K.E. Society's
Rajarambapu Institute of Technology, Rajaramnagar
(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Curriculum Structure and Evaluation Scheme
To be implemented for 2026-28
Department of Management Studies (MBA)

Master of Business Administration (MBA)

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E. Society's

Rajarambapu Institute of Technology, Rajaramnagar

(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)

Curriculum Structure and Evaluation Scheme

To be implemented for 2026-28

Department of Management Studies (MBA)

Class: F. Y. MBA **Semester - I**

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max.	Min. for passing %
MGC1015	Principles of Management	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1035	Managerial Economics	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1055	Financial Accounting and Analysis	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1075	Legal & Business Environment	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1095	Marketing Management	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1115	Organizational Behaviour	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1135	Quantitative Analysis	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1155	Indian Ethos and Business Ethics	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1195	Professional Communication Skills	-	-	2	-	ISE	---	---	--	50	50
MGC1215	Microsoft Office Specialist	-	-	2	1	ISE	---	---	--	50	50
						ESE	---	---	--	50	50
	TOTAL	**21**	**-**	**04**	**22**						

Total Contact Hours/week : 25
Total Credits :22

ISE = In Semester Evaluation, UT1= Unit Test 1, UT2= Unit Test 2, ESE = End Semester Examination

K.E. Society's

Rajarambapu Institute of Technology, Rajaramnagar

(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)

Curriculum Structure and Evaluation Scheme

To be implemented for 2026-28

Department of Management Studies (MBA)

Class: F. Y. MBA **Semester - II**

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max	Min. for passing %
MGC1025	Corporate Finance	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1045	Operations Management	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1065	Human Resource Management	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1085	Business Research Methods	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1105	Managing for Sustainability	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1125	Management Information System	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1145	Strategic Management	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Specialization I Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Specialization II Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC1165	Aptitude Skills	-	-	2	-	ISE	--	--	--	50	50
MGC1185	Data Analysis	-	-	2	-	ISE	--	--	--	50	50
	TOTAL	**26**	**-**	**04**	**26**						

Total Contact Hours/week : 30
Total Credits : 26

ISE = In Semester Evaluation, UT1= Unit Test 1, UT2= Unit Test 2, ESE = End Semester Examination

❖ **In Second Year, student require to choose any one track out of three.**

Major Specializations

- Marketing Management
- Human Resource Management
- Financial Management
- Business Analytics
- Operations and Supply Chain Management
- AI and Business Systems
- International Business

Note:

1. A student has to opt for any two specializations.
2. One elective paper has to be opted in each specialization in the second semester and Three elective papers have to be opted in each specialization in the third semester.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K. E. S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Specializations: Semester II

Marketing Management

Sr. No.	Course Code	Course Name
1	MGM2015	Sales and Distribution Management
2	MGM2055	Strategic Retail and Customer Experience Management
3	MGM2155	Strategic Marketing Management

Human Resource Management

Sr. No.	Course Code	Course Name
1	MGH2135	Employee Engagement and Development
2	MGH2050	Organizational Development and Change
3	MGH2070	Strategic Negotiation & Workplace Dynamics

Financial Management

Sr. No.	Course Code	Course Name
1	MGF2015	Indian Financial System
2	MGF2075	Working Capital Management
3	MGF2135	Cost Analysis and Control

Business Analytics

Sr. No.	Course Code	Course Name
1	MGB2010	Artificial Intelligence for Managers
2	MGB2111	Data Visualization With Power BI
3	MGB2151	Exploratory Data Analysis

Operations and Supply Chain Management

Sr. No.	Course Code	Course Name
1	MGO2015	Materials Management & Inventory Control
2	MGO2035	Operations Planning and Control
3	MGO2050	Logistics & Supply Chain Management

AI and Business Systems

Sr. No.	Course Code	Course Name
1	MGA2010	AI Applications in Business
2	MGA2030	Database Management Systems
3	MGA2050	Statistical Analysis System (SAS)

International Business

Sr. No.	Course Code	Course Name
1	MGI2012	India's Foreign Trade and Policy
2	MGI2032	Export Import Procedures, Documentation
3	MGI2050	Global Digital Business & AI in International Trade

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

K.E. Society's

Rajarambapu Institute of Technology, Rajaramnagar

(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)

Curriculum Structure and Evaluation Scheme

To be implemented for 2026-28

Department of Management Studies (MBA)

Class: S. Y. MBA **Semester –III**

Course Code	Course	Teaching Scheme L	T	P	Credits	Evaluation Scheme: Scheme	Theory (Marks) Max	Min. for passing %		Practical (Marks) Max.	Min. for passing %
MGC2015	Entrepreneurship Development	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Specialization I Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Specialization I Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Specialization I Elective Paper (SE) IV	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Specialization II Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Specialization II Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Specialization II Elective Paper (SE) IV	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
MGC2031	Professional Skill Development (PSD)	-	-	2	-	ISE	--	--	--	50	50
MGC2070	Massive Open Online Course (MOOC)	-	-	-	1	ISE	-	-	-	100	50
MGC2051	Capstone Project	-	-	2	3	ISE	-			100	50
						ESE	-		-	100	50
	TOTAL	**21**	**-**	**04**	**25**						

Total Contact Hours/week : 25
Total Credits : 25

ISE = In Semester Evaluation, UT1= Unit Test 1, UT2= Unit Test 2, ESE = End Semester Examination

Specializations: Semester III

Marketing Management

Sr. No.	Course Code	Course Name
1	MGM2035	Services Marketing
2	MGM2075	Consumer Behavior
3	MGM2095	Customer Relationship Management
4	MGM2115	Digital Marketing
5	MGM2135	Integrated Marketing Communication

Human Resource Management

Sr. No.	Course Code	Course Name
1	MGH2015	Compensation Management
2	MGH2035	Performance and Rewards Management
3	MGH2075	Industrial Relations and Labour Laws
4	MGH2090	HR Analytics
5	MGH2110	AI Driven Human Resource Planning

Financial Management

Sr. No.	Course Code	Course Name
1	MGF2035	Financial Markets & Institutions
2	MGF2055	International Finance
3	MGF2112	Behavioral Finance
4	MGF2150	Financial Risk Management
5	MGF2155	Investment Analysis & Portfolio Management

Business Analytics

Sr. No.	Course Code	Course Name
1	MGB2010	AI-Driven Marketing Analytics
2	MGB2030	People Analytics & AI in HR
3	MGB2050	AI in Financial & Business Analytics
4	MGB2070	Python for Data Science & AI
5	MGB2090	Structured Query Language (SQL)

Operations and Supply Chain Management

Sr. No.	Course Code	Course Name
1	MGO2010	Digital Supply Chain & E-Commerce
2	MGO2030	Lean Six Sigma and Quality Control
3	MGO2055	Global Operations Strategies
4	MGO2070	Sustainable Manufacturing Practices
5	MGO2155	Manufacturing Systems Management

AI and Business Systems

Sr. No.	Course Code	Course Name
1	MGA2070	AI Tools and Platforms for Manager
2	MGA2090	Enterprise Resource Planning
3	MGA2110	Software Project Management
4	MGA2130	Business Intelligence and Data Mining
5	MGA2150	Blockchain for Business Systems

International Business

Sr. No.	Course Code	Course Name
1	MGI2072	Global Competitiveness Analysis
2	MGI2092	Global Marketing Strategies
3	MGI2112	Management of International Logistics
4	MGI2132	Globalization and Indian Business Scenario
5	MGI2152	Management of Trans-National Corporations

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology Rajaramnagar 415414

Track I: Industry Internship (II)

Class: S. Y. MBA **Semester –IV**

Course Code	Course	Teaching Scheme			Credits	Evaluation Scheme					
		L	T	P		Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max %	Min. for passing %
IIMB2YYY	Massive Open Online Course (MOOC)	-	-	-	1	ISE	-	-	-	100	50
II2045	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	-	-
						ESE	50	40		-	-
II2065	Internship & Project	-	-	-	12	ISE	-	-	-	50	50
						ESE	-	-	-	50	50
	Total	**2**	**-**	**-**	**15**						

Total Contact Hours/week :02
Total Credits :15

ISE = In Semester Evaluation, ESE = End Semester Examination

Note:

1. Massive Open Online Course (MOOC):

a) Primary Platform: NPTEL

b) Alternative Platforms: If a suitable course is unavailable on the primary platform, or if the NPTEL course timeline does not align with the institute's academic calendar (or under other unavoidable circumstances), students are permitted to take alternative online courses.

- Approved alternative platforms include NASCOM, Coursera, NISM and Udemy.
- Taking a course from alternative platforms requires prior permission from the Board of Studies (BOS).

c) Credit Allocation & Passing Conditions: For NPTEL Courses: Students must successfully complete all course assignments. Students must pass the final proctored exam and secure the official course certificate. For Other Platforms (NASCOM, Coursera, Udemy, etc.): Students must secure the course completion certificate from the platform. In addition to the certificate, students must successfully appear for and pass a Viva (oral) examination conducted by the department.

d) Course Duration Requirements: Courses taken via NPTEL must have a minimum duration of 8 weeks. Courses taken via other approved platforms must have a minimum duration of 30+ hours.

2. Online course: lecture videos for each unit will be made available through the institute's learning platform. Students are required to complete and submit the assigned tasks within the stipulated time frame. The course evaluation will be based on 25% weightage for assignments and 75% weightage for the End Semester Examination. The End Semester Examination will be conducted on the institute campus.

3. Internship & Project: Weekly contact hours are not specified, as students will be engaged in industry training for a period of 20 weeks. However, students are required to report to their assigned Institute mentor as and when required for guidance and review.

K.E. Society's
Rajarambapu Institute of Technology, Rajaramnagar
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Curriculum Structure and Evaluation Scheme
To be implemented for 2026-28
Department of Management Studies (MBA)

Track II: Entrepreneurial Internship (EI)

Class: S. Y. MBA **Semester –IV**

Course Code	Course	Teaching Scheme L	Teaching Scheme T	Teaching Scheme P	Credits	Evaluation Scheme: Scheme	Theory (Marks): Max	Theory (Marks): Min. for passing %		Practical (Marks): Max %	Practical (Marks): Min. for passing %
ED2025	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	--	--
						ESE	50	40		--	--
ED2045	New Venture Finance: Startup Funding for Entrepreneurs (Online Course)	2	-	-	2	ISE	50	40	50	--	--
						ESE	50	40			
ED2065	Entrepreneurship Development Program (EDP)	-	-	-	1	ISE	--	--	--	100	50
ED2085	Entrepreneurial Internship	-	-	-	10	ISE	--	--	--	50	50
						ESE	--	--	--	50	
	Total	**04**	**-**	**-**	**15**						

Total Contact Hours/week :04
Total Credits :15

ISE = In Semester Evaluation, ESE = End Semester Examination

Note:

1. Weekly contact hours are not specified, as students will be engaged in industry training for a period of 20 weeks. However, students are required to report to their assigned institute mentor as and when required for guidance and review.
2. For the online course component, lecture videos for each unit will be made available through the institute's learning platform. Students are required to complete and submit the assigned tasks within the stipulated time frame.
3. The course evaluation will be based on 25% weightage for assignments and 75% weightage for the End Semester Examination. The End Semester Examination will be conducted on the institute campus.
4. A one-week Entrepreneurship Development Program (EDP) will be conducted after completion of 3^{rd} semester and before start of 4^{th} semester.
5. Student who opt for an entrepreneurial Internship need to undergo a one-month internship at an outside reputed organisation or a firm.

Rajarambapu Institute of Technology, Dept. of Management Studies (DMS), Rajaramnagar

K.E. Society's
Rajarambapu Institute of Technology, Rajaramnagar
(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Curriculum Structure and Evaluation Scheme
To be implemented for 2026-28
Department of Management Studies (MBA)

Track III: Course Work (CW)

Class: S. Y. MBA **Semester –IV**

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max.	Min. for passing %
MCW2025	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	-	-
						ESE	50	40		-	-
	Major Subject Specialization I Elective Paper (SE) IV	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization I Elective Paper (SE) V	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50	40		----	----
	Major Subject Specialization II Elective Paper (SE) IV	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			---	---
						ESE	50	40		----	----
	Major Subject Specialization II Elective Paper (SE) V	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			---	---
						ESE	50	40		----	----
MCW2045	Analytical / Statistical Course (Online)	-	-	-	1	ESE	--	--	--	100	50
	TOTAL	**14**	-	-	**15**						

Total Contact Hours/week :**14**
Total Credits :**15**

ISE = In Semester Evaluation, ESE = End Semester Examination

Note:
Analytical / Statistical Course (Online): Online Certification Course related to data analysis. For Example: R programming, Power Bi, SPSS etc

a) Primary Platform: NPTEL

b) Alternative Platforms: If a suitable course is unavailable on the primary platform, or if the NPTEL course timeline does not align with the institute's academic calendar (or under other unavoidable circumstances), students are permitted to take alternative online courses.

- Approved alternative platforms include NASCOM, Coursera, NISM and Udemy.
- Taking a course from alternative platforms requires prior permission from the Board of Studies (BOS).

c) Credit Allocation & Passing Conditions: For NPTEL Courses: Students must successfully complete all course assignments. Students must pass the final proctored exam and secure the official course certificate. For Other Platforms (NASCOM, Coursera, Udemy, etc.): Students must secure the course completion certificate from the platform. In addition to the certificate, students must successfully appear for and pass a Viva (oral) examination conducted by the department.

d) Course Duration Requirements: Courses taken via NPTEL must have a minimum duration of 8 weeks. Courses taken via other approved platforms must have a minimum duration of 30+ hours.

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory & Practical Courses)
To be implemented from **2026-28 [NEP Batch]**

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-I
Course Code: **MGC1015**	Course Name: **Principles of Management**

L	T	P	Credits
3	-	-	3

Course Description:
This course provides a comprehensive understanding of the fundamental principles, functions, and practices of management in contemporary organizations. It equips students with knowledge of planning, decision-making, organizing, leadership, motivation, control, and coordination while emphasizing managerial roles and organizational effectiveness. The course also explores contemporary issues and emerging trends, including agile and lean management, globalization, business ethics, artificial intelligence, sustainability, innovation, green management, circular economy, and remote work. It develops strategic, analytical, and decision-making competencies required to address complex organizational challenges in dynamic business environments.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Apply management principles for solving complex organizational challenges efficiently.
2. Design strategic plans and evaluate decision-making for organizational effectiveness.
3. Analyze organizational structures and leadership approaches to enhance organizational performance
4. Evaluate motivation, control and coordination mechanisms to develop integrated managerial practices
5. Create sustainable management strategies using emerging trends for organizational competitiveness.

Prerequisite:
A foundational course in business or introductory business concepts. Proficiency in communication skills.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Management** Definition, Nature, Scope, and functions of Management, roles, skills of an effective Manager, Evolution of management Thought-Scientific management; Contribution of Taylor, Fayol, Elton Mayo; Hawthorne experiments.	06
2.	**Planning, & Decision Making** Planning- Nature, Purpose, Types & Process of Planning; Concept of MBO, MBE & MBWA. Decision Making- Approaches, Decision Making under certainty, uncertainty & risk; Group Decision Making.	06

Dept. of Management Studies (DMS)

3.	**Organizing, Direction & Leading** Organizing- Line/ Staff Authority, Decentralization & Delegation, Effective Organizing, Organization Structure and culture. Direction- Supervision, Span of Supervision, Graicuna's Theory of Span of Management Leadership Theories and Leadersip Styles. Virtual Leadership.	**06**
4.	**Motivation, Control & Coordination** Motivation- elements, importance, methods, theories. Controlling- Control Process, Importance, Critical Control Standards & Techniques, Maintenance Vs Crisis Management, Overall Control Process. Coordination- Definition, Characteristics, Objectives, Techniques	**06**
5.	**Contemporary Issues in Management** Social Responsibility & Ethics, Globalization & Management Inventing & Reinventing Organizations Culture & Multiculturalism contemporary frameworks, Agile Management Frameworks, Lean Management	**06**
6.	**Recent Trends In Management:** Social Responsibility of Management, Remote work, Risk Management, International Management, Green Management and Circular Economy, Design Thinking and Innovation Management, AI & Generative AI in Management	**06**

References

Text Books:

Tripathy PC And Reddy PN, Principles of Management, Tata McGraw-Hill

Reference Books:

- Harold Kootnz & Heinz Weihrich, Essentials of Management, Tata McGraw-Hill
- Decenzo David, Robbin Stephen A, Personnel and Human Reasons Management Prentice Hall of India
- JAF Stoner, Freeman R. E and Daniel R Gilber t Management, Pearson Education
- Hellriegel, Slocum &Jackson, Management, A Competency Based Approach, Thomson South Western
- Stephen P. Robins, Fundamentals of Management, Pearson Education Asia

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-**I**
Course Code: **MGC1035**	Course Name: **Managerial Economics**

L	T	P	Credits
2	-	-	2

Course Description:
The course provides economic concepts for decision making at individual firm's level, along with understanding of the markets and competition. It provides framework for national income concepts of the governments, how it has been spent over the years in different sectors. It gives the glimpse of the issues in the governance of local governing authorities.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Analyze microeconomic concepts and demand forecasting for managerial decision-making.
2. Evaluate cost, revenue, and break-even analysis for business decisions.
3. Examine market structures and pricing strategies to gain competitive advantage.
4. Interpret macroeconomic indicators and their impact on business decisions
5. Evaluate economic reforms and sectoral policies for sustainable economic development.

