



Re-Accredited 'B++' 2 86 CGPA by NAAC

VEER NARMAD SOUTH GUJARAT UNIVERSITY

University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી

યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

Tel : +91 - 261 - 2227141 to 2227146, Toll Free : 1800 2333 011, Digital Helpline No.- 0261 2388888
E-mail : info@vnsgu.ac.in, Website : www.vnsgu.ac.in

ક્રમાંક:ઓથો. /પરિપત્ર/૯૬૯૯/૨૦૨૬


તા. ૧૧/૦૫/૨૦૨૬

પ્રતિ,
વડાશ્રી,
ડિપાર્ટમેન્ટ ઓફ બિઝનેસ એન્ડ
ઈન્ડસ્ટ્રીયલ મેનેજમેન્ટ,
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,
સુરત.

**વિષય:-- MBA (2-Year) (Full Time) અને MBA (3- YEAR) (Evening) Programme ના
નું સ્ટ્રક્ચર અને સેમ.-૧ ના અભ્યાસક્રમ બાબત.**

સુજાશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી અમલમાં આવનાર MBA (2-Year) (Full Time) અને MBA (3-Year) (Evening) Programme નું સ્ટ્રક્ચર અને સેમ.-૧ ના અભ્યાસક્રમને બિઝનેસ એન્ડ ઈન્ડસ્ટ્રીયલ મેનેજમેન્ટ વિષયની અભ્યાસ સમિતિની તા. ૧૩/૦૪/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક: ૦૩ થી કરેલ ભલામણને મેનેજમેન્ટ વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મેનેજમેન્ટ વિદ્યાશાખાની મંજૂરીની અપેક્ષાએ વિદ્યાશાખા વતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણને એકેડેમિક કાઉન્સિલની તા.૦૭/૦૫/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક:૩૯ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.


કુલસચિવ

બિડાણ: ઉપર મુજબ

પ્રતિ,

- ૧) અધ્યક્ષશ્રી, મેનેજમેન્ટ વિદ્યાશાખા
- ૨) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.
- ૩) અનુસ્નાતક વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.

...તરફ જાણ તેમજ અમલ સાર.

01.39
24.18

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
Choice Based Credit System (CBCS)
MBA (Two-Year) (Full Time) Programme

મહત્વના સંદર્ભિક નં. 06-05-2026
બાબદ 39 વિજ્ઞાપનિક 18

The Scheme of Courses in different Semesters
(w.e.f. AY 2026-27)

SEMESTER-I

- CP-101 Organizational Behaviour
- CP-102 Managerial Accounting
- CP-103 Principles of Management
- CP-104 **Business Communication and AI**
- CP-105 **Business Information System and Analytics**
- CP-106 Quantitative Methods
- CP-107 Managerial Economics

SEMESTER-II

- CP-201 Marketing Management
- CP-202 Financial Management
- CP-203 Human Resources Management
- CP-204 Production and Operations Management
- CP-205 Business Environment
- CP-206 Research Methodology in Business
- CP-207 Entrepreneurship and New Venture Management

SEMESTER-III

COMPULSORY COURSES

- CP-301 Business Policy and Strategic Management
- CP-302 Global Business Management
- CP-303 Business Laws
- CP-304 Summer Internship Project

OPTIONAL COURSES

1. FINANCE AND ACCOUNTING GROUP (OF&A)

- OF&A-301 Investment Management
- OF&A-302 Foreign Exchange Management
- OF&A-303 Financial Derivatives
- OF&A-304 Corporate Taxation and Financial Planning

2. MARKETING GROUP (OMK)

OMK-301	Consumer Behaviour and Marketing Research
OMK-302	Integrated Marketing Communication
OMK-303	Marketing of Services
OMK-304	Digital Marketing

3. HUMAN RESOURCE MANAGEMENT

OHR-301	Human Resource Development and Talent Management
OHR-302	Industrial Relations and Labour Laws
OHR-303	Organizational Development and Change Management
OHR-304	Strategic & Global Human Resource Management

SEMESTER-IV

COMPULSORY COURSES

CP-401	Management of Financial Institutions and Services
CP-402&403	Project Study (Equivalent to Two Courses)

OPTIONAL COURSES

1. FINANCE & ACCOUNTING GROUP

OF&A-401	Financial Modelling and Business Valuation
OF&A-402	Corporate Restructuring and Strategic Finance

