketing Calendars.

Unit V

(2 Hours)

Creating Standard Excel Templates for routine business data management and analysis activities. Use of Excel and advanced Excel in the Corporate environment. Use of ChatGPT and Excel

Suggested Readings: (All latest editions)

1. Excel 2016 Bible, John Walkenbach, John Wiley and Sons
2. Excel: Formulas and Functions, Robert Dinwiddie
3. Excel 2007 for Dummies by Greg Harvey
4. New Perspectives on Microsoft Office Excel 2007
5. Microsoft Excel 2016 Step by Step, Curtis Frye

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MBA513:LIFESKILLS

L – 1, T- 1, P - 0, TotalCredits - 2

Unit I (12Hours)

Introduction: Definition of Life Skills – Need for and Importance of Life Skills. Decision-Making and Problem Solving: Problem Analysis – Techniques–Steps–Cognitive and Personal Biases; Problem-Solving: Characteristics of Complex Problems – Problem-Solving Strategies – Problem-Solving Methods – Barriers.

Unit II (6Hours)

Lateral Thinking and Creative Thinking: Methods–Problem Solving; Critical Thinking; Logic and Rationality – Functions – Procedures.

Unit III (6Hours)

Effective Communication and Interpersonal Relationship: Verbal and Non-Verbal Communication – Business Communication – Types – Importance – Stages.

Unit IV (3Hours)

Self-Awareness and Empathy: Self-Awareness–Techniques; Empathy: Definitions, Development-Individual Differences–Empathetic Anger and Distress.

Unit V (3Hours)

Ethics and Business Ethics: Roles and Importance. Professional Growth and its dimensions

Suggested Readings:(All latest editions)

1. Adair, J. Decision-Making and Problem-Solving. UK: Kogan Page Publishers, 2013.
2. Harper, Nancy Life Skills: Essential for Personal Growth on the Ever-Changing Road of Life. Bloomington, IN: AuthorHouse. (2011).
3. Adair, and Allen, M. Time Management and Personal Development. London: Hawksmere. (1999). Hattie, John Self-Concept. New York: Psychology Press. (2014).
4. Kallet, Michael. Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills. New Jersey: John Wiley and Sons. (2014).

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MBA5109:VERBAL COMMUNICATION LAB

L – 1, T- 1, P - 0, TotalCredits - 2

Unit I

(12Hours)

Soft skills: How communication skills and soft skills are interrelated, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters.

Unit II

(6Hours)

Speaking Skills: Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, and formal speeches during meetings.

Unit III

(6Hours)

Telephone Etiquette: Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, putting a call on hold, transferring, screening calls, taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients.

Unit IV

(3 Hours)

Presentation skills: Principles of Effective Presentations, Planning, Structure, and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition

Unit V

(3 Hours)

Representation of textual information into visuals for the effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation

Suggested Readings:(All latest editions)

1. Business Communication Today, Bovee, al, Pearson Education
2. Business Communication, P.D.Chaturvedi, Pearson Education
3. Business Communication, TN Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P., Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

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MBA517:FOREIGN LANGUAGE - I

L – 2, T- 0, P - 0, TotalCredits - 2

Objective: To introduce students to simple spoken and written French and basic vocabulary for daily use.

Unit I

(8Hours)

Introduction to French: Alphabets and pronunciation, Greetings (Hello, How are you?), Introducing yourself and others, Numbers (1–100), Days, months, colours

Unit II

(8Hours)

Everyday Words and Sentences: Family, fruits, vegetables, classroom items, Nationalities and professions, Asking simple questions (What is this? Who is she?), Basic sentence structure using “to be” and “to have”

Unit III

(6Hours)

Useful Conversations: At a café/restaurant (ordering food), in a shop/market (buying items), talking about hobbies and interests. Use of polite expressions: please, sorry, thank you

Unit IV

(4Hours)

Reading and Writing Basics: Reading small texts, writing short sentences and fill-in-the-blanks

Unit V

Introduction to verbs in the present tense, Listening and matching activities

Suggested Readings:(All latest editions)

1. Easy French Step-by-Step – Myrna Bell Rochester
2. Practice Makes Perfect: Basic French – Eliane Kurbegov
3. French Made Simple – Pamela Rose Haze
4. Le Nouveau Taxi! 1 – Méthode de Français – Guy Capelle and Robert Menand
5. Alter Ego+ A1 – Annie Berthet, Catherine Hugot, Emmanuelle Daill, Véronique M. Kizirian
6. Learn French in 30 Days – Rama Rani Lal
7. Larousse French Grammar – Larousse Editorial Team
8. Grammaire Progressive du Français – Niveau Débutant – Maïa Grégoire and Odile Thiévenaz

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MBA5110: ENTERPRISE ANALYSIS

L – 1, T- 1, P - 0, Total Credits - 2

Unit I

(8Hours)

Selection of Enterprise for study: Enterprise History and Background, Original and Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights, CSR Initiatives, Technical and other collaborations, if, Recent Mergers and Acquisitions, any.

Unit II

(8Hours)

Structure of Enterprise: Organisation Structure/Organogram, Geographical (domestic and global) footprint – at the time of inception and spread over the years, company's current headquarters worldwide, as well as headquarters / corporate office in India, Manufacturing /Service locations in India and major worldwide, Certifications -ISO/EMS/ FDA/ CMMI, etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environmental conservation. Current Talent Needs. Key highlights of the website.

