

MBA YEAR-I SEMESTER -I

CourseCode	CourseTitle	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+SEE)
MB101	Management & Organizational Behaviour	Core	5	4Th +1Tu	40+60
MB102	AccountingforManagement	Core	5	4Th +1Tu	40+60
MB103	MarketingManagement	Core	5	4Th +1Tu	40+60
MB104	StatisticsforManagement	Core	5	4Th +1Tu	40+60
MB105	EconomicsforManagers	Core	5	4Th +1Tu	40+60
MB106	ITApplicationsfor Management	Core	4	3Th+2P	40+40
MB107	ComputerPractical	Core	1	2P	20
Totalcredits attheendofI Semester			30		600

- **HPW–HoursPerWeek**
- **CCE–ContinuousandComprehensiveEvaluation**
- **ESE–EndSemesterExam**
- **Th-Theory**
- **Tu- Tutorial**
- **P-Practical**

- A student has to study a total of 6 core papers, andcomputer practical paper insemester I
- Max. Total No. of Marks=600
- Total No. of Credits at the end of the First Semester=30

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MBA YEAR -I SEMESTER -II

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+SEE)
MB201	Human Resources Management	Core	5	4Th+1Tu	40+60
MB202	Financial Management	Core	5	4Th+1Tu	40+60
MB203	CSR & Sustainable Development	Core	5	4Th+1Tu	40+60
MB204	Entrepreneurship Development	Core	5	4Th+1Tu	40+60
MB205	Business Research Methods	Core	5	4Th+1Tu	40+60
MB206	Business Law and Ethics	Core	5	4Th+1Tu	40+60
MB207	Seminar Presentation *	Core	2	4P	Grade
Semester Credits			32		600
Total Credits at the end of II Semester			62		1200

- HPW–Hours Per Week
- CCE–Continuous and Comprehensive Evaluation
- ESE–End Semester Exam
- Th-Theory
- Tu– Tutorial
- P-Practical

*Seminar should be evaluated for 50 marks and then converted to Grade.

*Student Seminars will be done on Semester I and II Courses

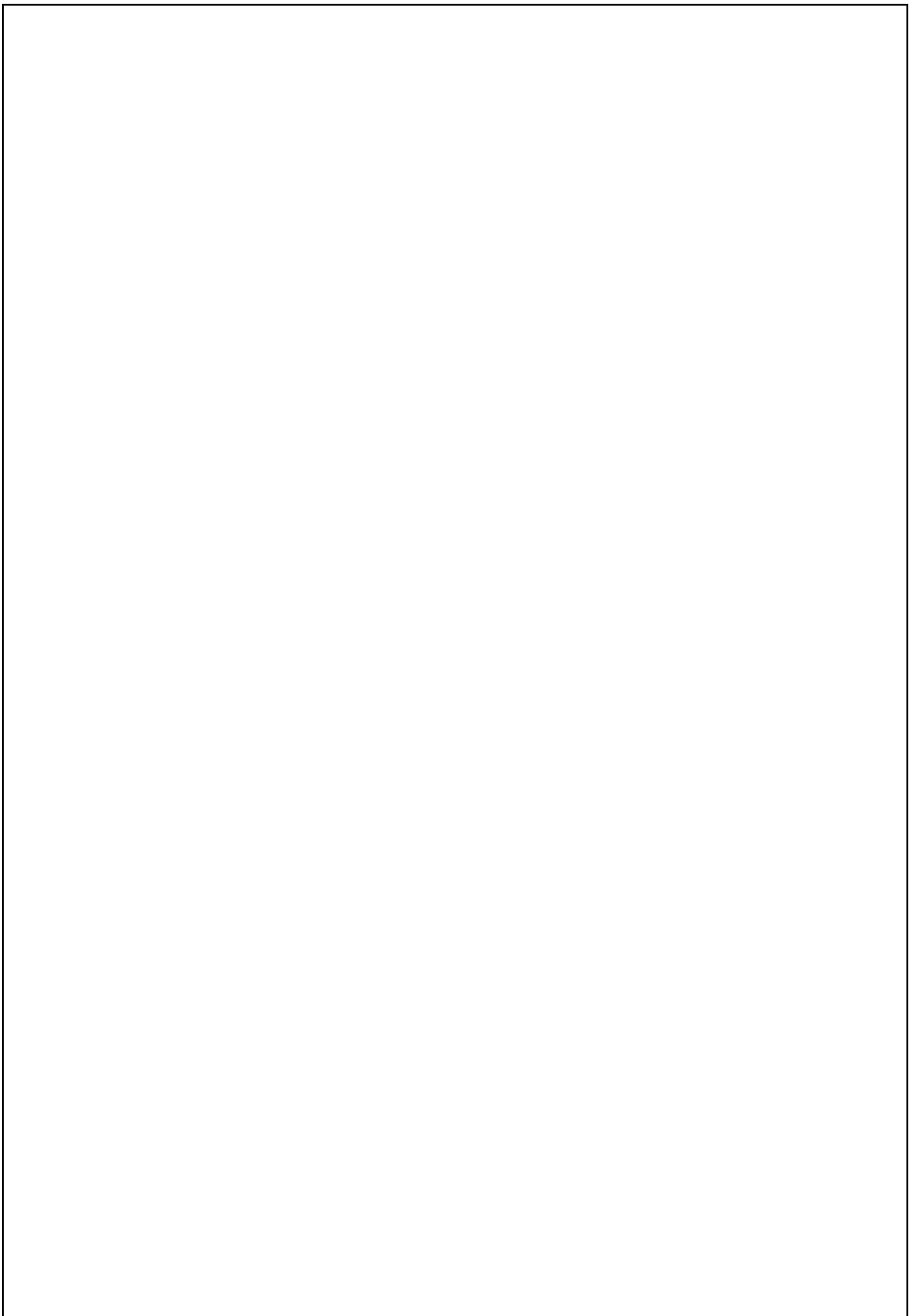
- A student has to study a total of six core papers, besides Seminar presentation for 2 credits
- Max. Total No. of Marks = 600
- No. of Credits at the end of the Second Semester = 32
- Total Number of Credits at the end of I Year = 62