Prerequisite:
Basic understanding of economic and commercial activities carried out by businesses.

Course Content

Unit No	Description	Hrs.
1.	**Applied Microeconomics:** Origin of Economics; Relationship to the functional areas of Business Administration Studies; Role of microeconomic analysis in decision in view of complexity of the modern economy, Laws of demand and supply, Elasticity of demand, Forecasting and its techniques.	04
2.	**Cost and Revenue Analysis:** Cost-Cost Concepts, Short Run Cost Output Relations, Long Run Cost Output Relations, Economies and Diseconomies of scale, Break Even Analysis	04
3.	**Firms and Markets:** The competitive and Monopoly model, The Oligopoly model, Monopolistic Competitions, Theory of competitive advantages, Alternate pricing Practices-Pricing of multiple product and price discrimination.	04
4.	**Applied Macroeconomics:** Gross Domestic Product(GDP) and Gross National Product(GNP),Consumer Price Index(CPI),Wholesale Price Index(WPI), Balance of Payment.	04
5.	**Development Concept and Issues in Governance:** Development Concept, State and Market, Institutions, Non-Government Organizations (NGOs), Sustainable Development,	04

Dept. of Management Studies (DMS) Rajarambapu Institute of Technology Rajaramnagar

	Governance, Economic Reforms, Plans After Reforms.	
6.	**Sectorial Development and Policy Reforms:** Financing of Infrastructure Development, Education Sector, Poverty, Status of Agriculture Input Pricing, Subsidies and Land Reforms, Industrial Policy and Development after 1991, Privatization and Disinvestment.	**04**

References

Text Books:

- Dominick Salvatore and Ravikesh Srivastava, Managerial Economic, Principle and Worldwide Applications, Oxford Higher Education

Reference Books:

- Pindyck and Rubinfeld, Microeconomics, Pearson Press
- James L Riggs, David Bedworth and S V Randava, Engineering Economics,TMH
- Lipsey and Chrystal, Economics, Oxford Higher Education
- C R Thomas and S C Maurice, Managerial Economics, TMH
- Suma Damodaran, Managerial Economics, Oxford Higher Education
- Adam Smith, The Wealth of Nations,amazon.com
- Abhijit V Banerjee and Esther Duflo, Poor Economics, Public Affairs, Newyork
- J M Keynes, The General Theory of employment, interest and money, Oxford University Press
- Joseph Stiglitz, Freefall, WW Norton and Campany, New York
- Richard H Thaler and Cass R Sunstein, Nudge, Penguin Book

Class:- **First Year M.B.A.**	Semester-**I**
Course Code: **MGC1055**	Course Name: **Financial Accounting and Analysis**

L	T	P	Credits
3	-	-	3

Course Description:
This course provides students with a comprehensive foundation in the principles and practices of financial accounting. It introduces the concepts, objectives, and processes of accounting, including the recording, classification, and summarization of financial transactions. Students gain practical knowledge of preparing journals, ledgers, trial balances, depreciation accounts, and financial statements, along with techniques for analyzing financial performance using ratio, trend, comparative, and common-size analyses. The course also familiarizes learners with modern computerized accounting systems by providing hands-on exposure to digital accounting tools, computerized bookkeeping, GST-enabled transactions, inventory management, and financial reporting. Upon completion of the course, students will possess the fundamental accounting knowledge and digital competencies required for entry-level roles in accounting and finance as well as for further study in commerce and business management.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Explain the fundamental concepts, principles, and accounting process used in financial accounting.
2. Prepare accounting records and financial statements using the accounting cycle.
3. Calculate depreciation using appropriate methods and prepare related accounting records.
4. Analyze financial statements using basic analytical tools for decision-making.
5. Apply knowledge of digital accounting tools to record transactions and generate financial reports.

Prerequisite:
A student is expected to have basic math proficiencies.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Accounting:** Nature, scope, and objectives of accounting; need and functions of accounting; users of accounting information; accounting concepts, principles, conventions, and standards; accounting equation; overview of the accounting process.	06
2.	**Accounting Mechanics:** Accounting cycle, Preparation of Journal, Ledger, Trial balance and Final Account.	06
3.	**Depreciation:** Meaning and significance of depreciation; objectives and factors affecting depreciation; methods of depreciation—Straight-Line Method and Written Down	06

	Value (Reducing Balance) Method	
4.	**Preparation of Financial Statement:** Objectives and components of financial statements; preparation of Income Statement and Balance Sheet; Statement of Sources and Application of Funds.	**06**
5.	**Financial Statement Analysis:** Purpose and objectives of financial statement analysis; comparative statements; common-size statements; trend analysis; ratio analysis; interpretation of financial performance and decision-making.	**06**
6.	**Digital Accounting Tools and Applications:** Introduction to computerized accounting; features and benefits of digital accounting systems. practical exposure to accounting tools; company creation, chart of accounts, voucher entry, GST-enabled transactions, inventory management, generation of financial reports, and best practices in digital accounting and data security.	**06**

References
Text Books:
- CA C. Rama Gopal, Accounting For Managers, New Age International Publishers

Reference Books:
- Dr. J.C. Varshney, Financial Accounting, Wisdom Publications, Delhi
- H.J.Ghosh Roy & A.K. Singhal, Accounting for Managers, Vayu Education of India
- Paul Kimmel, J. Weygandt, D. Kieso, Financial Accounting, Wiley India
- Bhushan Kumar Goyal and H.N.Tiwari, Financial Accounting, Taxmann Publications Private Limited
- S.N. Maheshwari & S.K. Maheshwari, Problems & Solutions in Advanced Accountancy, Vikas Publishing House Pvt. Ltd., New Delhi
- M.C. Shukla, T.C. Grewal & S. C. Gupta, Advanced Accounts, S. Chand Publishers

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-I
Course Code: **MGC1075**	Course Name: **Legal & Business Environment**

L	T	P	Credits
2	-	-	2

Course Description:
This course systematically explores the external environment in which businesses operates – Legal & Regulatory, macroeconomic, cultural, political, Technological and natural. Additionally, the course will examine the critical opportunities and threats that arise from an analysis of external business conditions. Students will apply scenario planning to a selected industry and synthesize trends in the external environment of risk and uncertainty. There is an increasing trend in the law to make managers personally liable for breaches of the law by their business. The course will help managers identify areas of legal liability and risk and suggest how to minimize legal risk.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Apply environmental scanning tools to assess business conditions.
2. Analyze fiscal, monetary, financial and international business environments.
3. Analyze legal provisions governing contracts, consumers and digital businesses.
4. Evaluate intellectual property risks and protection strategies for businesses.
5. Develop suitable strategies for emerging business and legal challenges.

Prerequisite:
Basic understanding of Business Environment, Market and Business Laws.

Course Content

Unit No	Description	Hrs.
1.	**Theoretical Framework of Business Environment:** Concept, nature of business and its environment, Factors affecting business and their interactions, Environmental Scanning and monitoring.	04
2.	**Dynamics of Business Environment:** Fiscal and monetary policy - FDI- Fiscal and Monetary Policies, EXIM policy, NITI Ayog responsibilities and functions.	04
3.	**Introduction to Business Laws:** **Information Technology Act-2000** - Electronic records and electronic contracts Digital/electronic signatures, Cyber offences, Cybersecurity and business responsibility **Intellectual property rights** - Introduction to IPR, Meaning and importance of intellectual property, Types of intellectual property, IPR as a strategic business asset **Patents** - Meaning and characteristics, Patentability, Patent registration process Rights of patent holders, Patent infringement **Trademarks** - Meaning and importance, Trademark registration, Brand protection, Trademark infringement and passing off	04

	Copyright & Other IPR - Copyright and related rights, Protection of software and digital content, Trade secrets, Geographical Indications, Industrial designs IPR issues in startups and innovation	
4.	**Fundamentals of contract laws:** Basic Principles of Contract Law, definition of contract, essentials, offer and acceptance, consideration, free consent, capacity to contract, legality of object, void agreements, quasi contract, contingent contract, performance, discharge, remedies for breach. **Special Contracts -** Indemnity and guarantee- definitions, types, rights and duties of parties, nature of surety's liability, Bailment and Pledge-definitions, ingredients, types, rights and duties of parties, finder of lost goods, pawn.	**04**
5.	**Financial Environment:** Components of Indian financial system, Overview of RBI, IRDA & SEBI, Financial Market structure-Money and Capital Market. **Consumer protection act-2019** - Meaning and rights of consumers, Consumer responsibilities, Defect and deficiency, Unfair trade practices, Product liability E-commerce and consumer protection, Consumer dispute redressal mechanism	**04**
6.	**International & Technological Environment:** Role, forms and sources of Foreign Investments in India, Multinational Corporations, Foreign Collaborations, International Institutes Overview of WTO, IMF, World Bank. E-commerce, Electronic Banking, and Franchise Business.	**04**

References

Text Books:

- K.R.Bulchandani; Business Law for Management Himalaya Publishing House Private Limited.
- Avtar Singh; Business Law; Eastern Book Company.
- K. Aswathappa Essentials of Business Environment Himalaya Publishing House Private Limited.

Reference Books:

- Paul, Justin. Business Environment: Text and Cases, New Delhi: McGraw Hill Education
- Saleem, Shaikh. Business Environment, New Delhi: Pearson Education (Dorling Kindersley)
- Fernando, A.C. Business Environment; New Delhi: Pearson Education (Dorling Kindersley)

Class:- **First Year M.B.A.**	Semester-I
Course Code: **MGC1095**	Course Name: **Marketing Management**

L	T	P	Credits
3	-	-	3

Course Description:
This course provides a comprehensive understanding of marketing concepts, principles, and strategies required to create, communicate, and deliver value to customers. It focuses on market analysis, consumer behavior, segmentation, targeting and positioning, product and brand management, pricing, distribution, integrated marketing communication, digital marketing, and emerging trends. The course emphasizes strategic decision-making through case studies, experiential learning, and contemporary marketing practices.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Apply marketing concepts to analyze the marketing environment.
2. Analyze consumer behaviour and develop STP strategies.
3. Formulate product, pricing, and distribution strategies.
4. Design integrated marketing communication (IMC) strategies using traditional and digital media.
5. Evaluate digital marketing, CRM, and sustainable marketing practices.

Prerequisite:
Basic Understanding of Marketing concepts and Markets.

Course Content

Unit No	Description	Hrs.
1.	**Foundations of Marketing Management:** Evolution and scope of marketing, Core marketing concepts: Needs, Wants, Demand, Value, Satisfaction, Exchange and Relationships, Marketing environment: Micro and Macro Environment, Marketing planning process	06
2.	**Consumer Behaviour, Market Segmentation and Positioning:** Consumer buying behaviour, Business buying behaviour, Consumer decision-making process, Factors influencing consumer behaviour, Market segmentation: Bases and strategies, Target market selection, Positioning	06
3.	**Product and Brand Management** Product concepts and classification, Product Mix and Product Line decisions, Product Life Cycle (PLC), New Product Development Process, Branding concepts, Packaging and Labelling	06
4.	**Pricing and Distribution Management** Pricing Decisions- Pricing objectives, Factors affecting pricing decisions Distribution Decisions- Marketing Channels, Channel design and management, Retailing and Wholesaling	06

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5.	**Integrated Marketing Communication (IMC)** Marketing communication process, Integrated Marketing Communication, Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Social Media Marketing	**06**
6.	**Contemporary Marketing and Marketing Analytics** Digital Marketing fundamentals, Artificial Intelligence in Marketing, Green Marketing, Ethical Issues and Future of Marketing	**06**

References

Text Books:

- Kotler, P., Keller, K. L., Chernev, A., & Sheth, J. N. Marketing Management, Pearson.
- Ramaswamy, V. S., & Namakumari, S. Marketing Management, McGraw-Hill.
- Saxena, R. Marketing Management, McGraw-Hill.
- Grewal, D., & Levy, M. Marketing, McGraw-Hill.

Reference Books:

- Armstrong, G., & Kotler, P. **Principles of Marketing**, Pearson.
- Aaker, D. A. **Strategic Market Management**, Wiley.
- Rajesh Srinivasan- Mindful Marketing
- Solomon, M. R. **Consumer Behavior**, Pearson.
- Chaffey, D. **Digital Marketing**, Pearson.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajarmnagar

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Class:- **First Year M.B.A.**	Semester-I
Course Code: **MGC1115**	Course Name: **Organizational Behaviour**

L	T	P	Credits
3	-	-	3

Course Description:
This course integrates the study of human behavior within organizations. The focus will be upon translation of organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development. The primary goal of this course is to prepare students for advanced leadership roles in modern organization. This course will provide a good foundation for students intending to study in any major, as the main objective of this course is to provide students with the essential content and experiences they need to become a motivating student, successful manager and an effective employee in any type of work they do in the future. By taking the course students will understand themselves and other people at work and will be able to learn how to create effective work groups.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Apply organizational behaviour concepts to workplace situations.
2. Analyze individual and group behaviour in organizations.
3. Evaluate motivation and leadership practices for organizational effectiveness.
4. Analyze team dynamics and remote workforce management strategies.
5. Create solutions for organizational change, conflict and employee well-being

Prerequisite:
Basic understanding of human behaviour and interpersonal skills.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Organizational behavior:** Definition, Nature and Importance Historical Background of Organizational Behaviour - Relationship between Organizational Behaviour and the individual, Contemporary Issues in Organizational Behavior. Organizational behavior models, Future of work, Digital workplace, Industry 5.0, AI in Organization.	06
2.	**Perception, Learning and Attitude:** Importance and factors influencing Perception, Interpersonal Perception - Learning – Classical, Operant & Social Cognitive Approaches, Managerial Implications - Emotions – Emotional Intelligence - Growth Mindset, Cognitive Biases-Attitudes – Values and Attitudes, Behaviour Relationship – Sources, Components of Attitude - Relationship Between Behaviour and Attitude - Job Attitude - Barriers to Change Attitude.	06
3.	**Personality & Motivation:**	06

Dept. of Management Studies (DMS) Rajarambapu Institute of Technology Rajaramnagar
K.E. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

	Personality – Types-Factors Influencing Personality Theories – Trait Theories – Big Five Personality Model - Significant Personality Traits Suitable to the Workplace (Personality & Job Fit Theory) Personality Test & Their Practical Applications - Motivation – Definition & concept of Motive & Motivation-Theories of Motivation - Contemporary Theories – Equity Theory of work motivation, Self-Leadership, Employee experience, Employee engagement.	
4.	**Group dynamics and Team building:** Groups and work teams, Group behavior, Group formation and development, Factors influences on group effectiveness, cohesiveness, Work Teams, Empowerment and self-managed teams, Decision Making by Individuals and Groups- decision-making process, Models and limits of decision making, Participation in decision making-Hybrid Work, Virtual teambuilding, managing distributed team, Remote collaboration	**06**
5.	**Leadership and Power:** Leadership – Meaning, importance, traits, styles and Theories. Digital Leadership, Agile leadership, ethical leadership, leading hybrid team. Leaders Vs Managers. • Sources of power – Power centers – Power and Politics. Causes and Consequences of political behavior, Managing political behavior.	**06**
6.	**Dynamics of Organizational Behavior:** Organizational culture and climate – Factors affecting organizational culture, Organizational change–the change process – Resistance to change – Managing change.DEI (Diversity, Equity and Inclusion), AI Driven Change Management, Stress Management. Conflict process, Sources of conflict, strategies to resolve conflict.	**06**

References

Text Books:

- Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice - Hall, New Delhi.

Reference Books:

- Fred Luthans, Organizational Behavior, McGraw-Hill, New York
- New storm, John W., Organizational Behaviour: Human Behavior at work, Tata McGraw-Hill Pub. Co. Ltd. New Delhi.
- John R. Schermerhorn,Jr. James G. Hunt, Richard N. Osborn., Organizational Behaviour, Wiley India Pvt. Ltd.
- Keith Davis Organization Behavior at Work, Mc Graw Hill
- Udai Pareekh Understanding organizational behaviour by Udai , Oxford press

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

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Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**I**
Course Code: **MGC1135**	Course Name: **Quantitative Analysis**

L	T	P	Credits
3	-	-	3

Course Description:
This course introduces students to the basic statistical concepts and methods employed in solving management problems. It develops students' ability to organise, describe, analyse and present data. Statistical reasoning and methods can help Management students to become efficient at obtaining information and making useful conclusions. It also course aims at building capabilities in the students for analyzing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within constraints.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Summarize data visually and numerically.
2. Generate mathematical models of business scenarios
3. Apply basic mathematical, statistical, and optimization tools.
4. Demonstrate analytical skills for solving business problems.
5. Interpret results from decision-making perspectives

Prerequisite:
Basic mathematical knowledge.