Unit III

(6Hours)

Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region-wise, product-wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years and impact. Mergers and Acquisitions, if any. Technological developments. Disruptive innovations affect the organisation. Labour unrest–reasons therefor and impact. Emerging potential competition through first-generation entrepreneurs or global /local players.

Unit IV

(4Hours)

Financial Performance: Data to be studied, tabulated, graphically depicted, analysed and presented for the last 5 years for Revenues, Profitability, Market Capitalisation, Segmented Revenues, and Auditors.

Unit V

(4Hours)

Listing status and Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/ERatio, Shareholding Pattern.

Suggested Readings: (All latest editions)

- Students should work in groups of 3 to 5 each under the guidance of a faculty member.
- Students shall carry out an in-depth study of any THREE organisations of their choice.
- Organisations selected should demonstrate a variety across sectors, ownerships, sizes, and other key dimensions.
- Students shall submit a structured, detailed report.

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SEMESTER II

MBA502:HUMAN RESOURCE MANAGEMENT (HRM)

L – 3, T- 0, P - 0, TotalCredits - 3

Unit I

(5Hours)

Human Resource Management: Introduction, Concept and Challenges - Objectives - Scope – Role and Importance of HRM, HR Policies - Functions of HRM -Challenges of HRM. Difference between Personnel Management and HRM

Unit II

(5Hours)

Emerging Trends in HRM: HRIS- Need and Uses of HRIS. HR Accounting- Concepts, Objective, Advantages. HRAudit-Objective-Process.HRSharedServices-Concept-Objective-Benefits.

Unit II

(10 Hours)

HR Acquisition and Employee Retention: Human Resource Planning: Definition -Need and Objective -HRP Process, Job Analysis Process –Job Description and Job Specification, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment: Introduction and Sources of Recruitment, Difference between recruitment and Selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development, Succession Planning, Transfer and Promotion.Retention of Employees: Importance of Retention, Strategies of Retention.

Unit III

(10Hours)

Managing Employee Performance and Training: Performance Appraisal and Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods - Potential Appraisal. Training and Development - Definition – Scope –Role of Training in Organisations, Objectives, Training Need Assessment, Types of Training, E-Learning.Benefits of Training, Evaluation of Training Effectiveness: Kirkpatrick model.

Unit IV

(06Hours)

Compensation Management: Concept, Objectives, Importance of Compensation Management -Current Trends in Compensation.Factors in the compensation plan. Wage/ Salary differentials- Components of salary. Incentives and Benefits – Financial and Nonfinancial Incentives, Fringe Benefits.Separation-Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts and Methods, Grievance Procedure in Indian Industry.

Unit V

(04Hours)

Industrial Relations– Meaning and Concept: Trade Union – Types of Trade Union. Employee Welfare – Concept and Importance

SuggestedReadings:(Alllatesteditions)

1. Decenzo and Robbins, Personnel/Human Resource Management, PHI, 2010.
2. C.B.Memoria, Personnel Management, Himalaya Publishers,2002.
3. P.SubbaRao, Personnel, Human Resources, Management, Himalaya Publishers.
4. S.S.Khanna, Human Resource Management. TataMcGraw-Hill.
5. PatnayakBiswajeet, Human Resource Management, 2nd Ed, PHI, New Delhi,2003.

MBA504:BUSINESS COMMUNICATIONS

L – 3, T- 0, P - 0, Total Credits - 3

Unit I

(15Hours)

Introduction: Communication, Meaning, Process, Objectives, Types, Channels and Barriers to Communication. Models of communication. Listening process: Elements or Determinants of good listening, Improving Listening Competence. Importance of Feedback: Principles of Feedback. Determinants of good listening

Unit II

(10 Hours)

Presentation skills: Stages of Presentations, 4Ps (Planning, Preparation, Practice and Perform)– Choosing a method of speaking– Analysing the audience–Nonverbal Dimensions of Presentations–Speeches for commemorative occasions–Effective presentation strategies. Persuasive speaking.

Unit III

(10Hours)

Negotiations- Process of Negotiation, Approaches to Negotiations, Models in Negotiation, Interview: Concept, Typology, Effective Interview: Requisites and Techniques. Group discussion and its components.CrisisCommunication–Do'sandDont'sinthewakeofa crisis.

Unit IV

(5 Hours)

Written and Oral Communication: Report writing–Types of reports, Structure of Reports – Individual and Committee Reports– Essentials of Good Report Writing. Business letters

Unit V

(5 Hours)

Effective Business correspondence, writing effective emails, drafting a Resume: styling and presentations, publicmeetings-extemporespeechesandwrite-ups.Mass Communication

SuggestedReadings:(Alllatesteditions)

1. Aruna“Business Communication” TNH-2001
2. Penrose, Rasberry and Myers,“ Business Communication for Managers”, Cengage Learning.
3. KenRobertW.A short guide to successful writing in management, HBS, 1986.
4. MatthukuttyMM, Business “Communication Strategies TMH”2001.
5. KathleenFearn-Banks,“ Crisis Communications, A Casebook Approach”, Routledge

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MBA506: INDIAN ECONOMY AND BUSINESS ENVIRONMENT

L - 3, T- 0, P - 0, Total Credits - 3

Unit I

(15Hours)

Indian Economy: Introduction, The Structure of the Indian Economy: Basic features—Natural resources —Broad demographic features— Population size and growth rates, sex composition, rural-urban migration, occupational distribution; Problems of overpopulation; Population policy, Development and under-development, long-term trends in the Indian economy; poverty, unemployment, and inequality-strategy for development.