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SEMESTER - I

R.B.V.R.R. Women's College
Department of Business Management
MBA I Yr I Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB101
Course: Management & Organizational Behaviour

Course Outcomes: After completing the course, students will be able to:

CO1. Comprehensive understanding of management principles (Understanding)

CO2. Examine organizational functions in their respective settings (Analyze)

CO3. Analyze individual determinants influencing Organization Behaviour and relevant theories & models. (Analyze)

CO4. Evaluate the interplay of group dynamics & leadership theories on Organization Behaviors (Analyze)

CO5. Examine organisational level strategic interventions to influence behaviours.

Syllabus

Unit-I: Management Philosophy and Approaches

Management Principles, Process, Functions and Typology, 3D Model of Managerial Approach, Management Thought-Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments, Contributions of Henry Fayol, F. W. Taylor and Peter Drucker.

Unit-II: Organizational Design, Structure and Decision Making

Basic and advanced Models of Organizational Designs, Main Approaches to Organization Structure - Decision making under Bounded Rationality, Certainty, Uncertainty, Risk, Conflict. Open and Closed Decision-making models, QWL. Quality Circle. Emerging Organizational Architectures.

Unit-III: Organizational Behavior

Personality Traits, Big 5 personality traits, MBTI, the Process of Perception and Attribution, Kelly's personal construct Theory, Classical, Operant and Reinforcement Conditioning, Transactional Analysis, Johari Window, Motivation - Content and Process Theories

Unit -IV: Group Dynamics and Leadership

Group Dynamics & Team Building, Kurt Lewin contribution, Conflict Resolution models,

Work life balance. Trait and Behavioral Approaches to Leadership: Managerial Grid, Path - Goal Theory, Vroom's Decision Tree Approach to Leadership, Hersey and Blanchard Model.

Unit-V: Emerging aspects of OB

Organization culture and Organization climate. Stress Management and Counseling, Management of change – Lewin's Change Model. Organization development-Nature and scope. Communication Process & Barriers to communication. Organizational Citizenship Behaviour. Behavioural Metrics in Effective Organization.

Suggested Readings:

1. Harold Koontz and Heinz Weihrich, Essentials of Management, TMH.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Stephen P. Robbins, "Organizational Behaviour", Prentice Hall.
4. Fred Luthans, "Organizational Behaviour", McGraw Hill International Edition.
5. Udai Pareek, Understanding Organizational Behaviour, Oxford University Press
6. P.C. Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Robbins & Judge, Organizational Behaviour, Prentice Hall of India.
8. Lauriel J Mullins, Management and Organizational Behaviour, Pearson
9. Ashwathappa, Organizational Behaviour, HPH, Hyderabad
10. L M Prasad, Management Principles and Practices, S. Chand Publications, New Delhi.

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Department of Business Management
MBA I Yr I Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB102
Course: Accounting For Management

Course Outcomes:

After completing the course, students will be able to:

CO1: Understand the fundamental concepts, principles, standards, and the accounting process involved in the preparation of basic accounting records. (Understand)

CO2: Apply accounting knowledge in the preparation and presentation of financial statements with necessary adjustments as per statutory requirements. (Apply)

CO3: Apply appropriate accounting methods for depreciation and inventory valuation in recording and analyzing special business transactions. (Apply)

CO4: Analyze financial performance of organizations using financial statement analysis techniques and ratio analysis for effective managerial decision-making. (Analyze)

CO5: Examine and evaluate emerging trends in financial accounting (Analyze)

Syllabus

UNIT I: Introduction to Financial Accounting

Meaning and definition of Financial Accounting; Accounting concepts and conventions and their implications on the accounting system; Double Entry Accounting System; Accounting process; Types of accounts; Primary and secondary records; Preparation of Journal, Ledger posting, balancing and preparation of Trial Balance (including numerical problems); Accounting Equation – Static and Dynamic view of accounting; Accounting Standards – rationale and growing importance in the global accounting environment; International Financial Reporting Standards (IFRS) – meaning and importance.

UNIT II: Preparation and Presentation of Financial Statements and Reports

Distinction between capital and revenue expenditure; Preparation and presentation of financial statements – Trading Account, Profit and Loss Account and Balance Sheet with adjustments for closing stock, outstanding expenses, accrued income, prepaid expenses, income received in advance, depreciation, bad debts and provision for bad debts (including numerical problems); Provisions of the Indian Companies Act, 2013 regarding preparation and presentation of financial statements; Financial reporting – scope and purpose of financial reporting; Stakeholders' needs and the main elements of financial reports.

UNIT III: Accounting for Special Business Transactions

Depreciation – objectives and need for depreciation; Methods of calculating depreciation (including numerical problems of Straight-Line Method and Written Down Value Method); Meaning of inventory; Types of inventories; Importance and objectives of inventory valuation; Inventory valuation under Accounting Standard AS-2 / Ind AS-2; Inventory valuation methods (including numerical problems of FIFO, LIFO and Weighted Average methods).