Course Content

Unit No	Description	Hrs.
1.	**Descriptive Statistics for Management:** Descriptive statistics: Graphical representation of data, types of graphs, Measures of Central Tendency, Arithmetic mean, Mode, Median, Measures of dispersion-standard deviation, Coefficient of variation.	06
2.	**Inferential Statistics:** Karl Pearson's coefficient of correlation, Spearman's rank correlation Coefficient, applications and interpretations Regression Analysis: Regression Lines, Equations and Coefficients.	06
3.	**Introduction to Operations Research:** OR and managerial decision making, OR applications in industrial and non-industrial fields. Linear Optimization Models: formulation of linear programming problem, graphical solution, application of LP model in different functional areas of management	06
4.	**Allocation Problem models:** Transportation problems: formulation, methods of finding initial solution North West Corner Rule, Least Cost Method and Vogel's Approximation Method Assignment problems: formulation, methods of solution, Hungarian method, unbalanced problems	06

Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Autonomous 415414 K.E.S. Rajarambapu Institute of Technology

5.	**Simulation:** Advantages and limitations of the simulation technique: generation of random numbers, Monte, Carlo simulation, applications in maintenance and inventory management.	06
6.	**Decision Making Environments:** Decision Making under Certainty, Uncertainty and Risk Situations, Decision Tree approach and its Applications, Concept of Business Analytics: Meaning, Types, Application of Business Analytics	06

References

Text Books:

- S. C. Gupta, Fundamentals of statistics, Himalaya Publishing House
- V. K. Kapoor, Operation Research

Reference Books:

- Cooper and Schindler, Business Research Methods, McGraw-Hill Education.
- Andy Field , Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0 , SAGE Publications.
- Eric Siegel, Thomas H. Davenport, Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die,, Wiley India Pvt Ltd.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

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Class:- **First Year M.B.A.**	Semester-I
Course Code: **MGC1155**	Course Name: **Indian Ethos and Business Ethics**

L	T	P	Credits
2	-	-	2

Course Description:
Develop understanding of the Long-term implications of ethical decisions discussed along with the Indian ethos and value system. Develop the ethical component of Bharatiya management system. Understanding the ancient Indian wisdom and Knowledge from sources like Upanishads and Bhagavad-Gita. Review on Value oriented management system can be established with the help of Indian ethos. To ensure all round development. To ensure all round development growth and prosperity i.e. ., productivity, marketing, profitability.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Interpret the variable values in morality
2. Apply value-based management and ethical practices in all functional areas of management
3. Develop ethical decision-making capabilities
4. Identify and practice the way of righteousness in the Indian mythological literature
5. Analyze Corporate Social Responsibility practices and evaluate their contribution to sustainable and ethical business development in the Indian context.

Prerequisite:
Basic understanding of Moral Values

Course Content

Unit No	Description	Hrs.
1.	**Indian Ethos – An Overview:** Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices	04
2.	**Work Ethos and Values:** Work Ethos- Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos Values Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change. Impact of Values on Stakeholders, Employees, Customers, Government, Competitors and Society. Values for Managers, Trans-cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture	04
3.	**Proactivity:** Four human gifts (endowments), proactivity and stimulus and response, taking initiatives, language of reactive and proactive people, circle of influence and circle of concern,	04

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

4.	**Introduction to Corporate Social Responsibility (CSR)** Meaning and Concept of CSR, Evolution of CSR, Importance of CSR, CSR and Sustainable Development, CSR in India, Areas covered under CSR, CSR Reporting and Governance, Indian CSR Best Practices, Contemporary Issues in CSR, CSR and Indian Ethos	**04**
5.	**Business Ethics:** Ethics and Business Ethics, Importance of Business Ethics , Approaches: Consequentialist theories, Deontological theories, and Virtue theory approach ,Process of ethical decision-making in business, Individual differences and ethical judgement, Cognitive barriers to a good ethical judgement, Whistle Blowing	**04**
6.	**Management Lessons from Scriptures (Case Studies):** Management Lessons from Vedas, Mahabharata, Holly Bible & Quran. Kautilya's Arthashastra Indian Heritage in Business Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management	**04**

References

Text Books:

- Tushar Agarwal and Nidhi Chandorkar ,Indian Ethos in Management, Himalaya Publication.
- Csv Murthy ,Business Ethics Text & Cases ,Himalaya Publishing House.

Reference Books:

- John Fraedrich, O. C. Ferrell, Business Ethics: Ethical Decision Making &Cases Paperback – Cengage Learning
- Ethics and the Conduct of Business, By John R. Boatright& B.P. Patra, Pearson
- Business Ethics: Concepts and Cases by Manuel G. Velasquez, Pearson.
- The Difficulty of Being Good on the subtle art of Dharma, by Gurucharan Das, Penguin India
- What Money Can't Buy: The Moral Limits of Markets, By Michael Sandel, Penguin UK
- Baxi, C.V. & Prasad, A. – Corporate Social Responsibility: Concepts and Cases.

Rajarambapu Institute of Technology
Dept. of Management Studies (DMS)
Rajaramnagar

K.E.S. Rajarambapu Institute of Technology
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Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-I
Course Code: **MGC1195**	Course Name: **Professional Communication Skills**

L	T	P	Credits
-	-	2	-

Course Description:

This course develops the communication and interpersonal skills required for success in today's business and professional environments. It introduces students to the principles of effective verbal, written, non-verbal, and digital communication. The course emphasizes teamwork, leadership, negotiation, conflict management, and workplace collaboration. Students gain hands-on experience in preparing professional business documents, reports, emails, presentations, and other workplace communications. It also enhances public speaking, interview skills, group discussions, and business presentation abilities. The course integrates the ethical use of Artificial Intelligence (AI) to improve communication while ensuring originality, accuracy, and responsible use of technology. Special emphasis is placed on digital communication etiquette, professional networking, and workplace ethics. By the end of the course, students will be equipped with the communication competencies expected of modern managers and business professionals.

Course Learning Outcomes:

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

1. Understand the importance of Interpersonal Skills and Communication in Corporate & professional structure.
2. Develop professional verbal, written, and non-verbal communication skills.
3. Apply interpersonal skills for teamwork, leadership, negotiation, and conflict management.
4. Prepare effective business documents, professional presentations with the ethical use of AI tools.
5. Demonstrate workplace communication competence.

Prerequisite:

Basic Understanding of English.

Course Content

Unit No	Description	Hrs.
1.	**Foundations of Business Communication & Interpersonal Communication** Meaning and Importance of Business Communication, Communication Process, 7 Cs of communication, Barriers in effective communication, Communication in Managerial Roles, Interpersonal Communication - Johari Window, Team Communication, Collaboration skills, Negotiation Skills, Conflict Management	04
2.	**Written Communication for Employability:** Principles of Business Writing, Professional Emails, Email Etiquettes, Applications – Job, Leave, Professional Bio-data, Cover Letters, Resignation Letter, LinkedIn communication, Social Media Account maintaining, Ethical use of AI tools in professional writing - Draft improvement, Grammar correction,	04

	Verifying AI-generated content, Avoiding plagiarism	
3.	**Professional Business Writing:** Business Correspondence – Circulars, Notices, Memos, Managerial Reports, Proposal writing, MOMs (Components & structures of each business writing), AI integration in business writing without plagarism	04
4.	**Non Verbal Communication While communicating Orally:** Body Language (Kinesics) - Posture, stance, and body movements, Facial Expressions, Paralanguage (Vocalics)- Voice Modulation, Pitch, volume, speed, and tone, Eye Contact, Gestures - Hand and arm movements, Personal Space (Proxemics) - use of distance to communicate boundaries, Touch (Haptics), Physical Appearance & Artifacts	04
5.	**Oral Communication:** A) Public Speaking, Business Presentations, Group Discussions, Interview Skills (Introduction and structure of each), Effective Speaking Skills, Presentation Skills, Elevator Pitch, Communication During Meeting, Integration of AI to make effective Oral Communication.	04
6.	**Digital Communication & Ethical use of AI:** Information and Communication Technology – Use of Mobile, Video calls, WhatsApp & Social Media platforms for communication & Etiquettes while using these platforms, **Ethical use of AI -** Data Privacy, Transparency, Intellectual Property	04

References

Text Book:

- Nageshwar Rao & Rajendra P. Das, Communication Skills, Himalaya Publishing House

Reference Books:

- Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sonson
- Meenakshi Raman & Prakash Singh, Business Communication, Oxford
- R. C. Sharma & Krishna Mohan, Business Correspondence & Report Writing, Tata McGraw Hill
- Ludlow, R. & Panton, F., The Essence of Effective Communications, Prentice Hall of India Pvt. Ltd.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Department of Management Studies (MBA)

Class: - **First Year M.B.A.**	Semester-**I**
Course Code: **MGC1215**	Course Name: **Microsoft Office Specialist**

L	T	P	Credits
-	-	2	1

Course Description:

Students will receive training in word processing skills including creating, editing, and formatting documents as well as creating tables, columns, graphs, and charts. This course will also serve to develop the students' presentation skills using PowerPoint.

Course Learning Outcomes:

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

1. Apply basic formatting, data entry, and presentation techniques.
2. Demonstrate the ability to create, edit, and format documents, spreadsheets, and presentations.
3. Apply appropriate functions and commands to perform tasks.
4. Design comprehensive and professional-quality documents, spreadsheets, and presentations.
5. Utilize Microsoft 365 collaboration tools and implement data security practices.

Prerequisite:

Familiarity with using a computer, including understanding how to use a keyboard and mouse.

Course Content

Unit No	Description	Hrs.
1.	**Create and manage worksheets and workbooks:** Create worksheets and workbooks, Format & Manage worksheet attributes, Manage rows and columns, Customize options and views for worksheets and workbooks, Customize the Quick Access Toolbar Modify the display of worksheets, Modify document properties, Configure worksheets and workbooks for distribution, Save workbooks in alternative file formats , Set print scaling, Print sheet elements	04
2.	**Manage data cells, ranges and perform operations with formulas and functions:** Insert data in cells and ranges, create data, Format cells and ranges, Summarize and organize data, Format cells based on their content, Insert spark lines, Outline data and insert subtotals, Summarize data by using functions, Reference cells and cell ranges in formulas Define order of operations, Perform calculations by using functions, Perform conditional operations by using functions, Format and modify text by using functions	04
3.	**Create charts and objects:** Create charts, Format charts, Objective, Insert and format objects, Insert text boxes and shapes, Insert images, Provide alternative text for accessibility	04

4.	**Microsoft Word:** Create a Document, Navigate Through a Document, Format a Document, Customize Options and Views for Documents, Print and Save Documents, Insert Text and Paragraphs, Format Text and Paragraphs, Order and Group Text and Paragraphs, Create a Table, Modify a Table, Create and Modify a List, Create and Manage Reference Markers, Create and Manage Simple References, Insert Graphic Elements, Format Graphic Elements, Insert and Format SmartArt Graphics	04
5.	**Microsoft Power Point:** Create a Presentation, Insert and Format Slides, Modify Slides, Handouts, and Notes, Order and Group Slides, Change Presentation Options and Views, Configure a Presentation for Print, Configure and Present a Slide Show, Insert and Format Text, Insert and Format Shapes and Text Boxes, Insert and Format Images, Order and Group Objects, Insert and Format Tables, Insert and Format Charts, Insert and Format SmartArt graphics, Insert and Manage Media, Apply Slide Transitions, Animate Slide Content, Set Timing for Transitions and Animations, Merge Content from Multiple Presentations, Finalize Presentations	04
6.	**Microsoft 365 Collaboration Tools and Data Security** Introduction to Microsoft 365 Ecosystem, Overview of Microsoft Teams, Creating Teams and Channels, Chat, Meetings, and Video Conferencing, Introduction to Cloud Computing, OneDrive Features and Benefits, Uploading and Organizing Files, Password Protection in Word, Excel, and PowerPoint Document Encryption, Protected View and Trusted Documents	04

References:
Lab Manual

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGC1025**	Course Name: **Corporate Finance**

L	T	P	Credits
3	-	-	3

Course Description:
This course provides students with a comprehensive understanding of the principles and practices of corporate finance. It covers financial management concepts, sources of finance, cost of capital, capital structure, capital budgeting, and working capital management. The course also introduces financial modeling using spreadsheet tools to support financial planning, analysis, and decision-making. Emphasis is placed on applying financial techniques to evaluate investment and financing decisions that enhance organizational value.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Explain various important aspects related to corporate financial management.
2. Analyze the cost of capital, capital structure, and financing alternatives for business decisions.
3. Apply capital budgeting techniques to evaluate investment proposals.
4. Determine working capital requirements to support efficient business operations.
5. Develop basic financial models using spreadsheet tools for financial analysis and decision-making.

Prerequisite:
Basic Knowledge of Accounting and Preparation of Financial Statements.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Financial Management:** Concept of Finance, Meaning of Financial Management, Nature and Scope of Financial Management, Goals of Financial Management, Finance Functions, Emerging Role of the Finance Manager.	06
2.	**Sources of Finance & Cost of Capital:** Long Term & Short Term Sources of Finance. Significance of the Cost of Capital, Cost of Different Sources of Finance- Cost of Equity Capital, Cost of Retained Earnings, Cost of Preferred Capital, Cost of Debt, Weighted Average Cost of Capital.	06
3.	**Designing Capital Structure:** Meaning, Factors to be considered while framing capital structure, Capital Structure Theories: Net Income approach, Net Operating Income approach, Traditional theory, Modigliani and Miller approach.	06
4.	**Capital Budgeting:** Nature and Significance of Capital Budgeting; Techniques of Capital Budgeting – Payback Period, Accounting Rate of Return (ARR), Net Present Value (NPV), Profitability Index (PI), and Internal Rate of Return (IRR); application of capital	06

Rajarambapu Institute of Technology, Dept. of Management Studies (DMS), Rajaramnagar
K.E.S. Rajarambapu Institute of Technology, Rajaramnagar Autonomous 415414

	budgeting techniques through real-world business case studies for investment decision-making.	
5.	**Working Capital:** Nature and Need of Working Capital, Operating Cycle of Working Capital, Determinants of Working Capital, Estimation of Working Capital	**06**
6.	**Financial Modeling:** Introduction, Use of Financial modeling, Importance of Financial models, Users of financial modeling, Steps to build financial model in Excel, Financial modeling tools.	**06**

References

Text Books:

- M. Y. Khan & P. K. Jain, Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.

Reference Books:

- Robert Parrino & David Kidwell, Corporate Finance, Wiley India.
- Richard Brealey, Stewart Myers, Franklin Allen & Pitabas Mohanty, Principles of Corporate Finance, The McGraw-Hill Publising Company Ltd.
- Stephen Ross, R. W. Westerfield, J. Jaffe & R.K. Kani, Corporate Finance, Tata McGraw-Hill Publising Company Ltd., New Delhi
- Dr. Prasanna Chandra, Financial Management, Tata McGraw-Hill Publishing Company Limited.
- I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi
- V. K. Bhalla , Financial Management, Anmol Publications Pvt. Ltd.,

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGC1045**	Course Name: **Operations Management**

L	T	P	Credits
3	-	-	3

Course Description:

Operations Management focuses on the planning, design, execution, and continuous improvement of business operations to create value through efficient utilization of resources. It equips future managers with the knowledge and skills required to manage manufacturing and service operations in a dynamic business environment. The course covers strategic and operational aspects such as process design, facility planning, capacity management, production planning, inventory control, quality management, and emerging technologies including Industry 4.0, Artificial Intelligence, Lean Systems, and Sustainable Operations. Emphasis is placed on analytical decision-making

Course Learning Outcomes:

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

1. Explain the functions and strategic role of operations management in manufacturing and service organizations.
2. Analyze facility location and layout decisions using appropriate techniques.
3. Analyze the various aspects of operations planning and control.
4. Apply inventory management techniques to improve operational efficiency.
5. Evaluate quality management practices and emerging digital technologies for enhancing operational performance and organizational competitiveness.

Prerequisite:

Basic understanding of production activity, production process, inventory, quality of the product etc.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Operations Management** Evolution of Production and Operations Management; Nature and Scope; Manufacturing and Service Operations; Functions and Responsibilities of Operations Manager; Operations Strategy; Productivity and Performance Measurement; Challenges in Global Operations; Operations in the Digital Economy.	06
2.	**Facility Planning and Process Design** Facility Location Decisions; Factors Affecting Location; Location Evaluation Techniques (Factor Rating Method, Break-even Analysis); Facility Layout Planning; Types of Layouts; Process Selection; Process Flow Analysis; Product-Process Matrix; Service Facility Design.	06
3.	**Product and Process Design** Product Life Cycle; Product Design and Development Process; Concurrent Engineering; Process Design; Process Mapping; Business Process Reengineering (BPR); Capacity Planning; Process Performance Measures; Bottleneck Analysis.	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

4.	**Operations Planning and Control** Demand Forecasting Techniques; Aggregate Planning; Master Production Schedule (MPS); Material Requirements Planning (MRP); Capacity Requirements Planning (CRP); Distribution Requirements Planning (DRP); Introduction to Enterprise Resource Planning (ERP).	**06**
5.	**Inventory and Quality Management** Functions and Types of Inventory; Inventory Costs; EOQ Analysis ; ABC Analysis, VED and FSN Analysis; Safety Stock and Reorder Level; Deterministic and Probabilistic Inventory Models; Introduction to Total Quality Management (TQM); Continuous Improvement (Kaizen).	**06**
6.	**Contemporary Trends in Operations Management** Lean Manufacturing; Just-in-Time (JIT); Six Sigma; Green Manufacturing; Industry 4.0; Smart Manufacturing; Internet of Things (IoT); Artificial Intelligence and Machine Learning in Operations; Robotics and Automation; Sustainable Operations Management.	**06**

References

Text Books:

- B. Mahadevan, "Operations Management – Theory and Practice", Pearson India Education Services.