Unit II

(10 Hours)

Economic Policies and its Impact on Business: Introduction, Economic, Planning - Industrial development during the plan period— Economic Policies-Monetary-Fiscal-Industrial policy- 1991—Public Sector and Indian planning—Major Manufacturing Industries in India- Small and Medium Enterprises (SME)- Productivity in Indian industries, Public Private Partnerships (PPP)-Industrial sickness-Under-utilization of capacity- factors accounting for it and consequences—Structural Transformation-and Recent Policy Initiatives- Globalization-WTO- World Economic Forum

Unit III

(10Hours)

Political and Legal Environment of Business: Introduction, Definition- Concept, Micro and Macro environment of business, Characteristics- Environmental factors affecting decision-making of the business Firm- Environmental Scanning: STEEPLIDG Importance, process of scanning, Political Institutions: Legislature, Executive, Judiciary, and its impact on Business.

Unit IV

(5Hours)

Technical and Social Environment of Business: Technological Environment: Features, Its impact on Business, Restraints on Technological, Impact of Technology, Technology and Society; Trends in Technology Management, Industrial Revolution 4.0, Issues and Challenges; *Social Environment*; Business Ethics-Social Responsibility of Business (CSR)- Its impact on Business Decisions.

Unit V

(5Hours)

Business and Society: Social responsibility of Business; Social pressure groups and dimensions. *Natural Environment:* Environmental aspects in business –Demographic factors, Geographical and Ecological Environment hazards: Government role and interventions.

Suggested Readings: (All latest editions)

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Ken Robert W. Ashort guide to successful writing in management HBS, 1986.
3. Matthukutty MM, Business "Communication Strategies TMH" 2001.
4. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge

MBA508:LEGALASPECTS OF BUSINESS

L – 3, T- 0, P - 0, TotalCredits - 3

Unit I

(15Hours)

The Indian Contract Act, 1872: Introduction – Definition of contract – agreement – offer – acceptance – essentials of a valid Contract-void contract and voidable contract-breach of contract and remedies- consideration, capacity to contract–contingent contract–Quasicontract–performance– Discharge

Unit II

(10 Hours)

Indian Partnership Act, 1932-Essentials of Partnership, Rights and Duties of a partner, types of partners. Dissolution of partnership.

Sale of Goods Act, 1930-Sale and Agreement to Sell, Conditions and Warranties, Transfer of Property, Finder of Goods, Performance of contract of sale, Rights of an unpaid seller.

Unit III

(10Hours)

Companies Act, 1956 - Company – Formation – Memorandum – Articles –ProspectiveShares– debentures–Directors–appointment –Powers and duties. Meetings – Proceedings – Management –Accounts – audit – oppression and mismanagement – winding up.

Unit IV

(5Hors)

Salient features of the **Competition Commission Act, 2002.** Goods- Transfer of Ownership and Property–Performance of contract–Consumer Protection Laws–Law relatingtoBusinessOrganizations–PartnershipTrusts–Companyformof organisation–Protecting the property of Business–Copyright, Trademark, secret, Geographical Indications–Alternate Dispute resolutions

Unit V

(5Hours)

Salient Provision of the Negotiable Instruments Act 1881. Salient provisions of the **Indian Copyright Act 1956** (as amended in 2012). Salient features of Cyber Law in India – **Information Technology Act – 2000. The Consumer Protection Act, 2019;** Object – Rights of Consumers – Important Terms–Consumer Complaint –Consumer Protection Councils– Redressal Machinery – District Forum – State Commission - National Commission, EnvironmentProtectionAct, RoleofCPCBandStatePollutionControlBoard.

SuggestedReadings:(Alllatesteditions)

1. N.D.Kapoor, Mercantile Law, Sultan Chand Publishers
2. Legal Aspects of Business, Ravinder Kumar, Cengage Learning.
3. Businesslaw, Sathish B, Matur Tata McGraw-Hill
4. Business, D.Chandra Bose, PHI learning Pvt Ltd.
5. Legal Aspects of Business by AkhileshwarPathak.TataMcgrawHill

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MBA510:FINANCIALMANAGEMENTANDPLANNING

L – 3, T- 0, P - 0, TotalCredits - 3

Unit I

(15Hours)

Financial Management: Meaning, Concept, Scope - Functions of Finance Manager- Finance Functions-Profit Maximisation Vs Wealth Maximisation-Agency Relationship and Cost-Concept of Time Value of Money-Future Value and Present Value.

Unit II

(10 Hours)

Investment and Dividend Decision: Investment Decision Process- Capital Budgeting Decisions -Traditional Vs Discounted Cash Flow – Pay Back Period-Average Rate of Return- Net Present Value, Dividend- Meaning- Major forms of Dividends– Factors affecting Dividend Policy- Dividends Relevance and Irrelevance Models - Walter and Gordon's models

Unit III

(10Hours)

Financing Decision: Concept of Capital Structure-Capital Structure Determinants-Sources of Financing- EBIT-EPS Analysis Cost of Capital: Meaning- Importance - Classification of Cost of Capital Concept – Determinants of Cost of Capital–Weighted Average Cost of Capital - Leverage- Concept –Types of Leverage, Implications.

Unit IV

(5Hours)

Working Capital Decision: Working Capital: Concept, Components of Working Capital, Determinants of Working Capital, Working Capital Cycle-Estimation of Working Capital Requirement (problems)- I

Unit V

(5Hours)

Inventory Management -Receivables Management - Cash Management (Theory Only). Calculating Inventory Management.Inventory Management Techniques

SuggestedReadings:(Alllatesteditions)

1. S.N.Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications.
2. RaviM.Kishore, Financial Management, Taxman Publications.
3. Financial Management, Rajiv Srivastava and Anil Mishra, Oxford University Press.
4. John Hampton, Financial Decision Making, PHI.
5. VanHorne, James C., Financial Management and Policy, Prentice Hall of India.