2. MARKETING GROUP

OMK-401	Sales and Supply Chain Management
OMK-402	Data-Driven Retailing and Franchising

3. HUMAN RESOURCE MANAGEMENT

OHR-401	Contemporary Developments in HRM
OHR-402	Human Resource Analytics



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
Choice Based Credit System (CBCS)
MBA (Two-Year) (Full Time) Programme

The Scheme of Courses in different Semesters
(w.e.f. AY 2026-27)

SEMESTER-I

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and AI
CP-105	Business Information System and Analytics
CP-106	Quantitative Methods
CP-107	Managerial Economics

SEMESTER-II

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resources Management
CP-204	Production and Operations Management
CP-205	Business Environment
CP-206	Research Methodology in Business
CP-207	Entrepreneurship and New Venture Management

SEMESTER-III

COMPULSORY COURSES

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws
CP-304	Summer Internship Project

OPTIONAL COURSES

1. FINANCE AND ACCOUNTING GROUP (OF&A)

OF&A-301	Investment Management
OF&A-302	Foreign Exchange Management
OF&A-303	Financial Derivatives
OF&A-304	Corporate Taxation and Financial Planning

2. MARKETING GROUP (OMK)



OMK-301	Consumer Behaviour and Marketing Research
OMK-302	Integrated Marketing Communication
OMK-303	Marketing of Services
OMK-304	Digital Marketing

3. HUMAN RESOURCE MANAGEMENT

OHR-301	Human Resource Development and Talent Management
OHR-302	Industrial Relations and Labour Laws
OHR-303	Organizational Development and Change Management
OHR-304	Strategic & Global Human Resource Management

SEMESTER-IV

COMPULSORY COURSES

CP-401	Management of Financial Institutions and Services
CP-402&403	Project Study (Equivalent to Two Courses)

OPTIONAL COURSES

1. FINANCE & ACCOUNTING GROUP

OF&A-401	Financial Modelling and Business Valuation
OF&A-402	Corporate Restructuring and Strategic Finance

2. MARKETING GROUP

OMK-401	Sales and Supply Chain Management
OMK-402	Data-Driven Retailing and Franchising

3. HUMAN RESOURCE MANAGEMENT

OHR-401	Contemporary Developments in HRM
OHR-402	Human Resource Analytics



REGULATIONS FOR MBA (FULL TIME) PROGRAMME

Regulations for MBA (Full Time) Programme pertaining to Internal Assessment, University Examinations, Promotion to next higher Semesters and award of Degree and Class.

R.M.B.A. (1)


The candidate for Semester-1 Examinations of M.B.A. will be examined in the following papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				External Exam	Internal Assessment	
CP101	Organizational Behaviour	4	4	70	30	100
CP102	Managerial Accounting	4	4	70	30	100
CP103	Principles of Management	4	4	70	30	100
CP104	Business Communication and AI	4	4	70	30	100
CP105	Business Information System and Analytics	4	4	70	30	100
CP106	Quantitative Methods	4	4	70	30	100
CP107	Managerial Economics	4	4	70	30	100
	TOTAL	28	28	490	210	700

R.M.B.A. (2)

The candidates for Semester-II Examination for M.B.A. (Full-Time) will be examined in the following Papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				External Exam	Internal Assessment	
CP201	Marketing Management	4	4	70	30	100
CP202	Financial Management	4	4	70	30	100
CP203	Human Resource Management	4	4	70	30	100
CP204	Production and Operations Management	4	4	70	30	100
CP205	Business Environment	4	4	70	30	100
CP206	Research Methodology in Business	4	4	70	30	100
CP207	Entrepreneurship and New Venture Management	4	4	70	30	100
	TOTAL	28	28	490	210	700



R.M.B.A. (3)

The candidates for Semester-III Examination for M.B.A. (Full-Time) will be examined in the following Papers:

COMPULSORY COURSES

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP301	Business Policy and Strategic Management	4	4	70	30	100
CP302	Global Business Management	4	4	70	30	100
CP303	Business Laws	4	4	70	30	100
CP304	Summer Internship Project	4	4	70	30	100
	TOTAL	16	16	280	120	400

* Summer Internship Project will be of 8 weeks duration and will begin after the Second Semester Examination. Under this training, each student will be placed with an industrial, business or Service organization. Each student will be required to submit a project report to the Department for the work undertaken during the training. A presentation before the faculty of the Department will be held during the third semester. This Summer Training will be evaluated as 'satisfactory' or 'dissatisfactory'. If the Summer Training of any student is evaluated as 'dissatisfactory', he / she will be given additional work and will be evaluated again.