UNIT IV: Financial Statement Analysis

Financial statement analysis – meaning and objectives; Techniques of financial statement analysis; Ratio analysis – rationale and utility of ratio analysis; Classification of ratios; Calculation and interpretation of ratios – liquidity ratios, activity/turnover ratios, profitability ratios, leverage and structural ratios (including numerical problems); Advantages and disadvantages of ratio analysis; Common-size statement analysis.

UNIT V: Emerging Trends in Financial Accounting

Sustainability Accounting -importance and relevance; Integrated Reporting - ESG Reporting – importance and relevance; Global reporting frameworks; Corporate governance and financial transparency – objectives and role of corporate governance; Forensic accounting and fraud detection – types of financial fraud and forensic techniques used in fraud detection; Environmental accounting – objectives and significance.

Suggested Readings:

1. Shukla & Grewal, Advanced Accounts, Vikas Publishers
2. Shashi K. Gupta & R.K Sharma, Management Accounting Principals
3. Ramchandran, Ramkumar Kakani, Financial Accounting for Management, Tata McGraw Hill Publishing, Pvt Ltd.
4. Shah Paresh, Basic Financial Accounting for Business Managers, Oxford University, Press
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, PHI
6. Ambarish Gupta, Financial Accounting for Management - An Analytical Perspective, Pearson education
7. Earl K. Stice and James. D. Stice, Financial Accounting – Reporting and Analysis, South

Western, Cengage Learning.

8. Jawaharlal and Seema Srivastava, "Financial Accounting: Principles and Practice," S. Chand

9. S.P. Jain and K. L. Narang, "Cost Accounting, Principles and Methods", Kalyani Publishers, Ludhiana

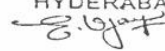
10. Maheshwari, Basic Accounting, S. Chand Publication, New Delhi

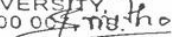
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MBA I Yr I Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB103
Course: Marketing Management

Course Outcomes:

After completing the course, students will be able to:

- CO1:** Explain the nature, scope, and environment of marketing, including marketing mix, company orientations, and the role of marketing in organizations. (Understand)
- CO2:** Analyse to segment consumer, business, and international markets, evaluate segments, and develop appropriate targeting and positioning strategies. (Analyse)
- CO3:** Analyze Product and Pricing decisions related to product design, product life cycle, new product development, and apply suitable pricing methods and strategies. (Analyse)
- CO4:** Evaluate Distribution and Promotion strategies including digital and e-commerce marketing approaches. (Evaluate)
- CO5:** Evaluate marketing effectiveness using control techniques, understand digital marketing and AI tools, and analyze consumer rights and modern marketing practices. (Evaluate)

Syllabus

Unit–I: Origin of Marketing

Definition Marketing, Nature and Scope, Markets, Marketing Management, Tasks, Company orientations towards market place, Marketing Mix – expanded, Marketing Mix, Marketing Course and Marketing Strategy, Managing marketing effort, Marketing Environment – Company's Micro and Macro Environment – Interface with other functional areas.

Unit–II: Market Segmentation

Segmentation process, Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting – Evaluation of Market Segments, Selecting Market Segments, VALS Segmentation System – Differentiation Strategies, Product Positioning, Positioning Strategies, Building customer Value.

Unit–III: Decisions in Product & Price

Decisions involved in Product, Product Design, product level, Classification of Products, Green Products, Sustainable Products, Product Line and Product Mix Decisions, Product Life

Cycle and strategies, New Product Development. Price, Pricing methods, Pricing Strategies,

Unit–IV: Place and Promotion:

Distribution channels, Definition, Nature & Functions, levels, types of channels, E-Commerce-Online marketing, Distribution Strategies in Online Businesses. Promotion: Promotion mix, Advertising process, Sales promotion-Consumer sales promotion, Trade sales promotion tools, Personal selling process, Publicity and Public relations, Direct Marketing.

Unit–V:Marketing Evaluation &Control:

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, changing practices of Marketing, Digital Marketing, optimization of Digital channels, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic, Marketing Audit, AI Tools used in Evaluation and control. Consumerism, Consumer rights and Consumer forums.


Suggested Readings:

1. Philip Kotler, "Marketing Management", Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, "Marketing Management" Pearson Education.
3. William J. Stanton, "Fundamentals of Marketing", McGraw Hill Publications.
4. Tapan K Panda, "Marketing Management", Excel Books.
5. Ramaswamy V.S. Namakumari S, "Marketing Management", The Global perspective Indian Context Macmillan India Ltd.
6. Rajan Saxena, "Marketing Management", Tata McGraw Hill.
7. Ashwatappa, "Principles of Marketing" Himalaya Publishing House, New Delhi
8. Paul Baines, Chris fill, Kelly Page, "Marketing Management", Oxford University Press.
9. Roger J. best, "Market-Based Management", PHI Learning Pvt. Ltd.
10. Kurtz & Boone, "Principles of Marketing", Cengage Publications

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R.B.V.R.R. Women's College
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MBA I Yr I Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB104
Course: Statistics For Management

Course Outcomes:

After completing the course, students will be able to:

- CO1:** Explain the concepts of Statistics, Probability and Apply tools and techniques used in Central tendency, Dispersion, Skewness (Understand and Apply)
- CO2:** Acquire the knowledge of probability and Estimate Probability Using Normal Distribution (Evaluate)
- CO3:** Distinguish Between Random and Non-Random Sampling methods and Apply Hypothesis Testing for Large Samples(Apply)
- CO4:** Analyze t-test and non-parametric tests in Hypothesis testing (Analyze)
- CO5:** Interpret correlation, regression analysis and Least Squares in decision making. (Evaluate)

Syllabus

Unit-I: Introduction to Statistics:

Introduction to Statistics, Overview, Origin and Development and Managerial Applications of Statistics. Measures of Central Tendency- Mean, Median, Mode. Dispersion- S.D and Variance. Skewness - Karl Pearson's and Bowley's Coefficient of Skewness.