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MBA512: BUSINESS RESEARCH METHOD (BRM)

L – 3, T- 0, P - 0, Total Credits - 3

Unit I

(15Hours)

Introduction to Business Research: Meaning, Scope, Role of Business Research- Information System and Knowledge Management- Stages of Research process- Business Research in 21st century- Ethical issues in Business Research.

Unit II

(10 Hours)

Research Design Business Research: Meaning, Types of Business Research- Problem Statement- Hypothesis and Testing of Hypothesis- Exploratory Research, Descriptive Research, Causal Research – Data Collection Methods: Primary data, Secondary data, Sample design, Sampling Methods- Sample Size determination

Unit III

(10Hours)

Measurement and Scaling: Concept of Measurement and Scaling- Types of Scales: Nominal, Ordinal, Interval and Ratio scales – Attitude measuring scales Reliability and Validity of Scales. Questionnaire Design, Types of Questions: Open-ended, closed-ended- Procedure for developing a Questionnaire- Editing- Coding- Tabulation- Presentation of Tabular Data.

Unit IV

(5Hours)

Data Analysis using SPSS and Research Report: Introduction to SPSS- Analysis of Data using SPSS- Measures for Central tendency, Parametric and Non-Parametric Statistics- Correlation- Factor Analysis- Interpretation of results- Report Format: Forms of Report, Oral and written report Qualities of Good Research report.

Unit V

(5Hours)

Ethics in Research - Plagiarism - Definition, different forms, consequences, unintentional plagiarism, copyright infringement, collaborative work. Qualities of a good Researcher. ICT Tools for Research: Role of computers in research, maintenance of data using software such as Mendeley, EndNote, Tabulation and graphical presentation of research data and software tools.

Suggested Readings: (All latest editions)

1. Green and Tull, Research Markets Decisions, PHI.
2. Tull Donald and Hawkins De, Marketing Research, PHI.
3. G.C. Beri, Marketing Research, Tata McGraw-Hill Publishers.
4. Luck David and Rubin Ronal, Marketing Research, PHI.
5. Naresh Malhotra, Marketing Research, Pearson Education. Green E. Paul, Tull S.
6. Donald and Albaum, Gerald, Research for Marketing decisions, 6th Ed, PHI, 2006.

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MCA512: DATABASE MANAGEMENT SYSTEM (DBMS)

L – 2, T- 0, P - 0, TotalCredits - 2

Unit I: Introduction to DBMS and Data Models

(8Hours)

Introduction to Database Systems, File-Based Systems vs. DBMS, Advantages of DBMS, Data Models: Hierarchical, Network, Relational, Object-Oriented, Architecture of DBMS, Data Independence and Database Users

Unit II: Relational Model and SQL

(8Hours)

Relational Data Model: Concepts and Constraints, Keys: Primary, Foreign, Candidate, Super Key, Relational Algebra and Relational Calculus, SQL: DDL, DML, DCL Commands, SQL Queries: SELECT, INSERT, DELETE, UPDATE, JOIN, GROUP BY, HAVING, Views, Indexes, and Sequences

Unit III: Database Design and Normalization

(7Hours)

Database Design Process, Entity-Relationship (E-R) Model, Mapping ER Model to Relational Model, Functional Dependencies, Normalization: 1NF, 2NF, 3NF, BCNF, Denormalization and Schema Refinement

Unit IV: Transaction Management and Emerging Trends

(7Hours)

Concepts of Transactions and Concurrency Control, ACID Properties, Concurrency Control Techniques: Lock-based, Timestamp-based, Recovery Techniques: Log-Based, Checkpoints, Database Security and Authorization, Introduction to NoSQL and Big Data Concepts

Unit V: Database Administration, Warehousing and Applications (8 Hours)

Database Administration Tasks, Roles of DBA, Backup and Recovery, Performance Tuning, Distributed Databases: Concepts and Challenges, Data Warehousing and Data Mining: Concepts and Architecture, OLTP vs OLAP, Database Applications in E-Commerce, ERP, and Cloud Environments

Suggested Readings: (All latest editions)

1. Korth, Silberschatz, Sudarshan – *Database System Concepts*, McGraw-Hill
2. Elmasri & Navathe – *Fundamentals of Database Systems*, Pearson
3. Ramakrishnan & Gehrke – *Database Management Systems*, McGraw-Hill
4. Peter Rob & Carlos Coronel – *Database Systems: Design, Implementation, & Management*, Cengage
5. Pratt & Adamski – *Concepts of Database Management*, Cengage
6. Raghu Ramakrishnan – *Database Management Systems*, McGraw-Hill

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MCA588:DATABASE MANAGEMENT SYSTEM (DBMS) - LAB

L – 0, T- 0, P - 2, TotalCredits - 2

Unit I: Basics of SQL and Table Creation

(8Hours)

Introduction to RDBMS tools (e.g., MySQL, Oracle, PostgreSQL, SQL Server), Creating databases and tables, Defining constraints: Primary Key, Foreign Key, Unique, Not Null, Default, Using CREATE, ALTER, and DROP statements

Data Manipulation Language (DML) Inserting, updating, and deleting records using INSERT, UPDATE, and DELETE, Retrieving data using SELECT, WHERE, ORDER BY, and DISTINCT, Pattern matching with LIKE, IN, BETWEEN, IS NULL