Reference Books:

- William J. Stevenson, Operations Management, McGraw-Hill.
- Russell & Taylor, Operations and Supply Chain Management, Wiley.
- Nigel Slack, Alistair Brandon-Jones & Robert Johnston, Operations Management, Pearson.
- Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano, Operations and Supply Chain Management, McGraw-Hill.
- Norman Gaither & Greg Frazier, *Operations Management*, Cengage.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar 415414

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGC1065**	Course Name: **Human Resource Management**

L	T	P	Credits
3	-	-	3

Course Description:
This course examines the role of the human resource professional as a strategic partner in managing today's organizations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, HR policies, and rising benefit costs are analyzed. Best practices of employers of choice are considered.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Apply basic HRM concepts and workforce management practices in organizations effectively.
2. Analyze recruitment, development and employee relations
3. Evaluate employee training, development, retention, and career management practices efficiently.
4. Design compensation, rewards, benefits, and quality work-life strategies for organizational success.
5. Design HR analytics solutions for employee engagement and workforce decisions.

Prerequisite:
Basic understanding of management principles and interpersonal skills.

Course Content

Unit No	Description	Hrs.
1.	**Human Resource Management:** Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. SHRM, Work Force Management Models: Harvard Model, SHRM "matching model", Digital HRM, Green HRM.	**06**
2.	**Recruitment and Selection:** Human Resource Information System [HRIS] Remote onboarding-AI Recruitment-Applicant Traking System-Virtual Recruitment-Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy	**06**
3.	**Human Resources Development:** Training and Development Methods. Learning Management System, AI enabled learning, Reskilling-Upskilling. - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Separation ,Attrition prediction Retention	**06**

4.	**Financial Compensation:** Wage Salary differentials, Productivity and Morale, Principal Compensation Issues & Management, Gig workforce Compensation, Job Analysis, Job Evaluation, Incentives & Fringe benefits, Flexible Benefits, Total rewards, Quality of Work Life.	06
5.	**Building Relationships:** Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management, Recent trends in Human Resource Management. Employee engagement in Hybrid work place, Hybrid work policies, Virtual Performance Management, DEI, Employee engagement, Employee wellbeing.	06
6.	**HR Analytics:** HR Analytics and Changing Role of HR Professionals, Benefits of HR Analytics, Big Data Era in HR Analytics, Models of HR Analytics, Predictive tools and Applications in solving problems using HR analytics. People Analytics, Workforce Analytics, AI in HR.	06

References

Text Books:

- George W. Bohladender, Scott a Snell Principles of Human resource Management Cengage learning

Reference Books:

- D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, NewDelhi.
- Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall
- Garry Dessler Human resource management Prentice Hall
- Pravin Durai Human Resource Management Pearson
- Michael Armstrong Human Resource management Kogan page
- Cynthia D. Fisher ,Lyle F. Schoenfeldt , James B. Shaw Human resource management Cengage learning.

Rajarambapu Institute of Technology, Dept. of Management Studies (DMS), Rajaramnagar

K.E. Rajarambapu Institute of Technology, Rajaramnagar 415414

Class: - **First Year M.B.A.**	Semester-II
Course Code: **MGC1085**	Course Name: **Business Research Methods**

L	T	P	Credits
3	-	-	3

Course Description:
Business Research Methods introduces students to the nature, scope, and significance of research and research methodologies. Additionally, the course studies primary and secondary research methods with applications to specific problems, using qualitative and quantitative designs for individual investigation on current problems within a student's area of interest.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Apply principles of research to identify the business research challenges.
2. Analyze the research problem for further research processes.
3. Illustrate the ability to implement data- driven decision-making using research techniques.
4. Use appropriate statistical tools for data analysis and data interpretation for meaningful outcomes
5. Create the research report comprises of all ethical parameters of research using international techniques defined.

Prerequisite:
Basic knowledge of Statistics

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Business Research:** Research in Business, The Research Process: An Overview types of research, Clarifying the Research Question through Secondary Data and Exploration, Literature review, Ethics in Business Research	06
2.	**The Design of Business Research:** Research Design: An Overview , Qualitative Research 'design ,Observation Studies , Experimental research design ,Surveys, Planning Real field study survey design	06
3.	**The Sources and Collection of Data:** Measurement & scaling techniques, Schedule and questionnaire, Construction of schedule and questionnaire align with objectives framed	06
4.	**Census and Sampling:** Census , Probability and non- probability sampling ,Determining Sample Size , Data Preparation and Description, Describing Data Statistically ,Normality of data Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

	Sampling errors	
5.	**Hypothesis Testing:** Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi- Square test, F test) Hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level	**06**
6.	**Report Writing:** Presenting Insights and Findings, Important aspects of Written Reports, Oral Presentations, synopsis preparation and Final report compilation.	**06**

References

Text Books:

- Saunders, Lewis and Thornbill, Research Methods for business students, Pearson Publications, Fifth edition.

Reference Books:

- Cooper and Schindler, Business Research Methods, McGraw Hill Publications
- Andy Field, Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0, SAGE Publications
- Alan Bryman, Emma Bell ,Business Research Methods , Oxford University Press ,
- William G. Zikmund, Barry J. Babin, Jon C. Carr , Mitch Griffin ,Business Research Methods, 9th Edition, Cengage Learning,
- Rajendra Nargundkar, Marketing Research: Text and Cases , McGraw Hill Education India Private Limited
- Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education

Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414 K.E.S.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Department of Management Studies (MBA)

Class: - **First Year M.B.A.**	Semester-II
Course Code: **MGC1105**	Course Name: **Managing for Sustainability**

L	T	P	Credits
2	-	-	2

Course Description:

This course introduces the principles & practices of sustainability in modern organizations by integrating environmental stewardship, social responsibility, ethical governance, & economic value creation. The course emphasizes Sustainable Development Goals (SDGs), ESG frameworks, circular economy, climate change, sustainable business models, responsible leadership, stakeholder management, & sustainability reporting. Students will analyze global & Indian sustainability practices through contemporary case studies & develop strategies for creating long-term sustainable value.

Course Learning Outcomes:

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

1. Explain the concepts of sustainability, ESG, CSR, and Sustainable Development Goals.
2. Analyze sustainability challenges and stakeholder expectations in business organizations.
3. Evaluate sustainable business strategies using ESG frameworks and governance principles.
4. Design sustainable business solutions integrating environmental, social, and governance practices.

Prerequisite:

Basic understanding of corporate social responsibility.

Course Content

Unit No	Description	Hrs.
1.	**Foundations of Sustainability and ESG** Evolution of Sustainability, Sustainable Development, Triple Bottom Line, ESG Framework, Stakeholder Theory, Sustainable Development Goals (17 SDGs)	04
2.	**Sustainable Business Models and Circular Economy** Circular Economy, Shared Value, Responsible Consumption, Sustainable Innovation, Industry 5.0 and Sustainability	04
3.	**Corporate Social Responsibility and Responsible Leadership** Evolution of CSR, Companies Act 2013 CSR Provisions, CSR Strategies, Stakeholder Engagement, Responsible Leadership, Ethics and Sustainability	04
4.	**Climate Change, Environmental Management and Green Practices** Climate Change, Paris Agreement, Net Zero, Carbon Footprint, Carbon Credits, Renewable Energy	04
5.	**Corporate Governance and Sustainability Reporting** ESG Governance, Corporate Governance Principles, SEBI BRSR, Integrated Reporting, Sustainability KPIs	04

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

6.	**Contemporary Issues in Sustainability** Sustainable Finance, Social Entrepreneurship, Digital Sustainability, Future of Sustainable Business, Emerging Global Trends	04

References

Text Books:

- Andrew S. Winston – *The Big Pivot*
- Wayne Visser – *CSR and Sustainable Business*
- Michael Hopkins – *Corporate Social Responsibility and Sustainability*
- Christine Mallin – *Corporate Governance*
- John Elkington – *Cannibals with Forks.*

Reference Books:

- John Elkington – *Green Swans*
- Schaltegger & Burritt – *Business Cases for Sustainability*
- Robert Eccles – *The Integrated Reporting Movement*
- Porter & Kramer – Creating Shared Value
- United Nations – Sustainable Development Goals Reports
- Global Reporting Initiative (GRI) Standards
- SEBI Business Responsibility and Sustainability Reporting (BRSR) Framework

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGC1125**	Course Name: **Management Information System**

L	T	P	Credits
3	-	-	3

Course Description:
Students acquire an in-depth knowledge of Management Information Systems (MIS) as a strategic resource for organizations operating in a digital economy. It focuses on the role of information systems in enhancing business processes, managerial decision-making, organizational effectiveness, and competitive advantage. The course integrates enterprise systems, business intelligence, analytics, artificial intelligence, cybersecurity, cloud computing, and digital transformation with managerial applications. Students will develop analytical and technological competencies to evaluate and leverage emerging digital technologies for sustainable business growth and innovation.

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

1. Apply Management Information System concepts and enterprise information systems to support business operations and managerial decision-making in organizational contexts.
2. Analyze business processes using enterprise systems, business intelligence, and digital technologies to improve organizational efficiency and competitive advantage.
3. Apply business analytics, artificial intelligence, and modern software tools to solve managerial problems and facilitate data-driven decision-making.
4. Evaluate information system development approaches, cybersecurity practices, data governance frameworks, and ethical considerations for secure and sustainable business operations
5. Evaluate digital transformation strategies and emerging technologies to recommend innovative solutions that enhance organizational performance and long-term business sustainability.

Prerequisite:
The basic knowledge of computer is required.

Course Content

Unit No	Description	Hrs.
1.	**Foundations of Management Information Systems:** Introduction to Management Information Systems: Concepts, scope, importance, data, information, knowledge, and business intelligence. Components and Functions of MIS: Hardware, software, databases, networks, people, and processes. Types of Information Systems: Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS), Executive Support/Information Systems (ESS/EIS), and Strategic Information Systems (SIS). Strategic Role of MIS: MIS for managerial decision-	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

	making, organizational performance, and competitive advantage.	
2.	**Enterprise Information Systems and Digital Business:** Enterprise Information Systems: Business Process Management (BPM), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Supply Chain Management (SCM), Human Resource Information Systems (HRIS), and Knowledge Management Systems (KMS). Digital Business: E-Commerce, E-Business, digital business models, digital platforms, and business ecosystems.	**06**
3.	**Business Intelligence, Analytics, and Artificial Intelligence:** Business Intelligence and Analytics: Business intelligence framework, data warehousing, data mining, big data analytics, dashboards, key performance indicators (KPIs), and data visualization. Artificial Intelligence for Business: Artificial intelligence, machine learning applications, and generative AI for business decision-making.	**06**
4.	**Information System Development and Digital Project Management:** System Development: System Development Life Cycle (SDLC), systems analysis and design, requirement analysis, feasibility analysis, Agile and Scrum methodologies, information system implementation, and system maintenance. Digital Project Management: Digital project management and organizational change management.	**06**
5.	**Cybersecurity, Data Governance, and Digital Ethics:** Cybersecurity: Information security principles, cyber threats, cyber-crimes, risk assessment and management, disaster recovery, and business continuity planning. Data Governance and Ethics: Data governance, data privacy regulations, Information Technology Act, ethical issues in information systems, responsible AI, and digital ethics.	**06**
6.	**Emerging Technologies and Digital Transformation:** Emerging Digital Technologies: Cloud computing, Internet of Things (IoT), blockchain technology, robotic process automation (RPA), and Industry 4.0. Digital Transformation: Smart enterprises, digital transformation strategies, sustainability through digital technologies, and future trends in Management Information Systems.	**06**

References:

Textbooks:

- Management Information Systems: Managing the Digital Firm, Pearson.
- Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon, Jane P. Laudon, Pearson Education, Limited
- James O'Brien, Management Information System, Galgotia Publications Pvt. Ltd.
- Management Information Systems: A Managerial Perspective, McGraw-Hill Education.

Reference Books:

- Business Intelligence, Analytics, and Data Science: A Managerial Perspective, Pearson.
- Artificial Intelligence: A Modern Approach, Pearson.
- CompTIA Security+ Guide to Network Security Fundamentals, Cengage Learning.
- Business Analytics: The Science of Data-Driven Decision Making, Wiley India.
- Management Information Systems, Jawadekar. W.S., Tata McGraw Hill.

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-II
Course Code: **MGC1145**	Course Name: **Strategic Management**

L	T	P	Credits
3	-	-	3

Course Description:
Strategic management focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students learn about corporate and business planning and the implementation of organizational change through structures, systems and people. The approach adopted includes lectures, case analyses and action learning through group efforts.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Comprehend the basic concepts and principles of strategic management
2. Analyze the competitive situation and strategic dilemma in dealing with dynamic business environment
3. Demonstrate the knowledge and abilities in formulating strategies and strategic plans
4. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.
5. Evaluate competitive dynamics and market conditions to take informed strategic decisions.

Prerequisite:
Basic understanding of management concept, management function, organization structure, external and internal environment of organization.

Course Content

Unit No	Description	Hrs.
1.	**Introduction:** Strategy, Fundamentals of Strategy, Evolution of Strategy, Scope and Importance of Strategy; Strategic Management-Need, scope, key features. Strategic management process, Role of Strategists in Decision Making, strategists at various management levels, Limitations of Strategic Management; Vision, Mission, Goals and Objectives.	06
2.	**Levels and Types of Strategy:** Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies; Business level strategies, Cost leadership, Differentiation and focus business Strategy. Growth Strategy, Diversification Strategies, Vertical Integration Strategies. Functional Level Strategies.	06
3.	**Environmental analysis:** External environmental analysis- Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP);	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar
K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

	Internal environmental analysis- Resource based view of a firm, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage, competitive parity & Competitive disadvantage, Core Competence.	
4.	**Strategy Formulation:** Tools for strategic formulation- SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix.	**06**
5.	**Strategy Implementation:** Components of a strategic plan, barriers to implementation of strategy, Organization structure- entrepreneurial, functional, divisional, SBU, Strategic leadership, Corporate culture, Mintzberg's 5 Ps, Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework.	**06**
6.	**Strategic Evaluation and Control:** Overview, Strategic Evaluation Process, Importance of Evaluation and Control, Strategic Control, Techniques of strategic evaluation and control, Strategies for the Bottom of the Pyramid, Digitalization strategies.	**06**

References

Text Books:

- Thomas L. Wheelen and J. David Hunger, Concepts in Strategic Management and Business Policy", Pearson Education.

Reference Books:

- F.R. David,"Strategic Management", Pearson Education
- Kazmi, Business Policy & Strategic Management 2nd Tata McGraw Hill
- Budhiraja S D, Athreya M B , Cases In Strategic management , Tata McGraw Hill

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology K.E.S. Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGC1165**	Course Name: **Aptitude Skills**

L	T	P	Credits
-	-	2	-

Course Description:
This course enhance holistic development of students and improve their employability skills. It also improves aptitude, problem solving skills and reasoning ability of the students. It develop skills that enable students to identify quickly the critical issues and logically derived conclusions from written facts or data.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Demonstrate various mathematical principles involved in solving problems.
2. Exhibit strong logical reasoning skills necessary for solving various types of problems encountered in business scenarios.
3. Apply innovative thinking skills to solve problems.
4. Demonstrate the ability to think critically, analyze complex problems, and develop solutions

Prerequisite:
Basic knowledge of mathematics

Course Content

Unit No	Description	Hrs.
1.	Numbers: Classification, Divisibility Rules, Number Series	04
2.	Factorials, Number of Factors, Remainder, LCM & HCF, Percentage	04
3.	Partnerships, Averages, Ratios & Proportions	04
4.	Profit & Loss, Simple Interest & Compound Interest	04
5.	Time & Work, Profit & Loss, Progression	04
6.	Coding and Decoding, Letter Series, Blood Relations, Puzzles.	04

References
Text Books:
- Arun Sharma, "How to Prepare for Quantitative Aptitude for the CAT Common Aptitude Test"

Reference Books:
- Tolley, Harry; Thomas, Ken, "How to Pass Numeracy Tests: Test Your Knowledge of Number Problems, Data Interpretation Tests and Number Sequences", Kogan
- R S Agrawal,Quantitative Aptitude , S Chand and Company,

Department of Management Studies (MBA)

Class: - **First Year M.B.A.**	Semester-**II**
Course Code: **MGC1185**	Course Name: **Data Analysis**

L	T	P	Credits
-	-	2	-

Course Description:
Handling statistical data is an essential part of social sciences research. In this course, Basic concepts and use of statistical software will be introduced. This data analysis course will help to analyze data in software, choose the right descriptive statistics technique, and write up the results of the findings confidently. The course covers everything from entering data into software to interpreting the result and offers an easy step-by-step guide to mastering statistics in software

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Develop proficiency in handling the statistical software and acquisition and organization of data.
2. Analyze data sets using various analytical methods.
3. Develop research base decisions using statistical software
4. Develop decision-making abilities with SPSS and MATLAB software

Prerequisite:
Basic Understanding of Computer, Statistics, and research methods.

Course Content

Unit No	Description	Hrs.
1	Getting Familiar With SPSS , Entering Data By Hand , Using Variable View	2
2	Creating A Data Sheet And Code Sheet	2
3	Creating A Frequency Table ,Creating A Histogram , Creating A Box Plot	2
4	Calculating Mean, Mode And Median	2
5	Calculating Measures Of Spread	2
6	Correlation , Simple Linear Regression	2
7	Chi Square Test & T-test	2
8	ANOVA Introduction and use	2
9	Multivariate Analysis – Principal Component Analysis	2
10	Introduction to MATLAB: MATLAB Commands, MATLAB Desktop and Editor, Array Indexing, Modification and Calculations.	2
11	Visualizing Data: Plot Vectors, Annotate Plots	2
12	Data Visualization Functions, Histograms, Box Plots, Scatter Plots	2

References - Lab Manual

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414 K.E.S.