Introduction to Probability –Concepts and Definitions of Probability-Classical, Relative Frequency, Subjective and Axiomatic Approaches. Statistical Independence, Marginal, Conditional and Joint Probabilities. **(only Concepts no Problems in Probability) Problems in Dispersion and Skewness)**

Unit-II: Probability Distribution:

Probability Distribution - Random Variable (RV), Expectation and Variance of a RV, Probability Distribution Function, Continuous and Discrete Probability distribution functions (only concepts, No problems), Continuous Probability Distribution-Normal Distribution, Standard Normal Distribution - Properties, Applications and Importance of Normal Distribution. **(No Binomial & Poisson Probability Distributions, only Problems from Normal Distribution.)**

Unit-III: Sampling Theory and Testing of Hypothesis:

Sampling Theory - The basics of Sampling, Sampling Procedures-Random and Non-Random Methods, Sample Size Determination, Sampling Distribution, Standard Error. Hypothesis Testing- Statistical Estimation, Point and Interval Estimation, Large Sample Tests-Test for One and Two Proportions, Test for One and Two Means.

Unit-IV: Small Sample Tests:

Small Sample Tests - t - Distribution-Properties and Applications, Testing for One and Two Means, Paired t-Test. Analysis of Variance-One Way, Chi-Square Distribution: Test for Goodness of Fit, Test for Independence of Attributes. (No two-way ANOVA, Chi Square Problems with Contingency Tables only, No distribution Problems.)

Unit-V: Correlation Analysis, Regression and Time Series Analysis

Correlation Analysis-Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients. Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

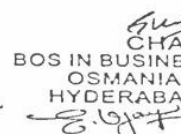
Suggested Readings:

1. Richar, Levin, David S Rubin, Sanjay Restugi, Masood Hussain Siddiqui, Pearson, 2023.
2. Gupta S C, Fundamentals of Statistics, Himalaya Publishing House, 2023.
3. Sharma J K, Business Statistics 5th Edition, Pearson Education India, 2022.
4. Arora P N, Arora S, Arora M, Complete Statistical Methods 3rd Edition, S Chand Publishing, 2020.
5. Aczel A D, Sounder Pandian J, Complete Business Statistics 8th Edition, McGraw Hill Education, 2020.

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R.B.V.R.R. Women's College
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MBA I Yr I Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB105
Course: EconomicsForManagers

Course Outcomes:

After completing the course, students will be able to:

- CO1:** Apply economic principles to business decision-making under certainty, risk, and uncertainty. (Apply)
- CO2:** Analyze consumer behavior using utility theories and analyse the relationship between demand and independent variables. (Analyze)
- CO3:** Evaluate production processes and cost structures and their importance in business decision making. (Evaluate)
- CO4:** Compare and contrast market types and apply suitable pricing strategies in different competitive environments. (Analyze)
- CO5:** Interpret macroeconomic indicators and phenomena such as National Income, inflation, business cycles and their impact on the overall economy. (Understand)

Syllabus

Unit–I: Introduction to Economics

Introduction to managerial functions, nature and scope of managerial economics, relation with other subjects, fundamentals concepts of Managerial Economics, Decision Making Process, Decision making under certainty, uncertainty and Risk, Role and Functions of Managerial Economist, Asymmetric Information: Moral Hazard, Adverse Selection, Market Signaling.

Unit–II: Utility & Demand Analysis:

Theory of Utility & Demand utility, Marginal Utility, Law of Marginal Utility, Demand concepts, determinants of demand, Law of Demand, Elasticity of demand, Types of Elasticity, Measurement of Elasticity (Numerics), Supply Concept, Determinants of supply, Law of Supply, Market Equilibrium.

Unit–III: Production and Cost Theory

Production & Cost structure, production function, Determinants of Production, Theories of Production, Smart production system, Law of Two Variable proportions, Law of Returns to Scale – Cost Concepts, Types of Costs, Short-term and Long-term Cost Curves, Iso- cost Curve – Equilibrium – BEP Analysis (Numeric).

Unit–IV:Economic Markets

Markets & Market Behavior, Classification of Markets, Virtual Markets, Perfect Competition, Imperfect Competition, Monopolistic Competition, Monopoly, Oligopoly, Strategies of Oligopolists, Agriculture Markets, Price Determination under different market structures, Pricing Strategies- Peak load Pricing, Price skimming, psychological pricing, dynamic pricing and value-based pricing.

Unit–V:MacroEconomicsand Budgeting

Macro Economics: National Income concepts and Measurement Income, Employment and Investment, Inflation: Types of Inflation, Control Technique of Inflation. Business Cycle, Fiscal policies, Monetary policies– Budget – Current Budget.

Suggested Readings:

1. Dominik Salvatore, “Managerial Economics”, Oxford University Press.
2. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, “Managerial Economics”, Pearson Publication.
3. D.M. Mithani, “Managerial Economics”, Himalayan Publishing House.
4. Joel Dean, “Managerial Economics”, Tata McGraw Hill.
5. R.L. Varshney, K.L. Maheshwari, “Managerial Economics”, Sultan Chand Publications.
6. P. L. Mehata, “Managerial Economics”, S. Chand Publishing.