Unit2: Functions, Joins, and Grouping

(8Hours)

Aggregate functions: SUM(), AVG(), COUNT(), MIN(), MAX(), GROUP BY and HAVING clauses, INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL JOIN, Nested queries and subqueries

Unit3: Views, Indexes, and Transactions

(7Hours)

Creating and using views, Creating and using indexes, Implementing transactions with BEGIN, COMMIT, and ROLLBACK, Practical demonstration of ACID properties

Unit4: ER Model to Relational Schema (Mini Project)

Designing an ER diagram for a business scenario, Converting ER model into relational schema, Implementing schema in SQL, Data population and query writing

Unit V: Database Administration, Warehousing and Applications (8 Hours)

Database Administration Tasks, Roles of DBA, Backup and Recovery, Performance Tuning, Distributed Databases: Concepts and Challenges, Data Warehousing and Data Mining: Concepts and Architecture, OLTP vs OLAP, Database Applications in E-Commerce, ERP, and Cloud Environments

Suggested Tools/Software:

- MySQL Workbench / XAMPP
- Oracle SQL Developer
- PostgreSQL with pgAdmin
- Microsoft SQL Server Management Studio (SSMS)

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MBA514: MENTORING AND COACHING SKILLS

L - 2, T- 0, P - 0, Total Credits - 2

Unit I

Mentoring and Coaching: The Nature and Purpose of Mentoring and Coaching-**(15Hours)**
Principles of Key Principles-how to coach and be coached-Making it personal: characteristics of good coaches and mentors.

Unit II

Coaching fundamentals: The roles of the coach and the coachee - Coaching presuppositions-**(10 Hours)**
the foundations of coaching for performance - Core skills-trust, rapport, listening, language, and questioning, supporting.

Unit III

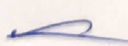
Mentoring Fundamentals: What do you want from a mentor? What can you offer as a mentor-Building a mentoring network?**(10Hours)**

Unit IV

Building a coaching and mentoring culture: How a coaching and mentoring culture enables value - Being an exemplar - Establishing coaching and mentoring beliefs and behaviours in virtual and multi-cultural teams.**(10Hours)**

Suggested Readings:(All latest editions)

1. Michael Simpson, Unlocking Potential Coaching Skills That Transform Individuals,
2. Teams and Organisations, Grand Harbour Publishing.
3. Nigeland MacLennan, Coaching and Mentoring, Routledge
4. Curly Martin, The Life Coaching Handbook, Crown House Publishing Company
5. Jane Renton, Coaching and Mentoring, The Economist


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MBA516: WRITTEN ANALYSIS AND COMMUNICATION LAB
L – 1, T- 1, P - 0, Total Credits - 2

Unit I

Written Communication: Types of communication like letters, memos, reports, fax, email, presentations, multimedia, choosing the means of communication, stages in the communication cycle, Barriers to effective communication, and communication systems. **(15Hours)**

Unit II

Writing Techniques: Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with the right strength and vigour, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, developing coherent paragraphs, overall tone, drafting, editing and finalising the business letters. Planning persuasive messages, common types of persuasive requests, and principles of persuasive communication. Reformulating and summarising – summary, using synonyms and antonyms, reducing phrases. **(10 Hours)**

Unit III

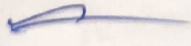
HR Related Correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. **(10Hours)**

Unit IV

Internal Communications: Memoranda, meetings-agenda and minutes, writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Showcase Notice. Writing follow-up letters and reminders, writing sales letters, collection letters, and poster-making. Report writing. **(10Hours)**

Suggested Readings:(All latest editions)

1. Business Communication Today, Bovee, al, Pearson Education
2. Business Communication, P.D.Chaturvedi, Pearson Education
3. Business Communication, TN Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P. Macmillan India Ltd., New Delhi
5. Objective English, Thorpe E, and Thorpe, S, Pearson Education, New Delhi


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MBA518:FOREIGN LANGUAGE - II

L – 2, T- 0, P - 0, Total Credits - 2

Objective: To introduce students to simple spoken and written French and basic vocabulary for daily use.

Unit I

(8Hours)

More Vocabulary and Grammar: Body parts, clothes, house, transport, Talking about weather and seasons, Introduction to gender and plural forms, Use of “this/that”, “my/your”

Unit II

(8Hours)

Talking About Daily Life: Describing your daily routine, talking about your timetable, asking and telling the time, Common verbs (eat, go, come, do)

Unit III

(6Hours)

Social Situations and Culture: Visiting places: station, hotel, hospital, asking directions, Festivals, food, and French traditions, Simple past tense introduction

Unit IV

(8Hours)

Practice Reading and Speaking: Reading short passages, Listening practice (audio/video), Picture description, Writing simple emails and messages

Suggested Readings:(All latest editions)

1. Easy French Step-by-Step – Myrna Bell Rochester
2. Practice Makes Perfect: Basic French – Eliane Kurbegov
3. French Made Simple – Pamela Rose Haze
4. Le Nouveau Taxi! 1 – Méthode de Français – Guy Capelle and Robert Menand
5. Alter Ego+ A1 – Annie Berthet, Catherine Hugot, Emmanuelle Daill, Véronique M. Kizirian
6. Learn French in 30 Days – Rama Rani Lal
7. Larousse French Grammar – Larousse Editorial Team
8. Grammaire Progressive du Français – Niveau Débutant – Maïa Grégoire and Odile Thiévenaz

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MBA520: STATISTICAL PACKAGE FOR SOCIAL SCIENCES (SPSS)

L – 1, T- 0, P - 1, Total Credits - 2

Unit I (8Hours)
Introduction to Statistics and SPSS, Starting SPSS, Entering and Editing Data in SPSS, Importing and Exporting Data in SPSS, Basic Concepts of Statistics and Research in Behavioural Sciences.