Specializations: Semester II

Marketing Management

Sr. No.	Course Code	Course Name
1	MGM2015	Sales and Distribution Management
2	MGM2055	Strategic Retail and Customer Experience Management
3	MGM2155	Strategic Marketing Management

Human Resource Management

Sr. No.	Course Code	Course Name
1	MGH2135	Employee Engagement and Development
2	MGH2050	Organizational Development and Change
3	MGH2070	Strategic Negotiation & Workplace Dynamics

Financial Management

Sr. No.	Course Code	Course Name
1	MGF2015	Indian Financial System
2	MGF2075	Working Capital Management
3	MGF2135	Cost Analysis and Control

Business Analytics

Sr. No.	Course Code	Course Name
1	MGB2010	Artificial Intelligence for Managers
2	MGB2111	Data Visualization With Power BI
3	MGB2151	Exploratory Data Analysis

Operations Management

Sr. No.	Course Code	Course Name
1	MGO2015	Materials Management & Inventory Control
2	MGO2035	Operations Planning and Control
3	MGO2050	Logistics & Supply Chain Management

AI and Business Systems

Sr. No.	Course Code	Course Name
1	MGA2010	AI Applications in Business
2	MGA2030	Database Management Systems
3	MGA2050	Statistical Analysis System (SAS)

International Business

Sr. No.	Course Code	Course Name
1	MGI2012	India's Foreign Trade and Policy
2	MGI2032	Export Import Procedures and Documentation
3	MGI2050	Global Digital Business & AI in International Trade

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-II
Course Code: **MGM2015**	Course Name: **Sales and Distribution Management**

L	T	P	Credits
3	-	-	3

Course Description:
The aim of the course is that the student understands the importance of Sales and Distribution, and is capable of putting up a sales team and to manage it. Furthermore, the student manages the multitude of distribution channels and is capable of creating an optimal distribution channel solution for a Business. Sale Management starts with helping develop the right products, setting the right prices and distributing in the right places, and continues with marketing messaging, customer service and other selling efforts.

Course Learning Outcomes:
1. Apply personal selling concepts to formulate effective sales strategies.
2. Design an effective sales organization and distribution network.
3. Manage sales force performance using recruitment, training, motivation, and CRM practices.
4. Analyze sales performance through forecasting, budgeting, and sales control techniques.
5. Evaluate and develop effective marketing channel strategies for efficient product distribution.

Prerequisite:
Understanding of sales related marketing policies are essential to acquire the knowledge about various selling policies and strategies.

Course Content

Unit No	Description	Hrs.
1.	**Personal Selling and Marketing Strategy:** Personal Selling & Salesmanship, Setting Personal - Selling Objectives, Theories of Selling, Determining Sales-Related Marketing Policies, Formulating Personal - Selling Strategy. **Case Study: FMCG/Automobile/Insurance Sales Strategy**.	06
2.	**Organizing the Sales Effort:** The Effective Sales Executive, the Sales Organization, Sales Department Relations, Distributive - Network Relations. **Industry Activity: Sales Organization Design.**	06
3.	**Sales Force Management:** Personnel Management in Selling field, Recruiting Sales Personnel, Selecting Sales Personnel, Planning, Executing and Evaluating Sales Training Program, Motivating Sales Personnel, Sales Meetings and Sales Contests, Controlling Sales Personnel. **Practical: CRM Lead Management Exercise.**	06
4.	**Controlling the Sales Efforts:** Forecasting Sales & Developing the Sales Budget, Quotas, Sales Territories, Sales Control and Cost Analysis. **Case Study: Sales Forecasting using Excel/Power BI.**	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

5.	**Marketing Channel Systems:** Marketing Channel Concepts, Five Flows in Marketing Channel, Channel Participants, Environment of Marketing Channels,Bull-Whip Effect. **Case Study: Distribution Strategy of Amazon/DMart/HUL.**	**06**
6.	**Developing Marketing Channel:** Electronic Marketing Channel, Selecting the Channel Members, Target Markets and Channel Design Strategy. **Mini Project: Design a Distribution Network for a Product.**	**06**

References

Text Books:

- Still, R.R. & Cundiff et al., Sales Management, Decision Strategies & Cases, Pearson

Reference Books:

- Bert Rosenbloom, Marketing Channels, Thomson Publications
- Pingali Venugopal, Sales and Distribution Management, An Indian Perspective, Sage Publishing
- Robert Cavin, Sales Management, McGraw Hill education.
- Tapan Panda, Sunil Sahadev, Sales and Distribution Management, Oxford University Press
- Sales and Distribution Management, Excel Books.
- Sales and Distribution Management, McGraw Hill Education.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-II
Course Code: **MGM2055**	Course Name: **Strategic Retail and Customer Experience Management**

L	T	P	Credits
3	-	-	3

Course Description:

Retail Marketing explores the strategic, technological, and customer-centric dimensions of modern retailing. The course covers omni-channel retailing, shopper behavior, category management, visual merchandising, retail analytics, pricing, supply chain integration, digital commerce, and sustainable retail practices. Through Indian and global retail case studies, students develop the capability to design data-driven retail strategies and create superior customer experiences across physical and digital touchpoints.

Course Learning Outcomes:

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

1. Explain retail formats, omni-channel models, and evolving consumer behavior.
2. Analyze retail location, assortment, pricing, and customer experience decisions
3. Evaluate retail performance using analytics, KPIs, and customer insights.
4. Design integrated retail marketing strategies for physical, digital, and omni-channel environments.

Prerequisite

Basic understanding of the fundamental concepts of Retail Marketing and Retail Marketing trends.

Course Content

Unit No	Description	Hrs.
1.	**Retailing in the Digital Economy** Evolution of Retailing, Organized vs. Unorganized Retail, Retail Formats: Hypermarket, Specialty, Convenience, D2C, Marketplace, Omni channel & Phygital Retail, Consumer Decision Journey, FDI and Indian Retail Landscape,	06
2.	**Retail Strategy, Location & Category Management** Strategic Retail Planning Process, Trade Area Analysis, Location Analytics, Store Format Selection, Category Management, Assortment Planning, Space & Shelf Optimization, Private Labels	06
3.	**Customer Experience & Visual Merchandising** Retail Customer Experience (CX), Service Blueprinting, Store Atmospherics, Visual Merchandising, Sensory Retailing, Digital Signage, Experiential Retail	06
4.	**Retail Pricing, Promotion & Loyalty Management** Retail Pricing Strategies, EDLP vs. High-Low Pricing, Dynamic & AI-driven Pricing, Promotional Planning, Shopper Marketing, Loyalty Programs, CRM & Personalization, Social Commerce & Influencer Retailing	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

5.	**Retail Operations, Supply Chain & Analytics** Retail Supply Chain Integration, Inventory Management, RFID & IoT in Retail, Demand Forecasting, Last-mile Delivery, Retail KPIs, Basket Analysis, Customer Analytics	06
6.	**Sustainable & Global Retailing** Sustainable Retailing, Ethical Sourcing, Circular Retail, Green Packaging, ESG in Retail, International Retail Expansion, Luxury Retail, Future of Retail: AI, Metaverse, Autonomous Stores	06

References

Text Books:

- Retailing Management — Levy, Weitz & Grewal (Latest Edition)
- Retail Management — Oxford University Press
- Retail Marketing Management — Pearson

Reference Books:

- Competing in the Age of AI — Marco Iansiti & Karim Lakhani
- The New Rules of Retail — Robin Lewis
- Customer Experience 3.0 — John Goodman
- McKinsey Retail & Consumer Reports
- Deloitte Global Powers of Retailing
- Bain & Company Retail Insights

Dept. of Management Studies (DMS) Rajaramnagar

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGM2155**	Course Name: **Strategic Marketing Management**

L	T	P	Credits
3	-	-	3

Course Description:
This course develops students' ability to formulate, implement, and evaluate marketing strategies that create sustainable competitive advantage in dynamic business environments. It emphasizes strategic analysis, customer value creation, competitive positioning, digital marketing, marketing analytics, innovation, and sustainability. Through case studies, business simulations, and practical applications, students gain the skills required to make effective strategic marketing decisions in national and global markets.

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

1. Explain strategic marketing concepts, competitive advantage, and strategic planning frameworks.
2. Apply strategic marketing tools to analyze market opportunities and competitive environments
3. Evaluate strategic alternatives using marketing analytics, customer insights, and performance metrics
4. Develop strategic marketing plans integrating digital technologies, sustainability, and innovation.
5. Design comprehensive strategic marketing solutions for dynamic national and global business environments.

Prerequisite:
The basic understanding of business level marketing strategy is required.

Course Content

Unit No	Description	Hrs.
1.	**Foundations of Strategic Marketing** Evolution of Strategic Marketing, Strategic Marketing Process, Vision, Mission and Business Goals, Sustainable Competitive Advantage, Marketing Planning Process, Contemporary Business Environment (VUCA)	06
2.	**Strategic Marketing Analysis** External Environment Analysis, PESTLE Analysis, SWOT Analysis, Porter's Five Forces, Customer Segmentation, Targeting, Positioning	06
3.	**Strategy Formulation** Generic Competitive Strategies, Growth Strategies (Ansoff Matrix), Blue Ocean Strategy, Market Entry Strategies, Product Portfolio Analysis (BCG, GE Matrix), Omnichannel Distribution Strategy	06

4.	**Strategy Implementation** Strategic Marketing Planning, Integrated Marketing Communications, Digital Marketing Strategy, Social Media Strategy, Marketing Technology (MarTech), Customer Experience Management	**06**
5.	**Strategic Marketing Evaluation and Sustainability** Marketing Performance Measurement, Marketing Metrics, Marketing Audit, Balanced Scorecard, Customer Satisfaction, Brand Equity Measurement	**06**
6.	**Contemporary Strategic Marketing Applications** Strategic Marketing Cases, Retail Strategy, Services Strategy, B2B Strategy, International Marketing Strategy, Startup Marketing Strategy, Business Simulation	**06**

References

Text Books:

- David A. Aaker & Damien McLoughlin – *Strategic Market Management*
- Alexander Chernev – *Strategic Marketing Management*
- Philip Kotler, Kevin Keller & Alexander Chernev – *Marketing Management*
- Roger Best – *Market-Based Management*
- Jean-Noël Kapferer – *The New Strategic Brand Management.*

Reference Books:

- Malcolm McDonald & Hugh Wilson – *Marketing Plans*
- Michael Porter – *Competitive Strategy*
- W. Chan Kim & Renée Mauborgne – *Blue Ocean Strategy*
- Philip Kotler – *Marketing 6.0*
- Kotler, Kartajaya & Setiawan – *Marketing 5.0*
- Osterwalder & Pigneur – *Business Model Generation*

Kotler & Sarkar – *Brand Activism..*

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGH2135**	Course Name: **Employee Engagement and Development**

L	T	P	Credits
3	-	-	3

Course Description:
This course provides students with an overview of the role of Training and Development in Human Resource Management. The key elements covered include: need analysis, program design & development, administration, delivery and training program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training.

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

1. Analyze the role training in organizational development.
2. Effectively assess the training needs at the organization and able to design the appropriate training calendar.
3. Based on training need analysis design the effective & relevant training modules.
4. Implement training methodologies for impactful outcomes
5. Measure the effectiveness of the training programs using various defined methods.

Prerequisite
Basic understanding of Human Resource Management

Course Content

Unit No	Description	Hrs.
1.	**Training Process:** Investments in training, System approach to training, Training process, Role of Training and Development in HRD, Organizational Effectiveness; Stakeholders in Training, Roles and Expectations.	06
2.	**Training Needs Assessment (TNA):** Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, Output of TNA, Methods used in TNA.	06
3.	**Training and Development Methodologies:** Overview of Training Methodologies- Logic and Process of Learning, Principles of Learning, Individual differences in learning, Learning process, Learning curve, Learning management system, Skills of an Effective Trainer, Use of Audio-Visual Aids in training, Computer Aided Instructions, Distance Learning, Open Learning, E- Learning & Use of technology in training.	06

Rajarambapu Institute of Technology, Dept. of Management Studies (DMS), Rajaramnagar

K.E.'s Rajarambapu Institute of Technology, Rajaramnagar Autonomous 415414

4.	**Designing Training Modules:** Models of organizing the training department, Organization of Training and Development programs, Training design, kinds of training and development programs, Competence based and role based training, Orientation and socialization, Diversity training, Choice of training and development methods, Preparation of trainers, Developing training materials, Self- development, Training process outsourcing.	**06**
5.	**Training Evaluation:** Reasons for evaluating Training and development programs, Problems in evaluation, Evaluation process, Different evaluation frameworks, Problems of Measurement and Evaluation, ROI approach, Costing of training, Measuring costs and benefits of training program, Kirkpatrick Model of Training Effectiveness.	**06**
6.	**Special issues in Training and Development:** Team training and six sigma training; Electronic Enabled Training Systems (EETS) Training and development initiatives of some selected companies from private and public sectors and MNCs. Training issues related to internal need of companies.	**06**

References

Text Books:

- Raymond A Non-Employee Training & Development Tata McGraw Hill Education

Reference Books:

- Dr. B. Janakiram Training & Development biztantra
- Elaiene Biech Training & Development A Wiley Brand
- Trvelove, Steve, Handbook of Training and Development, Blackwell Business
- Craig, Robert L., Training and Development Handbook, McGraw Hill
- Dick handshaw, Training That Delivers Results: Instructional Design That Aligns with Business Goals American Management Association

Dept. of Management Studies (DMS) Rajarambapu Institute of Technology Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGH2050**	Course Name: **Organizational Development and Change**

L	T	P	Credits
3	-	-	3

Course Description:
The course explores the history, major trends, and ethical and professional issues in the organizational development field, while illustrating the OD practitioner's analysis, data gathering, intervention processes and techniques, diagnosis and final recommended changes through readings, discussion postings, applied exercises, case studies and student research. Explores problems in introducing change in organizations, theory, and methods of intervention in organization development

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

1. Demonstrate an understanding of the foundational theories of planned change and system theory,
2. Apply the process of Organizational Development to effectively solve business problems.
3. Analyze and evaluate special applications of OD in various contexts
4. Design and implement OD interventions,
5. Discuss strategies for effectively engaging stakeholders in the OD process.

Prerequisite
Basic understanding of organizational behavior & Principle & practices of management.

Course Content

Unit No	Description	Hrs.
1.	**Process of Organizational Development:** Solving problems of a business firm, Process of OD, Entering & contracting, Diagnosing organizations, Groups & jobs, Various Stems- Laboratory training, survey action research, Socio-technical, Socio-clinical, Values, assumptions & beliefs in OD.	06
2.	**Special Applications of Organization Development:** Extents of applications, Value study (Indian Perspective) Organization development for Economic, Ecological, and Social Outcomes, Organization Development in Nonindustrial Settings, Health Care, School Systems, Public Sector, and Family-Owned, Future directions in Organization Development.	06
3.	**Teams: A foundation of OD:** Theories of planned change, System theory, Teams & Teamwork, Parallel learning structure, A normative reductive strategy of changing diagnostic models, Techniques of Organizational Diagnosis	06

4.	**Organizational Change:** Leading & Managing change, Organizational growth and its implication for change, Kurt Lewin's model of change, John P. Kotter model, Force field analysis, Change cycles, Power and participative types, Organizational renewal and re- energizing, Institution building, Creativity and innovation.	**06**
5.	**OD Intervention:** Designing interventions, Human process interventions, Techno structural interventions, restructuring organizations, Strategic change interventions, Team Intervention, Employee involvement, Work design, Developing & assisting members	**06**
6.	**Trends in Organization Development:** OD-HRD interface, OD in global settings, OD research and practice in perspective, Challenges and future directions in OD.	**06**

References

Text Books:

- Cummings And Christopher Worley, Organizational Development And Change.

Reference Books:

- French, W.L. and Bell, C.H., Organization development, Prentice, Hall, New Delhi.
- Cummings, T. G., organization development and change, South Western.
- Fred Luthans, Organisational Behaviour An Evidence based Approach McGraw Hill
- Dipak kumar Bhattacharya Organizational change & development OUP India publisher.
- John P. Kotter Accelerate: Building Strategic Agility for a faster moving world, Harvard Business Review Press.

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-II
Course Code: **MGH2070**	Course Name: **Strategic Negotiation & Workplace Dynamics**

L	T	P	Credits
3	-	-	3

Course Description:

This course introduces the concepts, strategies, and techniques of effective negotiation in organizational settings. It focuses on workplace dynamics, conflict resolution, communication, and ethical decision-making. Students develop negotiation skills applicable to HR functions, employee relations, and team management. The course also explores cross-cultural perspectives and the use of digital and AI-enabled tools to support effective workplace negotiations.

Course Learning Outcomes:

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

1. Explain the concepts, theories, and strategies of negotiation and workplace dynamics.
2. Analyze workplace conflicts and negotiation situations using appropriate frameworks and decision-making techniques.
3. Demonstrate effective communication, and ethical behaviour during negotiations.
4. Apply negotiation strategies to HR functions and grievance handling.
5. Evaluate cross-cultural, legal and ethical, aspects of negotiations using AI-enabled tools for continuous professional development.

Prerequisite

Basic understanding of organizational behavior & Principle & practices of management.