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R.B.V.R.R. Women's College
Department of Business Management
MBA I Yr I Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB106
Course: IT Applications for Management

Course Outcomes:

After completing the course, students will be able to:

- CO1:** Understand and explain the basic components of computer systems and the role of IT in business operations. (Understand)
- CO2:** Analyze and evaluate different types of information systems such as MIS, DSS, and emerging technologies in business contexts. (Analyze)
- CO3:** Demonstrate knowledge of networking concepts, internet applications, and communication technologies. (Apply)
- CO4:** Identify and assess security threats and cyber risks, implement appropriate security measures, and understand the legal and ethical issues related to IT, including cyber laws and data protection (Analyze)

Syllabus

Unit – I: Information Systems and Management

Computers – Definition, Characteristics, Components of Computers, Hardware, Software; Application and System Software, programming Languages and their Classification, Role of IT in Business, Opportunities and Challenges in IT, Importance of IT in Business

Unit – II: Emerging Trends in IT

Categories of IS, Management Information System (MIS), Decision Support System (DSS) - Types and architecture of DSS, Data Warehouse and Data Mining, Artificial Intelligence, Intelligent Systems, Cloud Computing, Mobile Apps and Computing, Big Data, Robotics, Virtual Reality, Internet of Things (IoT), 5G

Unit – III: Communications and Networks:

Definition, Introduction to Networks, Overview of Networks, Types of Networks, Network Topologies, Components of Networks, Computer Network Models, Applications of Communications: Definition, Internet - Overview of Internet, Architecture and Functioning

of Internet, WWW, FTP, Telnet, Gopher, Browsers and Search Engines, Teleconference, Web Conferencing platforms.

Unit – IV: Security and Ethical challenges in IT

Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services -

Security Mechanisms - Cryptography, Digital signature, Firewall - Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for legislation, cyber laws, cyber security issues, salient features of IT Act.

Suggested Readings:

1. Lucas, Henry C. Jr. "Information Technology for Management", McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, "Information Technology for Management - Advancing Sustainable, Profitable Business Growth", Wiley
3. Chandramouli, Subramanian, Asha George, "Blockchain Technology" University Press, 2022
4. Anita Goel, "Computer Fundamentals", Pearson Publishing
5. B. Muthukumar, "Information Technology for Management", Oxford
6. Westerman, George, et al., "Leading Digital: Turning Technology into Business Transformation", Harvard Business Publishing.

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MBA I Yr I Semester (Batch 2026-28)
Academic Year – 2026-2027

PAPER CODE – MB 106
Course: Computer Practical

Course Outcomes:

After completing the course, students will be able to:

CO1: Apply formatting features, tables, graphs, and mail merge techniques in document preparation (Apply)

CO2: Apply formulas, operators, and common functions to perform data analysis in Excel. (Apply)

Syllabus

Unit-I: MS-WORD:

Introduction to Word Processing: Creating, Editing & Saving Documents, Formatting Features of Word Processing. Working with Tables, working with Graphs, Mail Merging, Previewing, Printing a Document, Spell Check & Grammar Check.

Unit – II: MICROSOFT EXCEL

Microsoft Excel: Introduction to Excel, Introduction to data, Cell address, Cell reference; Excel Data Types; Introduction to formatting, number, text and date formatting; Concept of worksheet and workbook; Understanding formulas, Operators in Excel; Understanding Common Excel Functions such as sum, average, min, max, date, transpose, In, And, Or, Square Root, Power, Upper, Lower; Introduction to charts and different types of charts; Concept of print area, margins, header, footer and other page setup options.

Suggested Readings:

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press,

Indian Edition.

2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.

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SEMESTER -II

R.B.V.R.R. Women's College
Department of Business Management
MBA I Yr II Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB201
Course: Human Resources Management

Course Outcomes

After Completion of the Course, the students will be able to:

CO1: Analyze HR evolution and apply digital HR systems to align HR strategy with corporate objectives. (Analyze)

CO2: Evaluate and design workforce planning and recruitment strategies for dynamic work environments. (Evaluate)

CO3: Apply training, development, and HR accounting models to improve employee and organizational performance. (Apply)

CO4: Analyze organizational dynamics and implement ethical reward systems to enhance employee engagement. (Analyze)

CO5: Develop sustainable and data-driven HR strategies using analytics and change management approaches. (Create)

Syllabus

Unit I: Strategic HR Evolution & Digital Transformation

Nature & Evolution of HRM, AI & Sustainable HRM, Functions & Models of HRM, HR systems. Aligning HR strategy with corporate strategy. Implementation of HRIS, e-HRM, and HRMS. Strategic HR metrics and Interactive HR Dashboard. HR innovations, HR Human Capability Management and resilience building for managing disruptions.

Unit II: HR Planning & Workforce Architecture

Functional vs. Strategic Job Analysis; Position Analysis Questionnaires and Work Connectivity Index. Threshold traits analysis; Design and Redesign for high-performance teams. Strategic design of Hybrid, Blended, Virtual, and Gig workforces. Virtual vs. Real recruitment; Psychometrics in Aptitude and Psychological testing.

Unit III: HR Training & Development

Training & Development, Training methods-Off-the-job (Design Thinking, Behavior Modeling, Simulation), On-the-job (Apprenticeship, Psychodrama, Job Rotation). Career planning models and Employee Development & Transition .HR Accounting models (Lev and Schwartz, Flamholtz and Hermanson). HR Audit using the Philips ROI model.