Unit II (8Hours)
Descriptive Statistics: - Frequency, Percentage, Measures of Central Tendency, Measures of Variability, Correlation: Bivariate Correlation. Partial Correlation, Regression, Simple and Multiple Regression.

Unit III (6Hours)
Inferential Statistics, Parametric Tests like One Sample t-Test, Independent Sample t-Test, Dependent (Paired) Sample t-Test, Comparing Means; One-way ANOVA, Two-way Between-Groups ANOVA.

Unit IV (8Hours)
Non-Parametric Test: Chi-Square Test for Independence, Mann-Whitney U-Test, Wilcoxon Signed-Rank Test, Kruskal-Wallis Test, Data Reduction Techniques like Factor Analysis (Principal Component Analysis), and Cluster Analysis.

Suggested Readings:(All latest editions)

1. Ajai S Gaur and Sanjaya S Gaur- Statistical Methods for Practice and Research-A
2. Guide to Data Analysis using SPSS, Response Books, 2006
3. Darren George and Paul Mallery, IBM SPSS Statistics 25, Routledge Publication, 2018
4. Braj Bhushan, Asthana, Harishankar, Statistics for Social Sciences(with SPSS Application), PHI Learning Pvt Ltd. 2007
5. Garreth Norris, Dawson, Introduction to Statistics with SPSS for Social Sciences, Pearson 2012.
6. Robert H. Corver, Data Analysis using SPSS, Cengage Learning India Pvt Ltd., 2009

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MBA522: INDUSTRY ANALYSIS

L – 1, T- 1, P - 0, Total Credits - 2

Unit I

(8Hours)

Introduction: Industry Analysis, its history and its context-Importance of Industry Analysis- Approaches to Industry Analysis.

Unit II

(8Hours)

Overview of Industries: An Overview of various Industry and Sector Classifications, common Classifications, Industrial Performances, and Nature of Competition.

Unit III

(6Hours)

Macro Environmental Analysis: Introduction to some Techniques- STEP analysis- The PESTEL framework- BCG IndustryMatrix.

Unit IV

(8Hours)

Industry Environment and Life Cycle: The Firm and its Environment - Porter's Five Forces Model- Value Chain Analysis- SWOT Analysis- Industry Life Cycle

Suggested Readings:(All latest editions)

1. Bensoussan, B. and G. Fleisher (2003), Strategic and Competitive Analysis: Methods and Techniques for Analysing Business Competition, New Jersey: Prentice Hall.
2. Grant, R. (2002), Contemporary Strategy Analysis: Concepts, Techniques, Applications, Fourth edition, Cambridge: Blackwell Business
3. Porter, M.E. (1980), Competitive Strategy: Techniques for Analysing Industries and Competitors, New York: Free Press.
4. Azhar Kazmi, (2008) 3e Strategic Management and Business Policy, TMH, New Delhi.
5. Subba Rao, (2010) 2e Business and Strategic Management, Himalaya Publishing House.

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**FUTURE
UNIVERSITY**
Learn · Assimilate · Transcend

(Established under Govt. of U.P. Act No. 3, 2024)

Board of Studies

Course Curriculum & Evaluation Scheme

Of

Master of Business Administration (MBA)
Faculty of Commerce and Management Studies
As per National Educational Policy 2020
(Applicable w.e.f. Academic Session 2025-27)

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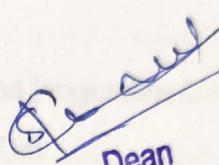
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18th Milestone, Bareilly-Lucknow Highway NH-24
Near Faridpur, Bareilly, Uttar Pradesh 243503
Website: www.futureuniversity.in

COURSE CURRICULUM OF MASTER OF BUSINESS ADMINISTRATION

Version Control

Version	N1.0
Effective from	July 2025

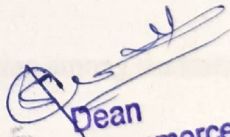

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FUTURE UNIVERSITY

Vision

To be a premier global university of higher learning that advances research, innovation, and ethical leadership, empowering students to drive sustainable development and societal well-being with integrity.

Mission

- Provide a transformative educational experience integrating rigorous research and innovative practices.
- Foster ethical leadership and empower students to become skilled professionals.
- Advance knowledge and drive sustainable development.
- Contribute to societal well-being through integrity and excellence.
- Cultivate an inclusive and dynamic learning environment preparing students for global challenges.

FACULTY OF COMMERCE AND MANAGEMENT STUDIES

Vision

To be a globally recognized faculty that excels in commerce and management education, research and innovation, nurturing ethical leaders who drive sustainable business practices and contribute to economic and societal development.

Mission Statement

1. Provide a transformative educational experience that combines theoretical knowledge with practical skills in commerce and management.
2. Cultivate ethical leadership, entrepreneurial spirit and critical thinking among students to thrive in a dynamic global business environment.
3. Foster research and innovation that contribute to sustainable economic growth, corporate responsibility and financial well-being.
4. Build strong industry and community partnerships to offer real-world exposure and enhance the employability of graduates.
5. Prepare students to navigate global business challenges with integrity, adaptability and a commitment to ethical practices and sustainable development.