Course Content

Unit No	Description	Hrs.
1.	**Fundamentals of Strategic Negotiation:** Introduction to Negotiation: Meaning, Nature and Importance , Negotiation Process and Stages, Types of Negotiation: Distributive, Integrative and Principled Negotiation, Negotiation Planning Framework, BATNA, WATNA, Reservation Price and ZOPA, Sources of Negotiation Power, Negotiation Styles and Strategies	06
2.	**Communication and Influence in Negotiation** Communication Process in Negotiation ,Active Listening and Effective Questioning, Persuasion and Influencing Techniques, Emotional Intelligence in Negotiation, Non-verbal Communication, Trust Building and Relationship Management, Managing Difficult Conversations and Psychological Biases	06
3.	**Workplace Dynamics and Conflict Management** Understanding Workplace Dynamics, Individual and Group Behaviour at Workplace, Team Dynamics and Collaboration, Organizational Politics and Power, Sources and Types of Workplace Conflict, Conflict Resolution Techniques, Mediation, Arbitration and Grievance Handling, Building a Positive and Psychologically Safe Workplace	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

4.	**Strategic HR Negotiations:** Negotiation in Human Resource Management, Collective Bargaining Process Wage and Compensation Negotiations, Performance Appraisal and Feedback Discussions, Employee Relations and Grievance Negotiations, Retention and Career Development Negotiations, Ethics and Fairness in HR Negotiations	**06**
5.	**Global and Cross-Cultural Workplace Dynamics:** Cross-Cultural Negotiation, Cultural Intelligence (CQ), Hofstede's Cultural Dimensions and Workplace Behaviour, Diversity, Equity and Inclusion in Negotiation, Gender and Generational Differences in Negotiation, Virtual and Hybrid Workplace Negotiations, International HR Negotiation Practices, Ethical Issues in Global Negotiations	**06**
6.	**Digital Negotiation and Future Workplace:** Digital Transformation in Workplace Negotiation, AI Applications in Negotiation Preparation, AI Tools for HR Decision Support, Data Analytics in Negotiation and Conflict Management, Negotiating through Digital Platforms, Ethical and Legal Issues in AI-assisted Negotiation, Future Trends in Workplace Dynamics, Developing Self-awareness and Reflective Negotiation Practice	**06**

References

Text Book:

Lewicki, R. J., Saunders, D. M., & Barry, B. (2021). Essentials of Negotiation (7th ed.). McGraw-Hill Education.

Reference Books:

- Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In (3rd ed.). Penguin Books.
- Deepak Malhotra, negotiating the impossible: how to break deadlocks and resolve ugly conflicts Harvard business school
- Bargaining for advantage: negotiation strategies for reasonable people
- azerman, M. H., & Neale, M. A. (1992). Negotiating Rationally. Free Press

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar 415414

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGF2015**	Course Name: **Indian Financial System**

L	T	P	Credits
3	-	-	3

Course Description:
This course helps students understand the Indian Financial System and how it works. It explains the different parts of the financial system, such as financial markets, financial institutions, and financial services, and how they are connected. Students will learn about banks, Non-Banking Financial Companies (NBFCs), mutual funds, and their role in the economy. The course also introduces behavioral finance, which explains how people's thoughts, emotions, and behavior affect financial decisions. By the end of the course, students will have a clear understanding of the Indian financial system and will be better prepared for careers in finance and for making informed financial decisions.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Explain the structure, functions, and regulatory framework of the Indian Financial System.
2. Describe the functioning of financial markets and financial instruments in India.
3. Analyze various financial services and their role in business and economic development.
4. Explain the role and functioning of banks, development financial institutions, merchant banks, and NBFCs.
5. Evaluate different types of mutual funds and assess their performance for investment decisions.
6. Explain the role of FinTech and digital financial services in the Indian financial system.

Prerequisite
The prerequisite for this course is awareness of the financial market & various financial services.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to the Indian Financial System:** Definition and significance, financial system functions and structure/ organizational structure of the Indian financial system & its major components. objectives and functions of regulatory promotional institutions: RBI, SEBI, IRDA, AMFI and PFRDA.	06
2.	**Financial Markets:** Introduction to primary market: public issue, right issue, and private placement. steps in public issues, primary market intermediaries, secondary market: stock exchanges, functions of financial markets, money market; meaning, instruments, features of the instruments. commodities market: concept, working of commodities market, regulation, advantages.	06

3.	**Financial Services:** Venture capital; concept, objectives, venture capital investment process, dis-investment mechanism, insurance; concept, principles of insurance, types, credit rating; concept, credit rating agencies in India, leasing: concept, types of leases, rationale for leasing, mechanics of leasing, leasing as financing decision.	**06**
4.	**Banking & NBFC:** Nature & functions of commercial banking, management of NPA, nature and functions of development banks, development of finance institutions: IDBI, ICICI, IFCI. role of development banks in the development of the economy. nature and functions of merchant banks. non-banking financial corporation-major functions of NBFC, RBI guidelines.	**06**
5.	**Mutual Funds:** Concept of mutual funds, objectives and benefits of mutual funds, types of mutual funds, evaluation of performance of mutual funds.	**06**
6.	**Digital Financial System and FinTech in India:** Introduction to FinTech: meaning, evolution, and significance, digital payment systems: UPI, NEFT, RTGS, IMPS, BHIM, Mobile Wallets, digital banking: internet banking, mobile banking, neo banks, role of NPCI in India's digital payment ecosystem, digital lending platforms and peer-to-peer (P2P) lending, financial inclusion through digital initiatives: PMJDY, Aadhaar, direct benefit Transfer (DBT).	**06**

References

Reference Books:

- S.P.Singh: Indian Financial System, Wisdom Publication.
- Vasant Desai: Financial Markets & Financial Services, Himalaya Publishing House.
- S.B. Verma: Indian Financial System, Vayu Education of India.
- Desai Vasant: The Indian financial system and development, Himalaya Publishing House.
- Rao Pramod & Phuskele P: Indian financial system emerging trends, The ICFAI University Press.

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGF2075**	Course Name: **Working Capital Management**

L	T	P	Credits
3	-	-	3

Course Description:
This course provides a comprehensive understanding of working capital management and its role in maintaining a firm's liquidity, profitability, and operational efficiency. It covers the management of current assets and current liabilities, including cash, receivables, inventory, and short-term financing. The course also introduces modern practices such as cash conversion cycle analysis, digital payments, FinTech-based financing, supply chain finance, ERP-enabled inventory management, and AI-driven cash management. Through practical applications and real-world business scenarios, students will develop the skills required to make effective working capital decisions in today's dynamic business environment.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Explain the concepts, importance, strategies, and determinants of working capital management for effective business operations.
2. Evaluate various sources of short-term financing and select suitable financing options based on cost and business requirements.
3. Apply cash management techniques to plan, forecast, and maintain optimum cash balances using traditional and digital approaches.
4. Analyze receivables management policies and credit decisions to improve collections and reduce credit risk.
5. Apply inventory management techniques to determine optimum inventory levels and improve operational efficiency.
6. Evaluate the management of current assets and current liabilities to optimize working capital, liquidity, and profitability in a dynamic business environment.

Prerequisite
Students should have a basic understanding of Financial Management.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Working Capital Management:** Concept, Nature and Importance of Working Capital, Gross and Net Working Capital, Operating Cycle and Cash Conversion Cycle, Determinants of Working Capital Requirements, Trade-off between Profitability and Liquidity, Risk–Return Trade-off in Working Capital Management, Symptoms of Poor Working Capital Management, Working Capital Management Strategies (Conservative, Aggressive and Moderate), Current Trends in Working Capital Management.	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

2.	**Short Term Financing:** Concept and Need for Short-Term Financing, Estimation of Short-Term Financing Requirements, Sources of Short-Term Finance, Trade Credit and Credit Terms, Cash Discounts and Cost of Forgoing Cash Discounts, Bank Credit: Cash Credit, Overdraft, Line of Credit and Working Capital Loans, Commercial Paper and Factoring, Bill Discounting and Invoice Financing, Supply Chain Finance and FinTech-based Working Capital Financing, Selection of Appropriate Short-Term Financing Source	06
3.	**Management of Cash:** Cash Flow Process and Cash Conversion Cycle, Motives for Holding Cash , Objectives of Cash Management, Cash Budget Preparation, Cash Forecasting Techniques, Managing Cash Collections and Disbursements, Determining Optimum Cash Balance (Baumol and Miller-Orr Models – Concepts), Digital Cash Management: UPI, Internet Banking, Payment Gateways and Treasury Management Systems, AI and Data Analytics in Cash Management.	06
4.	**Receivables Management:** Concept and Objectives of Receivables Management, Credit Policy and Credit Standards, Credit Terms and Collection Policy, Credit Evaluation and Customer Credit Rating, Cost-Benefit Analysis of Receivables, Monitoring and Control of Receivables, Ageing Schedule, Debtors Turnover Ratio and Average Collection Period, Factoring, Invoice Discounting and Receivables Financing, Digital Credit Management and FinTech Applications.	06
5.	**Inventory Management:** Concept and Objectives of Inventory Management, Types and Costs of Inventory Determining Optimum Inventory Level, Inventory Carrying, Ordering and Stock-out Costs, Inventory Control Techniques: EOQ, ABC, VED, FSN, JIT and Safety Stock, Inventory Planning and Monitoring, Technology in Inventory Management (ERP, RFID, Barcode and IoT Applications), Sustainable and Green Inventory Management	06
6.	**Management of Current Asset & Current Liabilities:** Components of Current Assets and Current Liabilities, Management of Current Assets, Risk–Return Trade-off in Current Asset Investment, Management of Current Liabilities, Risk–Return Trade-off in Current Liability Financing, Working Capital Policies, Working Capital Ratios and Performance Evaluation Working Capital Management under GST and Digital Business Environment Integrated Working Capital Management and Best Practices.	06

References

Text Books:

- M. Y. Khan & P.K. Jain, Financial Management, Tata Mcgraw Hill Publishing Co. Ltd,

Reference Books:

- James Sagner, Working Capital Management: Applications and Case Studies, Wiley
- Masson, Dubos J, Clarke, Karen Sue, Short Term Finance & Working Capital Management -Ecommerce, Great River Learning.
- Prasanna Chandra, Financial Management, Tata McGraw-Hill Publishing Co. Ltd,

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar 415414

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGF2135**	Course Name: **Cost Analysis and Control**

L	T	P	Credits
3	-	-	3

Course Description:
Cost analysis and control is an important part of accounting and finance. Its effects stretch to all departments and impact the organization's financial position. It covers a lot of cost concepts like job and batch order and absorption costing. The pinnacle of any cost management is activity-based costing which helps in making better decisions. Among these decisions are ones such as whether to drop or keep a product, make or buy, replace or keep a piece of equipment. Moreover, it also includes allocating costs of service departments internally. Also covered in this course are cost estimations and transfer pricing. The course will close with evaluating performance and a brief discussion on the balanced scorecard and managing scarce resources.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Discover the importance of analyzing and managing costs
2. Explain Activity-Based Costing (ABC) and Activity-Based Management (ABM).
3. Justify the importance of process costing and cost allocation.
4. Analyze the role of cost information in pricing decisions.
5. Evaluate and manage performance through strategic cost management

Prerequisite
Awareness about the fundamentals of cost accounting, methods of cost data determination and analysis.

Course Content

Unit No	Description	Hrs.
1.	**Cost Terms & Concepts:** Cost Objects, Direct & Indirect Costs, Period & Product Costs, Cost Estimation & Cost Behavior, Relevant & Irrelevant Costs and revenues, Avoidable & Unavoidable Costs, Sunk Costs, Opportunity Costs, Incremental & Marginal Costs	**06**
2.	**Cost Accumulation for Inventory Valuation and Profit Measurement:** Cost assignment for direct and indirect costs, Job Costing System, Process Costing System, Normal Loss & Abnormal Loss in Process Costing System, Joint and By-Product Costing, Income effects of alternative cost accumulation systems.	**06**
3.	**Cost Analysis for Decision-Making:** Cost–Volume–Profit Analyses, Fixed Cost Function, Break Evan Analysis, Margin of Safety, Cost Estimation and Cost Behavior, Cost estimation methods	**06**

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

4.	**Activity Based Costing:** Activity Based Costing, Types of cost systems, Comparison of traditional and ABC System, Volume based & non, volume-based cost drivers, Activity hierarchies, Activity Based Costing Profitability Analysis	**06**
5.	**Pricing Decisions & Profitability Analysis:** Role of cost information in pricing decisions, Price setting under short run pricing decisions, Long run pricing decisions, Short run product mix decisions, Long run product mix decisions, Cost Plus Pricing	**06**
6.	**Relevant Cost Analysis Decisions:** Relevant Cost, Irrelevant Costs, Committed Cost, Absorbed Cost, Situations where fixed costs become relevant for decision making and its related implications, Target Costing, Life Cycle Costing, Kaizen Costing.	**06**

References

Text Books:

- Colin Drury, Cost & Management Accounting, Cengage Learning Publication

Reference Books:

- Charles T. Horngren, Shrikant M. Datar. Gearge Foster, Madhav V. Rajan, Christopher Ittner, Cost Accounting, Pearson Publication
- M. Y. Khan & P. K. Jain, Cost Accounting & Financial Management, The Mc Grawhill Publication
- Ravi Kishore, Cost Management, Taxmann's Publications
- Edward Blocher, Cost Management: A Strategic Emphasis, McGraw-Hill Medical Publishing

Class:- **First Year M.B.A.**	Semester-II
Course Code: **MGB2010**	Course Name: **Artificial Intelligence for Managers**

L	T	P	Credits
3	-	-	3

Course Description:
This course introduces students to the concepts, tools, and strategic applications of Artificial Intelligence (AI) in modern business environments. The course focuses on how AI technologies are transforming managerial decision-making, business operations, customer engagement, and organizational strategy. Students will gain an understanding of Machine Learning, Generative AI, predictive analytics, and AI-driven business models through practical examples, industry case studies, and hands-on exposure to AI tools. The course also emphasizes ethical, legal, and responsible use of AI in organizations. By the end of the course, students will be able to evaluate AI opportunities, understand AI-enabled business transformation, and apply AI concepts to managerial and strategic contexts.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. To understand the fundamentals of Artificial Intelligence in business.
2. To identify the strategic role of AI in managerial decision-making.
3. To explore AI applications across business functions.
4. To develop awareness regarding ethical, legal, and societal implications of AI.
5. To understand Generative AI tools and modern AI-driven business models.

Prerequisite:
- Basic understanding of business functions and management concepts
- Fundamental computer and internet usage skills
- No prior programming knowledge required

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Artificial Intelligence and Business:** Meaning, evolution, and scope of Artificial Intelligence, Types of AI: Narrow AI, General AI, Super AI, AI vs Machine Learning vs Deep Learning vs Data Science AI ecosystem and business transformation, AI adoption trends in industries, AI readiness for organizations	06
2.	**Machine Learning for Managers:** Fundamentals of Machine Learning, Supervised, Unsupervised, and Reinforcement Learning, Business problem identification using ML, Predictive analytics and forecasting, Data-driven decision-making.	06
3.	**AI Applications in Functional Areas of Business:**	06

Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

	AI in Marketing, AI in Human Resource Management, AI in Finance and Accounting, AI in Supply Chain and Operations, AI in Customer Relationship Management (CRM)	
4.	**Generative AI and Business Innovation:** Introduction to Generative AI, Large Language Models (LLMs), Prompt Engineering fundamentals, AI content generation for business, AI-assisted productivity tools.	**06**
5.	**Ethical, Legal, and Responsible AI:** Ethical issues in AI, Bias and fairness in AI systems, AI governance and regulations, Data privacy and cybersecurity, Responsible AI frameworks, Human-AI collaboration	**06**
6.	**AI Strategy, Implementation, and Future Trends:** AI strategy for organizations, AI implementation challenges, change management in AI adoption, AI project lifecycle, Measuring ROI of AI projects, Future trends: Autonomous AI, AI Agents, Robotics, Quantum AI	**06**

References

Text Books:

- Stuart Russell & Peter Norvig – Artificial Intelligence: A Modern Approach, Prentice Hall

Reference Books:

- Bernard Marr – Artificial Intelligence in Practice, WILEY Publications
- Andrew Ng – Machine Learning Yearning, Self-published free e-book
- Tom Taulli – Artificial Intelligence Basics, APress
- Ajay Agrawal, Joshua Gans & Avi Goldfarb – Prediction Machines, Harvard Business Review Press

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar 415414

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**II**	L	T	P	Credits
Course Code: **MGB2111**	Course Name: **Data Visualization With Power BI**	3	-	-	3

Course Description:
By mastering Microsoft Power BI, students will gain a competitive edge in the data-driven business world. They will be able to transform raw data into meaningful visualizations, identify patterns and trends, and make informed decisions based on data-driven insights. Additionally, the ability to create interactive dashboards and effectively communicate data findings will enhance their professional communication skills and make them valuable assets in any organization.

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

1. Explain the importance and concepts related to Data -Visualization for Decision- making.
2. Apply data cleaning and shaping techniques to prepare for data analysis.
3. Demonstrate knowledge of tools and techniques of Data Visualization, and Dashboards.
4. Design and create visualizations represent data and convey key insights.
5. Develop interactive reports and dashboards that facilitate user engagement and data exploration.

Prerequisite
Basic understanding of Data Analytic techniques.