Optional Courses

* A Candidate has to choose any one of FOUR Optional Groups of specialization in which the Department offers courses in a given year depending upon the discretion of the Department and has to undergo 4 courses in Semester-III and 2 courses in Semester-IV.

FINANCE AND ACCOUNTING GROUP (OF&A)

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OF&A-301	Investment Management	4	4	70	30	100
OF&A-302	Foreign Exchange Management	4	4	70	30	100
OF&A-303	Financial Derivatives	4	4	70	30	100

OF&A-304	Corporate Taxation & Financial Planning	4	4	70	30	100
	Total	16	16	280	120	400

MARKETING GROUP (OMK)

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OMK-301	Consumer Behaviour and Marketing Research	4	4	70	30	100
OMK-302	Integrated Marketing Communication	4	4	70	30	100
OMK-303	Marketing of Services	4	4	70	30	100
OMK-304	Digital Marketing	4	4	70	30	100
	Total	16	16	280	120	400

HUMAN RESOURCE MANAGEMENT GROUP (OHR)

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-301	Human Resource Development and Talent Management	4	4	70	30	100
OHR-302	Industrial Relations and Labour Laws	4	4	70	30	100
OHR-303	Organizational Development and Change Management	4	4	70	30	100
OHR-304	Strategic & Global Human Resource Management	4	4	70	30	100
	Total	16	16	280	120	400

R.M.B.A. (4)

Candidate for Semester IV examination for the MBA (Full Time) will be examined in following courses.

The students shall have to carry out a comprehensive project – **Project Study** that will be equivalent to 2 courses.

The examination shall be in the form of evaluation of the Project Study Report and a viva-voce to be conducted jointly by the internal examiner and the external examiner at the end of the Semester.

COMPULSORY COURSES

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP-401	Management of Financial Institutions & Services	4	4	70	30	100
				Project Report	Viva-Voce	
CP-402 & 403	*Project Study (Equivalent to Two Courses)	8	8	140	60	200
	Total	12	12	210	90	300

- * Project study will start in the beginning of the Third Semester while the Report will be submitted and examined at the end of Fourth Semester
- * The Project Report will be evaluated jointly by a board consisting of the internal guide and external examiner to be appointed by the University. The viva-voce examination will also be conducted by the same board.

OPTIONAL COURSES

FINANCE & ACCOUNTING GROUP (OF&A)

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OF&A-401	Financial Modelling and Business Valuation	4	4	70	30	100
OF&A-402	Corporate Restructuring and Strategic Finance	4	4	70	30	100
	Total	8	8	140	60	200

MARKETING GROUP

	Subjects	No. of	Contact	Maximum Marks	Total
--	----------	--------	---------	---------------	-------

Paper No.		Credits	Hours per Week (CPW)	Written Exam	Internal Assessment	Marks
OMK-401	Sales & Supply Chain Management	4	4	70	30	100
OMK-402	Data-Driven Retailing and Franchising	4	4	70	30	100
	Total	8	8	140	60	200

HUMAN RESOURCE MANAGEMENT GROUP

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-401	Contemporary Developments in HRM	4	4	70	30	100
OHR-402	Human Resource Analytics	4	4	70	30	100
	Total	8	8	140	60	200

R.M.B.A. (5)

There will be **continuous evaluation** of the student in Internal Assessment. Internal Assessment in each subject will be of **30 marks** and will be divided in to Internal Test/Periodical Tests (10 to 15 marks), Term Papers /Case Analysis / Home Assignments / Field Work / Presentations / Project Work (10 to 15 Marks), and Class Participation and Attendance (5 Marks). However, total marks shall not exceed **30 marks** for the continuous evaluation.

R.M.B.A. (6)

CRITERIA for PASSING, ATKT and AWARD OF CLASS

As per "Examination Regulations for Undergraduate, Post Graduate and Diploma Programmes" of Veer Narmad South Gujarat University, Surat circular No. Exam/A/7028/2013 dated 8/8/2013.

R.M.B.A. (7)

A candidate having completed the MBA Programme from the Veer Narmad South Gujarat University can be admitted to MBA Third Semester for broad basing his/her specialization skills. The candidate will be required to study Four (4) courses in the Semester III and Two (2) courses in Semester-IV from among the optional group of specialization offered by the Department on the following conditions.