Unit IV: Organizational Dynamics & Strategic Rewards

Code of Conduct & Discipline, Ethics in the AI era. Peak Performance modeling; Human Capability vs. Human Competency. Quality of Work Life (QWL) and the Psychological Contract (Loyalty & Involvement). Strategic Rewards, Employer Branding, and the Employee Value Proposition (EVP).

Unit V: Emerging Trends: AI, Sustainability & Global HRM

Human values, Ethics and Emotional Intelligence in AI era, Sustainable HRM-Workforce Diversity, Inclusivity, and Equity (DEI).HR Analytics-Nature, benefits and Types, Datadriven decision making. Intelligent Tutoring Systems. Agile HRM and HR Scorecard. Organizational Change and Design-Factors for change, Lewins change model, Def and nature of OD; Professional & Psychological Counseling for managing disruptive times.

Suggested Readings:

1. **Dessler, G., et al.** (2023). *Human Resource Management* (15th Ed.). Pearson India.
2. **Mondy, R., &Noe, R.** (2022). *Human Resource Management* (16th Ed.). Pearson Education India.
3. **Mehta, P.L.** (2021). *Human Resource Management Concepts and Practices* (6th Ed.). S. Chand Publishing.
4. **Cascio, W.F., &Nambudiri, R.** (2020). *Managing Human Resources* (11th Ed.). McGraw Hill Education India.
5. **Lepak, D., &Gowan, M.** (2020). *Human Resource Management* (2nd Ed.). Pearson Education India.

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R.B.V.R.R. Women's College
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MBA I Yr II Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB202
Course: Financial Management

Course Outcomes

After Completion of the Course, the students will be able to:

- CO-1:** Describe the role played by finance function in an organization and importance of time value of money. (Understand)
- CO-2:** Evaluate the different investment strategies using the discounted and non-discounted techniques of investment decisions. (Evaluate)
- CO-3:** Analyze the different methods of calculating cost of capital. (Analyze)
- CO-4:** Estimate the working capital requirement of a firm, managing the different current assets. (Apply)
- CO-5:** Understand the dividend decision concept, Compare and Contrast the different dividend decision theories. (Analyze)

Syllabus

Unit-I: Finance Function:

Nature & Scope, Evolution of Finance Function, its New Role in the Contemporary Scenario, Goals of Finance Function, Maximization Versus Satisfying, Profit Versus Wealth Versus Welfare, the Agency Relationship & Cost, Risk Return Trade Off, Concept of Time Value of Money- Future Value & Present Value.

Unit-II: Investment Decision:

Investment Decision Process, Project Generation, Project Evaluation, Project Selection & Project Implementation, Developing Cash Flow, Data for New Projects, Using Evaluation Techniques. Capital Budgeting Decision under Conditions of Risk and Uncertainty, Measurement of Risk Certainty Equivalents & Beta Co-efficient, Probability Tree Approach, Sensitivity Analysis.

Unit-III: Financing Decision:

Sources of Finance, a Brief Survey of Financial Instruments, Capital Structure Theories, Concept and Financial Effects of Leverage, the Capital Structure Decision in Practice, EBIT- EPS Analysis, Cost of Capital. The Concept, Average versus Marginal Cost of

Capital, Measurement of Cost of Capital Component, Costs of Weighted Average (Problems), Cost of Capital.

Unit-IV: Current Assets Management:

Concept of Current Assets, Characteristics of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements, Working Capital Policy, Management of Current Assets, Cash Management-Preparation of Cash Budget (problems), Receivables Management (problems) & Inventory Management –ABC, EOQ, JIT.

Unit-V: Dividend Decision:

The Dividend Decision, Major Forms of Dividends-Cash & Bonus Shares, Determinants of Dividend Policy, The Theoretical Backdrop-Dividends & Valuation. Major Theories Centered on the works of Gordon & Walter. Technological advancement and its impact on financial decision making

Suggested Books:

1. Brigham, E.F. and Ehrhardt M.C., "Financial Management Theory and Practice" 2006, 10th Ed. Thomson South-Western
2. Prasanna Chandra, "Financial Management" "Financial Management Theory and Practice", 7th Ed. Tata McGraw Hill
3. IM. Pandey, "Financial Management", 2010, 10th Ed. Vikas Publishing House. Khan and Jain, "Financial Management".
4. Financial Management and Management and Accounting, C. Rama Gopal
5. Jonathan Berk, Peter De Marzo, Ashok Thampy, "Financial Management", 2010, Pearson.

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R.B.V.R.R. Women's College
Department of Business Management
MBA I Yr II Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB203
Course: CSR & Sustainable Development

Course Outcomes:

After completing the course, students will be able to:

CO1: Understand the need and importance CSR and Sustainability in Business Management (Understand)

CO2: Examine the legal provisions related to CSR. (Analyze)

CO3: Develop knowledge of Sustainable Development and SDGs. (Understand)

CO4: Analyse and apply the principles of Sustainable Development in the Business Operations. (Analyze)

CO5: Examine the trends in Business for Sustainability (Analyze)

Syllabus

Unit I: Introduction to Corporate Social Responsibility (CSR):

Need for Corporate Social Responsibility, Approaches to Corporate Social Responsibility- Corporate Citizenship, Voluntarism, CSR- Definition, Scope and Objectives

Unit II: Corporate Social Responsibility in India:

Drivers of CSR in India -CSR Provisions under Companies Act, 2013- Companies (Corporate Social Responsibility Policy) Rules, 2014, CSR Strategy and Implementation

Unit III: Sustainable Development:

Definition, Nature and Evolution of Sustainable Development (in brief), Triple Bottom Line Approach, Climate Change and Environmental Sustainability, UN Sustainable Development Goals, ESG -Driving business strategy.