Course Content

Unit No	Description	Hrs.
1.	**Introduction of data visualization:** Visualization of data, History of Data Visualization, Types of data - categorical, ordinal, and quantitative data. Visual analytics concepts.	06
2.	**Data Visualization tools and techniques:** Data Visualization tools, Multidimensional Data Visualization tools, Column and Bar graphs, Charts, Line graphs, Scatter plots, Pie graphs, Hierarchical and Landscape Data Visualization tools, Maps, and Tree graphs.	06
3.	**Introduction of Dashboard:** Definition- Performance of dashboard, Types of dashboards- Operational, Tactical, and Strategic. Dashboard design, Dashboards for monitoring real-time Business activity, Pitfalls of dashboard design. Organizing data for dashboards	06
4.	**Integration of Power BI:**	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414 K.E.S.

	Conceptual aspects of Power BI Desktop, Major Building Blocks of Power BI, Data Sets, Shared data sets, Reports, Dashboards - Types of Visualizations, Area charts, Bar and Column charts, Donut charts, Gauge charts, KPIs, Line charts, Maps, Matrix, Waterfall charts.	
5.	**Microsoft Power BI and Other Features:** Getting Data Source-Excel as a source, SQL as a source, Web as a source, Creating and interacting with Dashboards, Sharing dashboards -Power Query editor for querying data and Report server for reports.	**06**
6.	**Applications of Power BI:** Power BI in Business Intelligence, financial analytics, sales and marketing, human resources, customer service, healthcare, project management, and Government and Public Sector	**06**

References

Reference Book:

- Dick Kusleika, "Data Visualization with Excel dashboards and reports", Wiley.
- Stephanie P.H," Effective Data Visualization: Right chart for sight data" Evergreen.
- Ramesh Sharada, Dursun Delen, Efraim Turban," Business Intelligence", A managerial perspective on analytics Pearson.
- Wayne W Eckerson, Performance Dashboards-Measuring, monitoring and managing your business" Wiley & Sons, Inc.
- Tom Soukup, Ian Davidson," Visual Data Mining -Techniques and tools for Data Visualization and Mining", Wiley Publishing.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414 K.E.S.

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGB2151**	Course Name: **Exploratory Data Analysis**

L	T	P	Credits
3	-	-	3

Course Description:
Exploratory Data Analysis (EDA) introduces students to the nature, scope, and practical techniques of identifying patterns, trends, and anomalies in business data before formal modeling. The course bridges theory and practice by focusing on data cleaning, descriptive analysis, and interactive dash boarding. Using foundational tools like MS Excel, Power BI, and Python libraries (Pandas, Matplotlib, Seaborn), students will learn to implement data-driven decision-making to solve business problems across marketing, finance, HR, and operations.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Apply fundamental principles of EDA to solve real-world, data-driven business challenges.
2. Analyze raw business data to effectively execute data cleaning, preprocessing, and formatting.
3. Illustrate complex metrics and analytical patterns using interactive dashboards and data storytelling.
4. Use appropriate statistical tools and visualization techniques to interpret data relationships and distributions.
5. Create structured executive summaries and business reports that turn raw analytical outputs into actionable corporate strategies.

Prerequisite:
Basic knowledge of Statistics and fundamental spreadsheet applications.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Exploratory Data Analysis:** Meaning and importance of EDA; Types of business data (Structured and unstructured); Data-driven decision making; Role of EDA in business analytics; Overview of core analytical tools (Excel, Power BI, Python); Real-world business applications of EDA in Marketing, Finance, HR, and Operations.	06
2.	**Data Collection and Data Preparation:** Sources of business data (Primary and secondary); Data importing techniques; Data cleaning and pre-processing; Handling missing values and duplicate data removal; Outlier detection techniques; Data transformation, formatting, and coding techniques..	06
3.	**Descriptive Statistics and Data Visualization:**	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar
K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

	Measures of central tendency and dispersion; Frequency distribution and cross-tabulation; Correlation analysis; Data visualization best practices; Core business charts: Histograms, Bar charts, Pie charts, Scatter plots, Box plots, Principles of visual data storytelling.	
4.	**Exploring Relationships and Patterns in Data:** Trend analysis and pattern recognition; Core concepts of segmentation and clustering; Basic association analysis; Time-series data overview; Business interpretation of analytical outputs; Moving from data insights to predictive thinking using EDA techniques.	06
5.	**EDA Tools and Dashboard Development:** Data analysis using advanced Excel functions and Pivot Tables; Introduction to Power BI interfaces and interactive dashboard design; Fundamental Python libraries for EDA (Pandas for data handling, Matplotlib and Seaborn for charting); Presenting insights via dynamic business dashboards.	06
6.	**Report Writing and Presentation:** Presenting insights and findings; Core structures and components of a written business analytics report; Oral presentations of data narratives, synopsis preparation, and final report compilation.	06

References

Text Books:

- Evans, James R., Business Analytics, Pearson Publications, Third Edition. (Excellent for Excel modeling, business metrics, and core analytics applications).
- Albright, S. Christian, and Winston, Wayne L., Business Analytics: Data Analysis & Decision Making, Cengage Learning, Seventh Edition. (Focuses heavily on data cleaning, pivot tables, and statistical relationships).

Reference Books:

- Ferrari, Alberto, and Russo, Marco, Introducing Microsoft Power BI, Microsoft Press. (Comprehensive guide for dashboard design and interface development).
- McKinney, Wes, Python for Data Analysis: Data Wrangling with Pandas, NumPy, and Jupyter, O'Reilly Media. (The definitive guide for Python EDA, data manipulation, and charting libraries).
- Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, Wiley Publications. (Crucial for reporting, dashboard design guidelines, and professional presentation).
- Shmueli, Galit, Bruce, Peter, and Gedeck, Peter, Data Mining for Business Analytics: Concepts, Techniques, and Applications, Wiley Publications. (Covers pattern recognition, clustering, and segmentation applications).
- Malhotra, Naresh K., and Dash, Satya Bhushan, Marketing Research: An Applied Orientation, Pearson Education. (Bridges data collection and data formatting with core business domains).

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-II
Course Code: **MGO2015**	Course Name: **Materials Management & Inventory Control**

L	T	P	Credits
3	-	-	3

Course Description:
Materials Management & Inventory Control focuses on the strategic planning, procurement, storage, movement, and control of materials to ensure the uninterrupted flow of operations while minimizing costs and maximizing organizational value. The course provides an understanding of material planning, purchasing, inventory optimization, stores management, value analysis, and make-or-buy decisions. It also introduces students to contemporary practices such as e-procurement, ERP, sustainable sourcing, reverse logistics, and digital technologies transforming materials management. The course develops analytical and managerial skills required to manage material resources efficiently in manufacturing and service organizations.

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

1. Explain the functions and strategic importance of Materials Management and Inventory Control.
2. Apply material classification, codification, specification, and standardization techniques for efficient material management.
3. Analyze stores management practices, and material handling systems to improve operational efficiency.
4. Apply inventory planning and control techniques to optimize inventory levels and support organizational decision-making.
5. Evaluate value analysis, make-or-buy decisions, and digital technologies in inventory management.

Prerequisite
Basic understanding of operations management, management principles & functions.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Materials Management** Concepts and Scope of Materials Management; Objectives and Functions; Importance of Materials Management; Integrated Materials Management System; Material Planning; Procurement Cycle; Role and Responsibilities of Materials Manager; Contemporary Challenges in Materials Management.	06
2.	**Material Classification, Codification and Standardization** Material Identification; Classification Techniques; Codification Systems; Material Specifications; Standardization and Simplification; Variety Reduction; Benefits of Standardization; Material Master Data Management	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

3.	**Stores and Warehouse Management** Objectives and Functions of Stores; Centralized and Decentralized Stores; Warehouse Layout and Operations; Material Handling Principles and Equipment; Warehouse Safety; Warehouse Performance Measures; Barcode, RFID, and Warehouse Management Systems (WMS).	**06**
4.	**Inventory Planning and Control** Costs of Inventory; Types of Inventory; EOQ Model; Reorder Level; Safety Stock; ABC, VED, HML, FSN, SDE and XYZ Analysis; Deterministic and Probabilistic Inventory Models; Inventory Performance Measures	**06**
5.	**Value Analysis and Procurement Management**: Value Analysis and Value Engineering; Function Analysis System Technique (FAST); Strategic Sourcing; Supplier Selection and Evaluation; Vendor Rating; Purchase Performance; E-Procurement; Ethical Purchasing Practices.	**06**
6.	**Strategic Materials Management and Emerging Trends** Make-or-Buy Decisions; Outsourcing Strategies; Reverse Logistics; Waste Management; Sustainable Procurement; Digital Procurement; Artificial Intelligence (AI), Internet of Things (IoT), Blockchain, and Industry 4.0 Applications in Materials Management	**06**

References

Text Books:

- J. R. Tony Arnold, Stephen N. Chapman & Lloyd M. Clive, *Introduction to Materials Management*, Pearson.
- Richard J. Tersine, *Principles of Inventory and Materials Management*, Pearson.

Reference Books:

- Prem Vrat, *Materials Management: An Integrated Systems Approach*, Springer.
- K. Datta, *Materials Management: Procedures, Text and Cases*, PHI Learning.
- K. K. Chitale & R. C. Gupta, *Materials Management: Text and Cases*, PHI Learning.
- Donald J. Bowersox, David J. Closs & M. Bixby Cooper, *Supply Chain Logistics Management*, McGraw-Hill.
- Sunil Chopra & Peter Meindl, *Supply Chain Management: Strategy, Planning and Operation*, Pearson.

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology K.E.S. Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-II
Course Code: **MGO2035**	Course Name: **Operations Planning and Control**

L	T	P	Credits
3	-	-	3

Course Description:

Operations Planning and Control (OPC) focuses on the systematic planning, scheduling, coordination, and control of production and service operations to achieve organizational objectives efficiently. The course provides an understanding of forecasting, aggregate planning, master production scheduling, material and capacity planning, process planning, and production control systems. It emphasizes the effective utilization of organizational resources while ensuring cost efficiency, quality, and timely delivery. The course also introduces students to contemporary practices such as Enterprise Resource Planning (ERP), Advanced Planning and Scheduling (APS), digital manufacturing, and data-driven decision-making in operations.

Course Learning Outcomes:

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

1. Analyze the importance of operations planning and control in a manufacturing operations.
2. Apply qualitative and quantitative forecasting techniques to estimate demand and support operational planning.
3. Analyze aggregate planning, master production scheduling, and production control techniques for effective decision-making.
4. Apply material planning, capacity planning, and resource planning techniques to optimize operational performance.
5. Evaluate process planning methods and digital planning systems for improving organizational productivity and operational excellence.

Prerequisite

Basic understanding of operations management, management principles & functions.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to Operations Planning and Control**: Concepts and Objectives of Operations Planning and Control; Functions and Scope of OPC; Production Systems; Production Planning Process; Routing, Scheduling, Loading, Dispatching, Follow-up and Expediting; Performance Measurement in Operations.	**06**
2.	**Demand Forecasting**: Importance of Forecasting; Forecasting Process; Qualitative Forecasting Methods; Quantitative Forecasting Methods; Time Series Analysis; Trend, Seasonal, Cyclical and Random Variations; Moving Average and Exponential Smoothing Techniques	**06**

3.	**Aggregate Planning and Master Production Scheduling:** Aggregate Planning Strategies; Inputs and Outputs of Aggregate Planning; Master Production Schedule (MPS); Available-to-Promise (ATP); Rough-Cut Capacity Planning (RCCP); Production Scheduling Techniques; Introduction to Advanced Planning and Scheduling (APS).	**06**
4.	**Material and Capacity Planning**: Material Requirements Planning (MRP); Bill of Materials (BOM); Product Structure Tree; Buffer Stock; Capacity Requirements Planning (CRP); Manufacturing Resource Planning (MRP II); Introduction to Enterprise Resource Planning (ERP).	**06**
5.	**Resource Planning and Process Planning**: Resource Requirements Planning (RRP); Capacity Planning; Types of Capacity; Line Balancing; Process Planning; Routing Sheets; Process Selection; Machine Loading; Planning versus Execution; Bottleneck Management.	**06**
6.	**Contemporary Practices in Operations Planning and Control**: Theory of Constraints (TOC); Drum-Buffer-Rope (DBR); Digital Manufacturing; Industry 4.0; Artificial Intelligence (AI) in Production Planning; Internet of Things (IoT); Real-Time Production Monitoring; ERP-enabled Planning and Control Systems.	**06**

References

Text Books:

- James L. Riggs, Production Systems: Planning, Analysis and Control, Wiley.
- Vollmann, Berry, Whybark & Jacobs, Manufacturing Planning and Control for Supply Chain Management, McGraw-Hill.

Reference Books:

- Spyridon Makridakis, Steven C. Wheelwright & Rob J. Hyndman, Forecasting: Methods and Applications, Wiley.
- Elwood S. Buffa & Rakesh K. Sarin, Modern Production/Operations Management, Wiley.
- J. R. Tony Arnold, Stephen N. Chapman & Lloyd M. Clive, Introduction to Materials Management, Pearson.
- B. Mahadevan, Operations Management: Theory and Practice, Pearson.
- William J. Stevenson, Operations Management, McGraw-Hill.

Class:- **First Year M.B.A.**	Semester-II
Course Code: **MGO2050**	Course Name: **Logistics & Supply Chain Management**

L	T	P	Credits
3	-	-	3

Course Description:

Logistics and Supply Chain Management focuses on the strategic planning, design, coordination, and control of the flow of materials, information, and finances across the supply chain, from suppliers to end customers. The course provides comprehensive knowledge of supply chain strategy, network design, sourcing, procurement, inventory management, transportation, and logistics operations. It emphasizes the integration of supply chain processes to enhance operational efficiency, customer satisfaction, and organizational competitiveness. The course also explores contemporary developments such as lean and agile supply chains, green logistics, global supply chains, digital transformation, Industry 4.0, Artificial Intelligence (AI), Internet of Things (IoT), Blockchain, and supply chain resilience.

Course Learning Outcomes:

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

1. Explain the components, strategic framework, and performance drivers of Logistics and Supply Chain Management.
2. Analyze supply chain network design and distribution channels decisions to improve supply chain efficiency.
3. Apply supply chain planning, sourcing, procurement, and demand management techniques for effective supply chain coordination.
4. Apply warehouse and transportation management tools to optimize logistics operations.
5. Evaluate emerging supply chain strategies, digital technologies, and sustainable practices to improve organizational competitiveness.

Prerequisite

Basic knowledge of international business.

Course Content

Unit No	Description	Hrs.
1.	**Strategic Framework of Supply Chain Management** Introduction to Supply Chain Management (SCM); Objectives and Scope of SCM; Supply Chain Drivers; Supply Chain Decision Phases; Process View and Cycle View of Supply Chain; Supply Chain Performance Measures; Value Chain and Competitive Advantage.	06
2.	**Supply Chain Network Design** Supply Chain Network Design; Strategic Importance of Network Design; Network Design Process; Factors Influencing Network Design; Distribution Network Design; Types of Distribution Channels; Physical Distribution Management.	06

3.	**Supply Chain Planning and Sourcing** Supply and Demand Planning; Demand Forecasting in Supply Chains; Sales and Operations Planning (S&OP); Strategic Sourcing; Supplier Selection and Evaluation; Procurement Process; Customer Order Cycle; Procurement Cycle; Order Fulfilment and Replenishment Cycle; Introduction to Supplier Relationship Management (SRM).	**06**
4.	**Warehouse Management** Introduction to Warehouse Management, Role of warehouse, types of warehouse, Need for warehousing- Supply chain trends affecting warehouse, Role of warehouse manager-Warehouse process, e-commerce warehouse, Receiving and put away	**06**
5.	**Transportation and Logistics Management** Transportation Modes and their Characteristics; Transportation Cost Analysis; Route Planning and Vehicle Scheduling; Intermodal and Multimodal Transportation; Trade-offs in Transportation Decisions; Third-Party (3PL) and Fourth-Party (4PL) Logistics; Reverse Logistics.	**06**
6.	**Emerging Trends in Supply Chain Management** Lean Supply Chain; Agile Supply Chain; Green Supply Chain; Global Supply Chains; Digital Supply Chains; Industry 4.0; Artificial Intelligence (AI), Internet of Things (IoT), Blockchain & Supply Chain.	**06**

References

Text Books:

- Sunil Chopra & Peter Meindi, Supply Chain Management: Strategy, Planning, and Operation, Pearson Education.
- Martin Christopher, Logistics & Supply Chain Management, Pearson Education

Reference Books:

- Alan E. Branch, Global Supply Chain Management and International Logistics, Routledge.
- Donald J. Bowersox, David J. Closs & M. Bixby Cooper, Supply Chain Logistics Management, McGraw-Hill Education.
- Ronald H. Ballou, Business Logistics/Supply Chain Management, Pearson Education.
- Douglas M. Lambert, James R. Stock & Lisa M. Ellram, Fundamentals of Logistics Management, McGraw-Hill Education.

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGA2010**	Course Name: **AI Applications in Business**

L	T	P	Credits
3	-	-	3

Course Description:
This course focuses on the practical implementation of Artificial Intelligence across various business domains such as marketing, finance, human resources, operations, supply chain, and customer relationship management. The course provides students with an industry-oriented understanding of how AI technologies improve efficiency, automate business processes, generate insights, and create competitive advantage. Students will explore real-world AI applications, business use cases, AI-powered tools, predictive analytics, automation systems, and Generative AI platforms through case studies and practical activities. The course also highlights emerging AI trends, ethical considerations, and future business opportunities created by AI-driven innovation.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. To understand practical AI applications across industries and business functions.
2. To analyze how AI improves operational efficiency and decision-making.
3. To explore AI-driven innovation and automation in organizations.
4. To understand AI tools and platforms used in business environments.
5. To develop strategic thinking regarding AI-enabled business transformation.