- 1) The candidate shall complete the attendance requirements in these courses as per the attendance requirements of regular candidates in each of the two semesters.
- 2) The candidate shall be examined in the same manner as regular candidates.
- 3) The candidate shall be declared to have passed semester-III and semester-IV examination as per the requirements contained in R. M. B. A. (6).
- 4) The candidate shall have to pay the same category of fees (currently in force) each semester as a regular candidate.
- 5) On completion of additional six optional courses during the Third and Fourth Semesters, the candidate shall be awarded a certificate of passing the course of additional optional group by the Veer Narmad South Gujarat University. **No additional degree shall be awarded in this case.**

Programme Outcomes (POs)

MBA Programme is designed to develop competent management professionals through the following Program Outcomes:

PO1: Students will develop an understanding of ethical practices in business and demonstrate sensitivity towards social issues, enabling responsible decision-making in organizational and societal contexts.

PO2: Students will be able to think critically, analyze business situations, and apply appropriate problem-solving techniques to make effective managerial decisions.

PO3: Students will gain awareness of global business environments and develop the ability to work effectively in diverse and cross-cultural settings.

PO4: Students will acquire comprehensive knowledge of business functions and understand the economic, legal, and organizational environment in which businesses operate.

PO5: Students will develop strong verbal and written communication skills, enabling them to convey ideas clearly and professionally using appropriate tools and technologies.

PO6: Students will be able to work collaboratively in teams and demonstrate leadership abilities to achieve organizational goals effectively.



Subject Code [2410010101010002]**CP-101: ORGANIZATIONAL BEHAVIOUR**

Course Code	CP-101
Course Title	Organizational Behaviour
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2026
Purpose of Course	The purpose of this course is to acquaint the Semester I students with the basic concepts of Organizational Behaviour. It focuses on understanding individual, group, and organizational dynamics and their impact on workplace performance. The course aims to provide insights into human behaviour in organizations and develop the ability to apply OB concepts to real-world managerial situations. The course will have an application-oriented approach, helping students manage people effectively in organizational settings
Course Objective	Organisation behaviour is the study of human behaviour in the context of organisation. It includes the behaviour of Individuals, group behaviour and the interface with the organizational structure and the organization itself. The subject deals with the complex interaction dealing with the changed parameters of technological and cultural changes. The objective of the subject is to introduce the students with the basic concepts of the subject. The focus of the subject is to understand the most important resource of the organization. Special emphasis is given to the Indian context. Indian ethos and values will be highlighted in each of the topics. References and case studies in the Indian context are discussed in the class. Examples and anecdotes from the Indian scriptures are given as demanded by the topic. Indian leaders from History are discussed in the class. Term papers are given of Indian organisations specially the SMEs.
Course Outcomes	CO1: After the studying the subject, the student will be able to understand the need of understanding human behaviour in the context of organization. CO2: The student will have better grasp of the underlying motives of individual behaviour. CO3: The student will be able to understand and apply the group dynamics and team work. CO4: The student will have better insight into nuances of leadership styles. CO5: The student will have the skill of understanding the dynamic changes of the organization CO6: The student will be able to cope up with the stress of the work in organization. CO7: The student will understand the complexity of emotional intelligence, stress management.

Mapping between with Pos	COs	PO1	PO2	PO3	PO4	PO5	PO6
		CO1	2	2	1	3	1
CO2	2	3	1	2	1		
CO3		2	1	2	1	3	
CO4	1	2	1	2	1	3	
CO5		2	1	3		2	
CO6	1	2		2		3	
CO7	2	2		2		2	
Pre-requisite	The students must be conversant with necessary analytical ability to apply their observation of human behaviour						

Course Contents:

MODULE	Modules/Sub Modules
Module 1.	Introduction to organizational behaviour. Nature of Organisational behaviour, Definition and meaning of Organisational behaviour, Importance of OB, Emerging Challenges of OB, Indian Perspectives of organisational Behaviour.
Module 2.	Foundations of Individual Behaviour: Perception- Meaning, Definition, Factors Influencing, Perceptual process, Attribution theory, organizational context of perception. Attitudes and Values- Importance of Value system, types of values, sources, value across culture. Values In the Indian culture. Sources of Indian Values, Definition of Attitude, types of Attitude, theories of Attitude formation. Job satisfaction. Personality- Meaning, definition, importance, theories of personality. Traits of personality. Personality classification according to Indian scriptures like Veda and Gita.
Module 3.	Motivation- Definition, meaning, importance, theories of motivation, application of motivation in organization. Indian concept of motivation from Indian folklore. Emotional Intelligence- Meaning, components of emotional intelligence, importance, applications. Concept of Emotion Intelligence as per Indian scriptures. Examples of emotional Intelligence in Ramayana and Mahabharata. Stress management- Definition and meaning. Types of stress, sources of stress and coping strategies- individual and organisational. Indian methods of Stress management. Role of Meditation and Yoga in stress Management.