Unit IV: Environmental Sustainability in Businesses:

Factors driving Environmental Sustainability in Businesses-Regulatory Environment Opportunities and Challenges, Sustainable Finance, Sustainable Business Operations- Manufacturing, Supply Chain, Infrastructure (An overview)

Unit V: Trends in Business Sustainability

ESG Regulations, Leadership for Sustainability, Corporate Sustainable Strategy, Global Reporting Initiative, Sustainability Reporting, Sustainability Index

Suggested Books:

1. Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause by Nancy Lee and Philip Kotler
2. Corporate social responsibility in India by Sanjay Agarwal
3. Strategic Corporate Social Responsibility: Sustainable Value Creation by David Chandler
4. Corporate Sustainability; by Paolo Taticchi, Paolo Carbone, Vito Albino
5. Business & Society: Ethics, Sustainability & Stakeholder Management; Archie B. Carroll, Jill Brown, Ann K. Buchholtz
6. Sustainability: Essentials for Business by Kanwalroop Kathy Dhanda and Scott T. Young
7. Sustainability Principles and Practice; Margaret Robertson
8. Strategic Management and Business Policy: Globalization, Innovation and Sustainability; 30 Jul 2018, Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman
9. Strategy for Sustainability; 6 Jul 2009, Adam Werbach
10. Introduction to Sustainability ;2016, Robert Brinkmann
11. Managing Sustainable Business: An Executive Education Case and Textbook by N.Craig Smith and Gilbert Lensen
12. Corporate Sustainability Management: The Art and Science of Managing Non-Financial Performance by J. M. L. van Engelen and Mark W. McElroy

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R.B.V.R.R. Women's College
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MBA I Yr II Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB204
Course: Entrepreneurship Development

Course Outcomes:

CO1: Understand the concept, characteristics, and role of entrepreneurship in economic and rural development. (Understand)

CO2: Analyze the various economic, psychological, and institutional factors influencing entrepreneurial growth and development. (Analyze)

CO3: Apply idea generation techniques and evaluate business opportunities using feasibility analysis. (Apply)

CO4: Examine the principles and frameworks of social entrepreneurship to address societal challenges. (Examine)

CO5: To understand the detailed business plan that integrates appropriate business models and meets investor expectations. (Understand)

Syllabus

Unit – I: Entrepreneur and Entrepreneurship

Understanding Concept of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneur, Types of Entrepreneurs, Recent Trends in Entrepreneurship Development, Role of Entrepreneurship in Economic development in India; Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

Unit – II: Factors affecting entrepreneurial growth

Economic Environment – Economic, Non- Economic and Psychological factors – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship; Entrepreneurial Motivation, Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops; Entrepreneurship Development Courses (EDPs) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum, Government initiatives- Financial assistance provided by MSME's.

Unit – III: Idea generation and evaluation

Idea Generation strategies, Entrepreneurial Opportunity Recognition and Evaluation; Design thinking for finding solutions, prototyping, idea evaluation, entrepreneurial Outlook, value

proposition design, customer insight, ideas development. Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis.

Unit – IV: Social Entrepreneurship

Meaning, definition; Characteristics of Social Entrepreneurship - Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship, Mindset and motivations of Entrepreneur, Qualities and Skills of Social Entrepreneur, The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and Opportunity) frame work, The Social Entrepreneurship Frame work; Sources of Social Entrepreneurship - Public Sector, Private Sector, Voluntary Sector.

Unit – V: Writing a Business Plan

Meaning and significance of a business plan, components of a business plan, Iterating the MVP, Digital Presence for Ventures, Guidelines for writing BP, pre- requisites from the perspective of investor. Business Models, Business Model Canvas.

Suggested Readings:

1. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Vasanth Desai, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.
4. A. Sahay and A. Nirjar, Entrepreneurship, Excel Books.
5. Poornima M Charinthmath, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, Entrepreneurship and New Venture Creation, PHI New Delhi.
7. S. R Bowmick & M. Bhowmik, Entrepreneurship, New Age International Books.
8. Morse E.A Mitchel, Cases in Entrepreneurship, Sage Publishers.
9. Raj Aggarwal, Business Environment, Excel Books New Delhi.
10. Donald G Kurato and Richard M Hodgetts, Entrepreneurship, Thompson Publications

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R.B.V.R.R. Women's College
Department of Business Management
MBA I Yr II Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB205
Course: Business Research Methods

Course Outcomes:

After completing the course, students will be able to:

- CO1:** Understand and apply the concepts of business research, research designs, and formulation of hypotheses in research studies. (Apply)
- CO2:** Apply the research process by identifying data sources and designing effective questionnaires with proper layout, wording, and pre-testing. (Apply)
- CO3:** Analyze and evaluate measurement scales and construct reliable and valid attitudinal instruments. (Analyze)
- CO4:** Apply and analyze non-parametric and multivariate statistical techniques for interpreting research data. (Analyze)
- CO5:** Create and evaluate structured research reports while adhering to ethical standards and proper referencing practices. (Evaluate)

Syllabus

Unit–I: Introduction to Research

Business Research: Definition, Significance, Nature & Importance – Criteria of Business Research – Research Design, Types of Research Designs – Descriptive, Exploratory, Diagnostic, and Causal Research – Theoretical and Empirical Research - Research Hypotheses – Characteristics

Unit–II: Research Process & Data Collection

Research Process – Data Sources- Primary Data – Secondary Data - Data Collection Methods – Types of Data Collection - Questionnaire Design – Questionnaire Layout – Question Content - Wording – Pilot Study – Pre- Test.