Prerequisite:
- Basic knowledge of management and business operations
- Familiarity with computers, spreadsheets, and digital tools
- Basic understanding of data and analytics concepts is desirable but not mandatory

Course Content

Unit No	Description	Hrs.
1.	**Foundations of AI Applications in Business:** Introduction to AI applications in modern business, AI-driven digital transformation, AI technologies used in business, AI adoption lifecycle, Business value creation using AI	06
2.	**AI in Marketing and Customer Analytics:** AI-driven consumer behavior analysis, Personalization and recommendation systems, Sentiment analysis and social media analytics, AI in digital advertising, Customer segmentation using AI.	06
3.	**AI in Human Resource and Talent Management:** AI-enabled recruitment and selection, Resume screening using NLP, Employee engagement analytics, Workforce planning using AI, AI-based performance management	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar
K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

4.	**AI in Finance, Banking, and Risk Management:** AI in financial analytics, Fraud detection systems, Credit scoring models, AI-based investment and trading systems, Risk analytics and compliance monitoring.	06
5.	**AI in Operations, Supply Chain, and Manufacturing:** Smart supply chain management, AI in logistics optimization, Predictive maintenance, AI in inventory and warehouse management, Industry 4.0 and smart manufacturing	06
6.	**Emerging AI Trends, Ethics, and Future Business Models:** Generative AI in business innovation, AI startups and entrepreneurship, Ethical and legal concerns in AI adoption, Responsible AI frameworks, Future of work and AI, AI and sustainability	06

References

Text Books:

- Bernard Marr – Artificial Intelligence in Practice, WILEY Publications

Reference Books:

- Paul R. Daugherty & H. James Wilson – Human + Machine, Harvard Business Review Press
- Thomas H. Davenport – Competing on Analytics, Harvard Business Review Press
- Ajay Agrawal, Joshua Gans & Avi Goldfarb – Prediction Machines, Harvard Business Review Press
- Kevin Kelly – The Inevitable, Viking Press

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology K.E.S. Rajaramnagar Autonomous 415414

Class:- **First Year M.B.A.**	Semester-**II**	L	T	P	Credits
Course Code: **MGA2030**	Course Name: **Database Management Systems**	3	-	-	3

Course Description:
This course covers fundamentals of database architecture, database management systems, and database systems. It exposes the student to the fundamental concepts and techniques in database use and development as well provides a foundation for research in databases.

Course Learning Outcomes:
After successful completion of the course, students will be able to,
1. Explain the fundamentals and the applications of database systems.
2. Design ER-models to represent database application scenarios.
3. Identify the data models for relevant problems.
4. Discuss the design principles for logical design of databases.
5. Identify the different issues involved in the design and implementation of a database system.

Prerequisite
Knowledge of information concepts.

Course Content

Unit No	Description	Hrs.
1.	**Data and information:** Introduction to databases, Relational Databases, Object Databases, Basic SQL, Data types	06
2.	**Database Management:** Introduction to Database systems, Advantages of databases- DBMS- Functions of DBA Elements of DBMS: DDL, DML, Entities, Sets and Attributes.	06
3.	**Introduction and Conceptual Modeling:** Database System Structure – Data Models Introduction to Network and Hierarchical Models – ER model – Relational Model.	06
4.	**Data Modeling Using the Entity-Relationship Model:** Entity Types, Entity Sets, Attributes and Keys, Relationships, Relationship Types, Roles, and Structural Constraints, Weak Entity Types.	06
5.	**Database Security:** Data Security Risk- data tampering, data theft, Identities, Password related threats, Unauthorized Access to table & columns, Unauthorized Access to Rows, Lack of Accountability.	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414 K.E.S.

6.	**Database Users:** Types of Users- Database Administrators, Security officers, Network Officers, Application Developer, Application Administrator, database user	**06**

References

Text Books:

- Carol Wilson, Performance Coaching, Kogan Publication

Reference Books:

- Raymond A Noe, Employee Training & Development, Tata McGraw Hill Education
- Dr. B. Janakiram, Training & Development, biztantra
- Elaiene Biech, Training & Development, A Wiley Brand
- Trvelove, Steve, Handbook of Training and Development, Blackwell Business.

Rajarambapu Institute of Technology
Dept. of Management Studies (DMS)
Rajaramnagar

K. E. S. Rajarambapu Institute of Technology
Rajaramnagar
415414

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGA2050**	Course Name: **Statistical Analysis System (SAS)**

L	T	P	Credits
3	-	-	3

Course Description:
Statistical Analysis System (SAS) introduces students to enterprise-level data management, statistical processing, and reporting within the standard SAS environment. The course bridges corporate theory and practice by focusing on automated data steps, conditional processing, and descriptive-to-inferential business metrics. Working with real-world datasets, students will learn to execute data-driven decision-making to handle operational, financial, healthcare, and retail analytics problems.

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

1. Apply fundamental SAS programming architectures to process and organize enterprise business data.
2. Analyze raw data inputs by effectively executing cleaning, sorting, and conditional transformation steps.
3. Illustrate key business insights using structured SAS reporting procedures and output systems.
4. Use advanced statistical procedures within SAS to run parametric, non-parametric, and relational hypothesis tests.
5. Create production-ready business intelligence summaries and final statistical data reports for management review.

Prerequisite:
Basic knowledge of Statistics and fundamental programming concepts.

Course Content

Unit No	Description	Hrs.
1.	**Introduction to SAS Architecture and Environment:** Meaning and business importance of SAS; Overview of the SAS user interface; SAS libraries (Permanent vs. Temporary); Anatomy of a SAS program (DATA steps and PROC steps); Basic syntax rules, error logs, and system debugging; Real-world business applications of SAS in Banking, Healthcare, and Marketing analytics..	06
2.	**Data Collection and Data Ingestion:** Sources of corporate data; Importing external files (Excel, CSV, TXT) and raw data lines; SAS data types and system formats; Handling variables, constants, and basic expressions; Data cleaning: handling missing observations, removing duplicate rows, and validating data inputs.	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414 K.E.S.

3.	**Data Manipulation and Formatting Logic:** Filtering datasets using WHERE conditions and IF-THEN/ELSE programming statements; Creating and modifying system variables; Accumulating totals with retain functions; Appending and merging datasets (Concatenation and Match Merging); Data coding and user-defined formatting techniques.	**06**
4.	**Descriptive Analytics and SAS Reporting:** Calculating measures of central tendency and dispersion; Frequency distributions and cross-tabulations; Creating executive summary tables; Exporting data insights via Output Delivery System (ODS).	**06**
5.	**Exploring Relationships and Inferential Testing:** Correlation analysis; Overview of hypothesis testing frameworks in SAS; Executing parametric tests (Independent and Paired Sample t-tests); Non-parametric comparisons (Chi-Square testing via contingency tables); Moving from descriptive outputs to predictive thinking.	**06**
6.	**SAS Automation and Report Writing:** Introduction to SAS Macros for reporting, Core structures and components of a written SAS analytical report; Designing executive summaries from outputs; Oral presentations of data narratives and final project compilation.	**06**

References

Text Books:

- Delwiche, Lora D., and Slaughter, Susan J., The Little SAS Book: A Primer, SAS Institute, Sixth Edition. (Excellent for fundamental syntax, environment usage, and basic data steps).
- Cody, Ron, An Introduction to SAS University Edition, SAS Institute. (Focuses heavily on statistical procedures, data importing, and basic descriptive analysis).

Reference Books:

- Cody, Ron, Cody's Data Cleaning Techniques Using SAS, SAS Institute. (Comprehensive guide for handling outliers, duplicate rows, and missing values).
- Carpenter, Art, Carpenter's Complete Guide to the SAS Macro Language, SAS Institute. (Crucial for understanding automation, macro variables, and production-level reporting).
- Evans, James R., Business Analytics, Pearson Publications, Third Edition. (Used for aligning statistical outputs with corporate decision-making models).
- Malhotra, Naresh K., and Dash, Satya Bhushan, Marketing Research: An Applied Orientation, Pearson Education. (Bridges data collection and data formatting with core business domains).

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGI2012**	Course Name: **India's Foreign Trade and Policy**

L	T	P	Credits
3	-	-	3

Course Description:

The course aims to provide students to understand the relevance of India's foreign trade policy and practices in growth and development perspectives. It enables students to study the core aspects of the India's foreign trade policy and its related concepts. The course is relevant to understand the Instruments of Import Policy, Import Substitution, Import Restrictions, licensing policies, export promotion policies, Trade promoting Institutions in India. The course is best suited to the basic understanding of India's Trade and Policy.

Course Learning Outcomes:

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

1. Analyze the global business environment in terms of economic, social and legal aspects
2. Assess the concepts in trade documentation in international business concerning foreign trade
3. Identify Instruments of import policy & concepts related to import substitution and restrictions.
4. Evaluate various types of Tariffs in international trade.
5. Discuss about development in import and export of India

Prerequisite

Basic knowledge of International trade..

Course Content

Unit No	Description	Hrs.
1.	**Indian's Foreign Trade:** Pattern and Structure of India's foreign trade; India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets. Trends and developments, Commodity composition and direction, Foreign Trade Policy and Control in India.	06
2.	**India's foreign trade in global context:** Basic concepts of international trade, policy making body and institutions, India's foreign trade policy, India's trade in goods and services, exchange control in institutions; exchange control in Indian-objectives and definition.	06
3.	**Import Substitution and Export Promotion Policies:** Export Incentives-duty exemption schemes, EPCG, Duty draw backs; Role of commercial banks in foreign trade; Deferred payment system; EXIM Bank; Export credit insurance and ECGC.	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

4.	**Infrastructure Support for Export Promotion:** Export promotion councils, Commodity board/Products export development authorities, Specific service institutions, State trading organizations Export and Trading Houses, Export Processing Zones/Special Economic Zone (EPZ/SEZ); Export Oriented units (EOUs).	**06**
5.	**Foreign Investment Policy:** Foreign direct investment (FDI) and foreign portfolio investment (FPI), Foreign Institutional Investors (FII), Regulatory Framework for Foreign Investment in India, Indian Joint ventures abroad Multilateralism and Bilateralism in India's foreign trade, Case Studies.	**06**
6.	**Trade Promotion Institutions:** (a) S T C & Other Trading Corporations (b) Export Councils (c) Commodity Boards. (d) Development Authority (APEDA, MPEDA)	**06**

References

Text Books:

- Verma M.L. Foreign Trade Management in India, Vikas Publishing House, New Delhi
- Bhashyam S, Export Promotion in Indian-The Institutional Infrastructure, Commonwealth Pub. New Delhi
- Chaudhuri B.K., Finance of Foreign Trade and Foreign Exchange, Himalaya Publication, New Delhi

Reference Books:

- Mahajan V.S., India's foreign Trade and Balance of Payments, Deep & Deep Publications, New Delhi.
- Ministry of Commerce, Export Import Policy, Government of India, New Delhi
- Vershney R.L, India's Foreign Trade, Mahal, Allahabad.
- Export-Import Policy, Ministry of Commerce, Government of India, New Delhi

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

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Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGI2032**	Course Name: **Export Import Procedures and Documentation**

L	T	P	Credits
3	-	-	3

Course Description:

This course provides for the framework of export-import management, procedural documentation needed to be done in this regard, risk associated with such businesses. This provides for new avenue from the managerial point of view to apply management principles for professional growth of this sector as import and export has become vital aspect for economic growth for every organization and country.

Course Learning Outcomes:

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

1. Explain an overall perspective on import & export management.
2. Demonstrate an understanding towards export and import procedure and documentation.
3. Analyze processing of export order.
4. Appraise knowledge of managing risk involves in the import & export transactions.
5. Investigate categories & benefits of Export.

Prerequisite

Understanding of the terms import and export, need of such businesses from professional point of view.

Course Content

Unit No	Description	Hrs.
1.	**Import-Export Management Overview:** Import Export Management, Foreign Trade - Institutional Framework; India's foreign trade policy Simplification of Document; Reduction in Document to Five for Custom Purpose; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Counter Trade.	**06**
2.	**Export and Import Procedure and Documentation:** Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Bill of Lading, Certificates of Origin, Letter of Credit.	**06**
3.	**Processing of Export Order:** Processing of Export Order; Examination and Confirmation of Export Order; Central Excise Clearance; Pre Shipment Inspection, Appointment of Clearing and Forwarding Agents, Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback.	**06**

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

4.	**Risk Management in Import & Export:** Meaning of Risk Management; Identification, Assessment, Potential Risk Treatment, Risk Avoidance & Reduction, Risk Retention, Risk Transfer,	**06**
5.	**Categories of Export:** Physical – Direct & Indirect, Deemed Exports, Merchant & Manufacturer exports.	**06**
6.	**Benefits of Export:** Excise clearance benefit/ rebate, Income tax benefit	**06**

References

Text Books:

- Rakesh Mohan Joshi, International Business, Oxford University Press
- Manab Thakur, Gene Burton and B. N. Srivastava, International Management: Concept and Cases, Tata Mc Graw Hill Publication

Reference Books:

- Sumati Varma, International Business, Pearson Publication
- Francis Cherunilam, International Business, Prentice Hall India Publication
- John J. Capela, Import/Export for Dummies. Wiley Publishing
- Jennifer Dorsey, Start Your Own Import/Export Business, Entrepreneur Press
- Carl A. Nelson, Import/Export: How to Take Your Business Across Borders, McGraw Hill

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

Rajarambapu Institute of Technology Rajaramnagar 415414 K.E.S.

Department of Management Studies (MBA)

Class:- **First Year M.B.A.**	Semester-**II**
Course Code: **MGI2050**	Course Name: **Global Digital Business and AI in International Trade**

L	T	P	Credits
3	-	-	3

Course Description:

This course explores the evolving landscape of global digital business and the transformative role of Artificial Intelligence (AI) in international trade. The course emphasizes practical applications of AI in export-import management, trade documentation, supply chain analytics, market forecasting, sustainability, and ethical governance in global commerce. Students will develop strategic insights into how emerging technologies are reshaping international business competitiveness and global trade practices.

Course Learning Outcomes:

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

1. Analyze the impact of globalization, digital transformation, and AI on international business and trade operations.
2. Evaluate the role of emerging technologies such as blockchain, APIs, digital public infrastructure, and intelligent automation in international trade systems.
3. Assess ethical, cybersecurity, sustainability, and regulatory challenges associated with AI-driven global trade practices.
4. Develop strategic recommendations for implementing AI-enabled digital trade solutions in international business environments.

Prerequisite:

Basic understanding of international business, digital technologies, and business management concepts.

Course Content

Unit No	Description	Hrs.
1.	**Managing Business in Globalization Era:** International Business, Digital globalization, Global digital value chains, Foreign Direct Investment, digital trade ecosystems, EXIM Policies, Role of International Financial Institutions, Artificial Intelligence and Big Data.	06
2.	**Introduction to AI in international Trade:** The Evolution of Global Trade in the Digital Era, Role of Artificial Intelligence in Trade Modernization, Understanding TradeTech: Intersection of Trade, Technology, and Data, Global Trends: From Manual Operations to Intelligent Trade Systems.	06
3.	**AI Fundamentals for Trade Professionals:**	06

Rajarambapu Institute of Technology Dept. of Management Studies (DMS) Rajaramnagar

K.E.S. Rajarambapu Institute of Technology Rajaramnagar Autonomous 415414

	Understanding Data Pipelines in Trade Ecosystems, Building and Training AI Models for Trade Workflows, Intelligent Document Processing (IDP) and OCR in Trade Documentation, Integration of AI into ERP, CRM, and Trade Management Systems.	
4.	**Digital Trade Infrastructure & Cross-Border Automation:** Role of DPI (Digital Public Infrastructure) in Trade Enablement, Electronic Bills of Lading (eBL), Blockchain and Smart Contracts in Trade Automation, API Governance and Interoperability in Trade Systems, Cyber security and AI in Trade Data Protection.	**06**
5.	**Intelligent Decision Support Systems in Trade Operations:** Data-Driven Decision Making in Export-Import Operations, AI for Market Forecasting and Trade Opportunity Identification, Using Generative AI for Trade Negotiation and Contract Drafting, AI Dashboards for KPI Tracking and Executive Insights, Decision Intelligence in Policy and Strategic Planning.	**06**
6.	**Sustainable & Ethical AI in Global Trade:** Responsible AI Principles for International Trade, AI in Green Trade and Carbon Emission Tracking, ESG Data Analytics for Sustainable Supply Chains, Balancing Efficiency, Equity, and Compliance in AI-led Trade, AI-Driven Trade Finance and Digital Currencies (CBDCs, Tokenization).	**06**

References

Text Book:

- International Business: Competing in the Global Marketplace by Charles W. L. Hill & G. Tomas Hult, McGraw Hill.
- Digital Business and E Commerce Management by Dave Chaffey, Pearson Education.

Reference Books:

- Global Business Today by Charles W. L. Hill, McGraw Hill.
- Digital Transformation: Survive and Thrive in an Era of Mass Extinction by Thomas M. Siebel, RosettaBooks.
- Export And Import Management, 2e by Justin Paul and Rajiv Aserkar, Oxford University Press.
- Competing in the Age of AI by Marco Iansiti and Karim R. Lakhani, Harvard Business Review Press.

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