Module 4.	<p>Foundations of Group Behaviour: Foundations of group behaviour, classification of groups, stages of group development, group –member resources, group structure. Group dynamics and its implications for the manager. Case study from Indian perspective.</p> <p>Leadership theories- definition, importance, leadership theories: behavioural and contingency. Recent approaches to leadership. Contemporary issues in leadership. Leadership in the Indian History. Case studies from Indian History.</p> <p>Work teams – importance, implications for the organization, and types of team. Interpersonal dynamics.</p>
Module 5	<p>Understanding Organization</p> <p>Organizational change- forces of change, resistance to change, approaches to managing change. Indian examples of change management.</p> <p>Organizational development- introduction, meaning, definition, need. Process.</p> <p>Organizational effectiveness- efficiency-effectiveness, approaches to effectiveness. Indian case studies.</p>

Reference books

SR	Authors	Title of the book	Publisher
1.	K. Ahwathappa	Organisational Behaviour	Himalaya Publishing house
2	Uma sekaran	Organisational Behaviour	The McGraw- hill companies
3	Robbins, judge	Organizational behaviour	Pearson
1.	Stephen Robins	Organizational Behaviour	Pearson
2.	Margie Parekh & Rajan Gupta	Organizational Behaviour	Tata McGraw-Hill Education Private Limited
3.	Jit S Chandan	Organizational Behaviour	Vikas Publishing House PVT LTD.

CP-102 MANAGERIAL ACCOUNTING

Course Code	CP-102
Course Title	Managerial Accounting
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2026
Purpose of Course	The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.
Course Objective	The objective of the course is to acquaint the students with the language of accounting and to develop in them the ability to evaluate and use accounting data and apply cost concepts as an aid to managerial decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control. The course covers the nature of management accounting, marginal costing, etc.
Course Outcomes	<p>CO1: The subject will acquaint the students with the language of accounting and help to develop the ability to evaluate and use accounting data.</p> <p>CO2: The students will be able to apply cost concepts and will aid in managerial decision making.</p> <p>CO3: The students will be able to prepare, analyse and interpret financial statements.</p> <p>CO4: It will assist the students in developing skills in problem solving and decision making in the financial area.</p> <p>CO5: The students will be able to utilize financial and accounting data for planning and control.</p> <p>CO6: The student will be able to use cost information in pricing decision.</p> <p>CO7: The student will be able to understand, analyze and interpret the basic concepts of financial statement and interpret financial ratios and their significance.</p> <p>CO8: The students will be able get an insight into the ethical practices and contemporary issues in managerial accounting.</p>



Mapping between with Pos	COs	PO1	PO2	PO3	PO4	PO5	PO6
	CO1		2		3	1	
	CO2		3		3	1	1
	CO3		3		3	2	1
	CO4		3		3	1	2
	CO5		3		3	1	1
	CO6		2		2	1	
	CO7		3		3	1	1
	CO8	3	2		2		
	Pre-requisite	Basic knowledge of book keeping					

Course Contents:


Module	Module / Sub-Modules
I	Fundamentals of Accounting Basic accounting concepts, Types of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance Sheet, profit & loss account, Concepts, Importance.
II	Preparation of Financial Statement and Its Analysis Structure of Balance Sheet (including structure of a company Balance Sheet as per Company's Act 2013) (excluding Adjustment) (using Excel/Zoho) Preparation of Financial Statements with special reference to analysis of a Balance Sheet, Financial Statement Analysis (rationale and types), Fund Flow Statement,
III	Cost Management and Cost Estimation Cost and management accounting overview, elements of costing, and Estimation of Cost (Cost Sheet)
IV	Cost Accounting and Management Applications Marginal costing – CVP Analysis, Absorption Costing, Inventory Valuation,
V	Control and Decision Making Short Term Decision Making, Budgeting and Budgetary Control System, Zero Base Budgeting, Performance Budgeting.
VI	Contemporary issues in Accounting Inflation Accounting, Corporate Governance and Reporting, Corporate Social Responsibility and ESG Metric, AI in Accounting

Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	M. Y. Khan & P. K. Jain –	Management Accounting	TMH	Latest Edition
T2	J. Made Gowada	Accounting for Managers	HPH	Latest Edition
T3	M. N. Arora	Cost And Management Accounting	HPH	Latest edition.

Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	M.E. Thukaram Rao	Management Accounting	New Age International (p) Limited	2003
R2	S.N. Maheshwari, S .K Maheshwari	A text Book of Accounting for Management	Vikas Publishing, New Delhi.	Latest Edition
R3	Paresh Shah	Management Accounting	Oxford University	2009
R4	Charles T. Horngren, Srikant M. Datar & Madhav V. Rajan	Cost Accounting – A Managerial Emphasis	Pearson	Fourteenth Edition
R5	Sanjay Dhamija	Financial Accounting for Managers	Pearson	Latest Edition
R6	S. K. Bhattacharya & John Dearden	Accounting for Management Text and Cases	Vikas Publishing House Pvt. Ltd.	Third Edition
R7	Jawahar Lal	Cost and Financial Analysis	HPH	First Edition 2007



Subject Code [1810010101030001]

CP-103 PRINCIPLES OF MANAGEMENT

Course Code	CP-103						
Course Title	Principles of Management						
Credit	4						
Teaching per Week	4 Hrs						
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)						
Effective From	June 2026						
Purpose of Course	The purpose of the course is to make the learner understand the business organisation and various function which are important to manager.						
Course Objective	To familiarize the students with the general principles of management and its theories. The course covers the fundamental aspects of Indian management principles and its relevant significance in the current scenario.						
Course Outcomes	CO1: Understand the meaning and theory of management CO2: Understand various principles derived by well-known industrialist / academicians CO3: Get insight into the real business and administration CO4: Understand various features and nature of management CO5: Compare the principles taught in the classroom and the practice adopted by the industry						
Mapping between COs with POs		PO1	PO2	PO3	PO4	PO5	PO6
	CO1		2		3	1	
	CO2	1	2	1	3	1	1
	CO3	1	2	1	3	1	2
	CO4		2		3	1	1
	CO5	1	3	1	3	1	2
Pre-requisite	Basic knowhow of the markets and businesses						



Course Content:

Module	CONTENTS
1	Concept of management, Management & Professionals, Evolution of modern management thoughts, Approaches to Managerial Analysis.
2	Process of management, Concept of a System, Functions of chief executive, Coordination as essence of management, Need and importance of co-ordination, techniques of effective coordination.
3	Planning -steps, Long term & short term planning, Objective setting, management by objectives, decision making, rationality in decision making, effective decisions, creativity policy – sources and formulation, elements of planning – programming, policy, strategy, using of AI tools in planning.
4	Organizing – organizing theory – classical, neoclassical and modern theories, organization structure
5	Designing of basic structure, departmentation, span of management
6	Delegation of authority, centralization and decentralization of authority relationships, line and staff authority, conflict and cooperation committees in organizations, modern organizational designs, projects, matrix and free form structures
7	Directing and control: elements of directing, communication process, media, dimension marries in communication, effective communication, human aspects in control, management by exception, process of control, importance of control, essentials of effective controls system, reporting system for control, elementary discussion on modern control aids – human resources act, management audit, social audit.
8	Management in Indian family business, management philosophy from Ancient India, Indian models of management.

REFERENCES:

SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
1	Prasad L.M.	Principles and practice of management	Sultan Chand
2	Stoner & freeman	management (5 th edition)	PHI, New Delhi
3	Heynes& Masse	management Analysis, Concepts and cases	PHI, New Delhi
4	Kontz H. & O'Donnell	Essentials of management	TMcH
5	Kontz H., O'Donnell &Leihrich	Managem:nt	Mc Graw Hill, Tokyo
6	P. Kanagasabapathi	Indian models of economy, business and management	PHI
7	V. Srinivasan	New age management philosophy from ancient Indian wisdom	Lotus

***discussion of Indian case studies on above topics.**

Subjct Code [2610010101040003]