Unit–III: Scaling and Measurement

Measurement and Scaling Techniques – Different types of Scales – Nominal, Ordinal, Interval and Ratio Scales – Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales – Number of Dimensions in Scaling - Construction and Application - Data Analysis - Editing – Tabulation – Cross Tabulation – Data Content Validity, Construct Validity and Reliability

Unit-IV:Data Analysis and Statistical Techniques

Mc Nemar, Sign Test - One and Two Samples, Run Test, Wilcoxon Matched Pair Test, Mann-Whitney-U Test, Kruskal-Wallis Tests. (Only Problems), Bivariate and Multivariate Statistical Techniques – Factor Analysis– Discriminant Analysis–Cluster Analysis

Unit-V: Report Design, Writing, and Ethics in Business Research

Report Preparation - Different Types of Reports – Contents of Report – Chapterization Contents of Chapter – Report Writing - Report Format– Title of the Report.

Ethics in Business Research: Intellectual Property Rights (IPR) in Ethical Research; Principles of Research Ethics; Need and Importance of Research Ethics; Scope of Research Ethics; and the Role of Academic Integrity and Avoidance of Plagiarism in Promoting Ethical Research Practices.

Suggested Readings:

1. Donald R. Cooper, Pamela S. Schindler and J. K. Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India
4. William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning
5. Bordens, K. S. and Abbott, B. B., Research Design and Methods - A Process Approach, New York, McGraw-Hill.
6. Green & Tull, Research for Marketing Decisions, Tata McGraw Hill, New Delhi.
7. Creswell, J. W., Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
8. Charmaz, K.,
Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.
9. G. C. Beri, Marketing Research, Pearson Education, New Delhi.

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R.B.V.R.R. Women's College
Department of Business Management
MBA I Yr II Semester (Batch 2026-28)
Academic Year – 2026-2027

Course Code: MB206
Course: Business Law and Ethics

Course Outcomes:

After completing the course, students will be able to:

- CO1:** Explain the legal framework of business and the essential elements required for the formation and validity of contracts. (Understand)
- CO2:** Apply legal principles relating to special contracts, sale of goods, and negotiable instruments to practical business situations. (Apply)
- CO3:** Interpret the provisions of company law related to formation, management, meetings, and the role of directors in corporate governance. (Apply)
- CO4:** Analyze business cases using consumer protection laws, intellectual property rights, cyber laws, and data protection regulations. (Analyze)
- CO5:** Evaluate the importance of sustainability practices in promoting responsible and ethical business conduct. (Analyze)

Syllabus

UNIT I: Introduction to Business Law and Law of Contracts

Meaning and scope of Business Law - Sources of Business Law in India -Overview of the Indian Contract Act, 1872 -Essentials of a valid contract-Types of Contracts (including E-contracts and digital contracts) -Offer and acceptance – Consideration- Capacity to contract - Free consent -Legality of object- Void and voidable agreements- Discharge of contracts and remedies for breach of contract.

UNIT II: Special Contracts

Contract of Indemnity and Guarantee -Contract of Bailment and Pledge- Contract of Agency – creation, rights, duties, and termination of agency -Contract of Sale of Goods – meaning and formation -Legal provisions under the Sale of Goods Act, 1930 -Conditions and warranties - Rights of unpaid seller - Negotiable Instruments Act - Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

UNIT - III: Companies Act, 2013:

Definition of company – Characteristics - Classification Companies- Formation of Company

-Memorandum and Articles of Association – Prospectus -Shareholders and their meetings - Board meetings -Law relating to meetings and proceedings- Management of a Company - Qualifications, Appointment, Powers and legal position of Directors - Board - M.D and Chairman - Their powers.

UNIT - IV: Consumer Protection and other Essential Laws

Introduction to consumer protection law in India - -Rights of consumers - Consumer awareness - Consumer councils - Redressal machinery. Law of Intellectual Property - Patents Act, 1970 - Copyright Act, 1957-Trade Marks Act, 1999; Cyber Law, 2000-Emerging legal issues in Artificial Intelligence and digital platforms; Overview of the Digital Personal Data Protection Act, 2023 - Overview of the Prevention of Money Laundering Act, 2002

UNIT-V: Regulatory Aspects & Sustainability Reporting:

Corporate Social Responsibility (CSR) – Gender Diversity - Environmental Protection Act, 2019, Business Responsibility and Sustainability Reporting (BRSR) – purpose and significance -National guidelines on Economic, Environmental, and Social Responsibilities of Business.

Suggested Readings:

1. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, Vikas Publishing House Pvt. Ltd.
2. Akhileshwar Pathak, “Legal Aspects of Business”, Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, HPH.
4. C. Rama Gopal, “Export Import Procedures – Documentation and Logistics”, New Age International (P) Limited.
5. Sony Pellissery, Benjamin Davy, Harvey M. Jacobs, “Land Policies in India: Promises, Practices and Challenges”, Springer Nature.
6. S.R. Myneni, “International Trade Law: International Business Law”, Allahabad Law Agency
7. Margaret L. Moses, “The Principles and Practice of International Commercial Arbitration”, Cambridge University Press.
8. N.D. Kapoor, “Elements of Mercantile Law”, Sultan Chand & Co.
9. PPS Gogna, “A Text Book of Company Law”, S. Chand
10. Marianne Moody Jennings, “The Legal, Ethical and Global Environment of Business”, South western Cengage learning, New Delhi.

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