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A. Introduction

Faculty of Commerce and Management, Future University ensures that learning is an interactive process. India is one of the fastest growing countries in the world and is poised to become the second largest economy in the world in the next two to three decades. This spectacular growth is being fuelled largely by the ever-increasing domestic consumption and the entrepreneurial spirit of individuals. There is an ever-increasing need for industry ready management professionals. Therefore, there is a strong need for imparting business management education and training in the right way to make this dream a reality. To cater the market needs, Faculty of Commerce and Management offer Program of Master of Business Administration (MBA-Full Time-2 years).

B. Master of Business Administration (MBA-Full Time - 2years)

The **MBA Full-Time** program is a **two-year** course designed to equip students with the knowledge and skills essential for thriving in **business, industry, and trade**. It prepares them to function effectively across diverse organizations and tackle emerging challenges in the corporate world. Beyond imparting expertise in various management domains, the program also focuses on **holistic personality development**, ensuring students are well-rounded professionals ready for leadership roles.

The structure of the program is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations (1 – Major, 1 – Minor) out of the three offered: **Marketing, Finance and Human Resources**. Right from the beginning of the program, the focus is on providing relevant inputs through case discussion/analysis, simulation games, role plays etc. keeping in mind the current business scenario.

Broadly, the duration of program is two years, divided into four semesters, each semester having eight compulsory papers of 60 sessions each of one-hour duration and specialization paper of 60 sessions each of one-hour duration. There is a system of major and minor specialization. The students will have to opt for two functional areas (One would be a major and the other a minor) for their specialization, having six papers (three in third semesters and three in the fourth semester) from major Specialization, four papers (two in third semester and two in fourth semester) from minor specialization.

Summer Training for 6 to 8 weeks is compulsory for every student pursuing the course, which they have to undergo between the second and third semester. A Research project has to be submitted as part of the program in the 4th semester.

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C. Definitions

1. **Academic Credit:** Academic credit is a unit that quantifies the coursework undertaken by students, indicating the number of instructional hours required per week.
2. **Courses of Study:** Courses of study represent the pursuit of education within specific disciplines. Each discipline offers various categories, including:
 - Ability Enhancement Courses (AEC)
 - Discipline Specific Core Courses (Major/Core Courses)
 - Massive Open Online Courses (MOOCs)
 - Minor Courses
 - Multidisciplinary Courses (MDE)
 - Skill Enhancement Courses (SEC)
 - Summer Internships
 - Value Added Courses (VAC)
3. **Core Course (CC):** Core courses form the foundation of the BBA program, offering a comprehensive introduction to management education. These courses provide a broad perspective on various management disciplines, including Human Resource Management, General Management, Marketing Management, International Business, Accounting and Finance, Taxation, and Statistics. The curriculum emphasizes practical knowledge, case-based learning, and collaborative skills to enhance critical thinking and decision-making abilities, preparing students for diverse career opportunities.
4. **Ability Enhancement Course (AEC):** In accordance with NEP guidelines, Ability Enhancement Courses focus on developing essential communication skills, particularly in English. These courses aim to equip students with effective communication tools necessary for thriving in professional environments and adapting to corporate cultures.
5. **Multidisciplinary Course (MDE):** Multidisciplinary courses integrate knowledge from various fields to provide students with a well-rounded educational experience.
6. **Skill Enhancement Course (SEC):** Skill Enhancement Courses are designed to impart value-based and skill-oriented knowledge, equipping students with practical skills pertinent to their personal and professional development.
7. **Discipline Specific Elective Course (DSEC):** Discipline Specific Elective Courses provide specialized knowledge in areas such as Marketing Management, Human Resource Management, Finance, and International Business. Students must select four DSECs during their fifth and sixth semesters, with each course carrying 4 credits. These electives allow for deeper expertise in chosen disciplines.
8. **Viva Voce (VV):** The Viva Voce component assesses students' comprehension of their subjects and projects throughout the program, ensuring clarity and depth of knowledge in specific areas of study.
9. **Value Added Audit Course (VAC):** Value Added Courses aim to enhance students' overall competencies by addressing contemporary issues and essential skills demanded

by industries and corporations.

10. **Massive Open Online Courses (MOOC):** Massive Open Online Courses are designed for large-scale participation, offering learners worldwide free or affordable access to quality education through collaborations with universities, institutions, and industry experts.

D. Apprenticeship/ Internship/ Project/ Community Outreach/RPR/VV

1. **Apprenticeship /Field Study/ Minor Project:** Apprenticeship/Field Study/ Minor Project of two weeks duration at the third semester, followed by Viva-Voce examination during the third semester has been provided as Vocational Course to enable the students to have hands on experience in real life business situations and will try to help, uplift and support those who are deprived of certain services and rights. This will be forming a part of the third semester.

Apprenticeship/Field Study/Minor Project of two weeks duration at the fourth semester, followed by Viva-Voce examination during the fourth semester has been provided as Vocational Course to enable the students to have hands on experience in real life business situations and will try to help, uplift and support those who are deprived of certain services and rights. This will be forming a part of the fourth semester.