CP-104 Business Communication and AI

Course Code	CP104						
Course Title	Business Communication and AI						
Credit	4						
Teaching per Week	4 Hrs						
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)						
Effective From	June 2026						
Purpose of Course	The purpose of the course is to make students learn oral and written business communication and soft skills.						
Course Objective	The objective is to make the students acquainted with the basic concepts and techniques of oral and written communication that are useful in developing skills of communicating effectively in the corporate world. Further objective is to impart soft skills that are essential in business world.						
Course Outcomes	<p>CO1: After studying the subject students will learn, understand and will be able to apply oral and written business communication effectively.</p> <p>CO2: They will be able sharpen their verbal & non-verbal oral communication for meeting, telephonic communication skills and presentation skills.</p> <p>CO3: Written communications skills for letters, reports and emails will be enhanced.</p> <p>CO4: They will get insight for Resume writing, Group discussion and Personnel interview.</p> <p>CO5: Soft skills, which are essential in the corporate world such as stress and time management, negotiation and problem-solving skills, will be learnt.</p>						
Mapping between COs with PSOs		PO1	PO2	PO3	PO4	PO5	PO6
CO1			2		1	3	
CO2			2	1		3	2
CO3			1		1	3	
CO4	1		2		1	3	2
CO5	2		3	1	2	2	3
Pre-requisite	Basic knowledge of English language						



Course Content	<p>Unit 1: Business Communication (An Introduction) - The process of communication and the roadblocks, Role of verbal and non-verbal symbols in communication, Barriers that make communication less effective and ways to bring them down, forms of communication</p> <p>Unit 2: Oral communication- listening-anatomy of poor listening, features of good listener. Spoken communication over phone – challenges and etiquette</p> <p>Unit 3: Oral presentations-how to plan presentations, how to deliver them, how to develop and display visual aids, how to handle questions from audience. Meetings – ways to make meetings work, what makes meetings wasteful</p> <p>Unit 4: Written Communication - letters, resumes, reports, and emails, with emphasis on tone, clarity, and professional expression, along with the use of AI tools and prompt engineering techniques for effective writing.</p> <p>Unit 5: Developing soft skills- Polishing Interview skills: group Discussion and Interview Skills; Decision making and Problem Solving; Time Management; Managing your own emotions through Vedas; Negotiation skills</p>																										
Reference Books	<table border="1"> <thead> <tr> <th data-bbox="438 1048 821 1093">Book Title</th> <th data-bbox="821 1048 1173 1093">Authors</th> <th data-bbox="1173 1048 1503 1093">Publisher</th> </tr> </thead> <tbody> <tr> <td data-bbox="438 1093 821 1205"><i>Business Communication Strategies</i></td> <td data-bbox="821 1093 1173 1205">Mathukutty M. Monipally</td> <td data-bbox="1173 1093 1503 1205">Mc-Graw Hill Publishing Company Ltd.</td> </tr> <tr> <td data-bbox="438 1205 821 1283"><i>Business Communication</i></td> <td data-bbox="821 1205 1173 1283">Chaturvedi and Chaturvedi</td> <td data-bbox="1173 1205 1503 1283">Pearson India</td> </tr> <tr> <td data-bbox="438 1283 821 1328"><i>Business Communication</i></td> <td data-bbox="821 1283 1173 1328">R C Bhatia</td> <td data-bbox="1173 1283 1503 1328">Ane Books Pvt. Ltd.</td> </tr> <tr> <td data-bbox="438 1328 821 1440">Business Communication Essentials</td> <td data-bbox="821 1328 1173 1440">Bovee and Thill</td> <td data-bbox="1173 1328 1503 1440">Pearson Education Asia</td> </tr> <tr> <td data-bbox="438 1440 821 1518">Essence of Business Communication</td> <td data-bbox="821 1440 1173 1518">Murphy</td> <td data-bbox="1173 1440 1503 1518">Tata McGraw-Hill</td> </tr> <tr> <td data-bbox="438 1518 821 1664">Critical Reasoning, Academic Writing and Presentation Skills</td> <td data-bbox="821 1518 1173 1664">Anderson</td> <td data-bbox="1173 1518 1503 1664">Pearson Education</td> </tr> <tr> <td data-bbox="438 1664 821 1792">Emotional Intelligence: Vedic and Modern Perspectives</td> <td data-bbox="821 1664 1173 1792">Hemanth Goparaj & Radha Sharma</td> <td data-bbox="1173 1664 1503 1792">Excel Books</td> </tr> </tbody> </table>			Book Title	Authors	Publisher	<i>Business Communication Strategies</i>	Mathukutty M. Monipally	Mc-Graw Hill Publishing Company Ltd.	<i>Business Communication</i>	Chaturvedi and Chaturvedi	Pearson India	<i>Business Communication</i>	R C Bhatia	Ane Books Pvt. Ltd.	Business Communication Essentials	Bovee and Thill	Pearson Education Asia	Essence of Business Communication	Murphy	Tata McGraw-Hill	Critical Reasoning, Academic Writing and Presentation Skills	Anderson	Pearson Education	Emotional Intelligence: Vedic and Modern Perspectives	Hemanth Goparaj & Radha Sharma	Excel Books
Book Title	Authors	Publisher																									
<i>Business Communication Strategies</i>	Mathukutty M. Monipally	Mc-Graw Hill Publishing Company Ltd.																									
<i>Business Communication</i>	Chaturvedi and Chaturvedi	Pearson India																									
<i>Business Communication</i>	R C Bhatia	Ane Books Pvt. Ltd.																									
Business Communication Essentials	Bovee and Thill	Pearson Education Asia																									
Essence of Business Communication	Murphy	Tata McGraw-Hill																									
Critical Reasoning, Academic Writing and Presentation Skills	Anderson	Pearson Education																									
Emotional Intelligence: Vedic and Modern Perspectives	Hemanth Goparaj & Radha Sharma	Excel Books																									
Teaching Methodology	Lectures, Presentations, Case discussion, Management games & Activities, Role plays																										
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations 70% External based on semester-end University examination																										