2. Summer Internship Training/ Project/ Community Outreach

- i. At the end of the second semester examination, every student of MBA will undergo on-the- job practical training in any manufacturing, service or financial organization. The training will be for 6 to 8 weeks duration. The School/University will facilitate this compulsory training for students.
- ii. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the student with the knowledge of the actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
- iii. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
- iv. The student, after the completion of training will submit three hard bound reports to the School/University, which will form part of third semester examination. However, the report must be submitted by the end of August during the third semester, evaluated well in time and third semester results are not delayed.
- v. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problems, ordinarily assigned by the organization where students undergo training. Relevant tables and bibliography should support it.
- vi. One comprehensive chapter must be included about the organization where the

student has undergone training. This should deal with a brief history of the organization, its structure, performance, products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and hard bound copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

- vii. The Report will have two certificates. One by the Dean/Head Faculty of Commerce and Management Course and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached to the beginning of the report.

It is mandatory that the student will make presentations in the presence of teachers and students.

The student is expected to answer the queries and questions raised in such a meeting.

3. **Research Project Report (RPR):** In the fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) to be assigned by the Department of MBA under the supervision of a core faculty member of the department. The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain a program certifying the authenticity of the report shall be attached therewith. The student will submit three hardbound copies of the report to the Dean/Head of the MBA program. The number of pages in the report will be 75 or more. The report should be hard bound and typed in A-4 size paper.
4. **Comprehensive Viva:** In the 6th semester the students are evaluated on the overall learning acquired during the complete duration of the programme through comprehensive viva.
5. **Viva Voce (VV):** The Viva Voce component assesses students' comprehension of their subjects and projects throughout the program, ensuring clarity and depth of knowledge in specific areas of study.

E. Credit System

Credit system will be followed during the entire two-year course curriculum. One credit will be equivalent to 1 contact hour per week.

Definition of Credit

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

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F. Assessment and Evaluation of Course

Programme : Master of Business Administration (MBA)

Duration : Two years full time (Four Semesters)

Medium : English

Minimum Required : 75 percent

Attendance

Credits

Maximum Credit : 96

Minimum credit required for the degree : 96

Assessment (Theory) :

Internal	External	Total
50	100	150

Internal Evaluation (Theory Papers) :

Class Test I	Class Test II	Assignment (s)	Other Activity (including attendance)	Total Marks
20	20	5	5	50

Duration of Examination (Theory) :

External	Internal
3 hrs.	1 ½ hrs

To qualify the course a student is required to secure a minimum of 40% marks in aggregate including the semester end examination and teachers' continuous evaluation. (i.e. both internal and external).

A candidate who secures less than of 40% of marks in a course shall be deemed to have failed in that course. The student should have at least 50% marks in aggregate to clear the semester. In case a student has more than 40% in each course, but less than 50% overall in a semester, he/she shall re-appear in courses where the marks are less than 50% to achieve the required aggregate percentage of 50% in the semester.

Question Paper Structure

1. The question paper shall consist of six questions. Out of which first question shall be of short answer type (not exceeding 50 words) and will be compulsory. Question No. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any five (weight age 4 marks each).
2. Out of the rest five questions, students shall be required to attempt all five questions, but there will be an internal choice of A or B. Each question will be from one unit of the syllabus. The weight age of Question No. 2 to 6 shall be 10 marks each.

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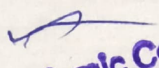
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G. Specialization and Credit System

Every student of the MBA program has to do a major and a minor specialization in two disciplines. For major specialization, the students need to take six subjects in the second year from the list of specialization papers and for minor specialization they need to take four subjects from the specialization papers. Hence, a student will have the options of specializing in one the following

- Marketing (Major) + Finance (Minor) or vice versa
- Marketing (Major) + Human Resources (Minor) or vice versa
- Finance (Major) + Human Resources (Minor) or vice versa

The credit system will be followed during the entire two-year course curriculum.


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H. Programme Educational Outcomes (PEOs) and Programme Outcomes (Pos) and Programme Specific Outcomes (PSOs)

PROGRAM EDUCATIONAL OBJECTIVES (PEOs) FOR MBA PROGRAM

PEO 1	To develop management professionals with a global mind-set, excellent professional competence, exceptional leadership abilities, and unblemished personal integrity.
PEO 2	To improve professional competence in smart decision-making, Organisational skills, planning and its effective implementation, research, data analysis and interpretation, and a problem-solving approach.
PEO 3	To be acknowledged for the ability to handle diversity as a team player and for their leadership skills in making sound decisions when working with peers in an inter-disciplinary workplace with people of diversified cultural backgrounds.

PROGRAM OBJECTIVES (POs) FOR MBA PROGRAM

PO 1	Apply the knowledge of management theories and practices in resolving business problems.
PO 2	Foster analytical and critical thinking abilities for data-based decision making and develop value-based leadership ability.
PO 3	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 4	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO 5	Apply systems and processes used in the functional areas of business and organizational development and inculcate innovative thinking and entrepreneurial orientation.
PO 6	To make the student recognize the need to have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change.
PO 7	Create select and apply appropriate technique, resources and modern management, able to comprehend and write effective reports and design documentation, make effective presentation and give and receive clear instructions.
PO 8	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

PROGRAMME SPECIFIC OUTCOMES (PSOs) FOR MBA PROGRAM

PO 1	The ability to use creativity and innovation while making decisions and Application of multidisciplinary knowledge comprising of finance, operations, system, marketing and human resources management to integrate business projects as well as to manage effectively through professional ethics and social responsibility.
PO 2	Students will be able to develop the extensible knowledge which is necessary in meaningful participation in local and global societies through a well-rounded business education which focuses on preparing graduates for a variety of positions in global management administration and entrepreneurship.
PO 3	Empower the students to innovate and execute their ideas in developing the critical evaluation, problem solving, and ethical decision-making skills required for considering diversity and multicultural viewpoints during the challenging business situations.

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