Subject Code [2610010101050003]**CP-105 Business Information System and Analytics**

Course Code	CP-105
Course Title	Business Information System and Analytics
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2026
Purpose of Course	The purpose of the course is to understand the importance of Information Technology and information systems (IS) functions in an organization and to study the use of Information Technology in various Business Applications. The course will help learners to become aware about the recent developments in Information Technology. The course is designed to help students develop an insight in to how information systems influence business strategy.
Course Objective	To understand the importance of Information technology and Information Systems for businesses and to be able to meaningfully integrate new technology and systems into an organisation
Course Outcomes	<p>CO1: The learners will understand the role and importance of Information Technology in the current business environment.</p> <p>CO2: The learners will be able to analyze the impact of Information Technology on individuals, society, businesses, and organizations.</p> <p>CO3: The learners will develop the ability to use Information Technology tools for effective decision-making in a dynamic business environment.</p> <p>CO4: The learners will gain practical understanding of IT infrastructure including computer networks (LAN, MAN, WAN, Internet, Intranet, Extranet) and their business applications.</p> <p>CO5: The learners will be able to understand and apply concepts of E-commerce, M-commerce, Data Warehousing, Data Mining, and Enterprise Resource Planning (ERP).</p> <p>CO6: The learners will be able to apply basic business analytics concepts using IT tools for data-driven decision-making and problem-solving.</p> <p>CO7: The learners will be able to evaluate ethical and legal issues related to Information Technology, including cybercrime, data privacy, and e-governance.</p>



Mapping between with POs	COs	PO1	PO2	PO3	PO4	PO5	PO6
	CO1		1	1	3		
	CO2	2	3	2	2		
	CO3		3	1	2	1	1
	CO4		2	1	3		
	CO5	1	3	2	3		1
	CO6		3	1	2		1
	CO7	3	2	1	1		
Pre-requisite	Basics of technology, information systems						

Course Content	<p>Unit 1 Role and Importance of Information Technology in current Business Environment. Introductory Concepts: Hardware & Software, Numbering Systems, Input-Output Devices, Operating Systems, Use of Information Technology in Businesses, Impact of Information Technology on Individual, Society, Business & Environment, Programming Concepts and Languages</p> <p>Unit 2 Computer Network, Advantages of Network, Components of a Computer Network, Types and topologies of networks, LAN, MAN, WAN, Extranet, Intranet, Internet, Network Security</p> <p>Unit 3 Introduction to Computer Based Information System, Types and Characteristics of MIS, TPS, DSS, EIS, OAS, Expert System, Approaches for Designing Information Systems</p> <p>Unit 4 E-Commerce, M-Commerce, Data warehousing, Data Mining, Enterprise Resources Planning (ERP)</p> <p>MS-Excel for Business Decisions</p> <p>Indian IT Act, Cyber Crime, E-Governance, Ethical and Social Issues of IT, Recent Development in IT</p> <p>Unit 5 Foundations of Data Analytics, Data-Driven Decision Making in Business, Strategic Applications & Business Value, Ethical Issues, Challenges.</p>
----------------	--

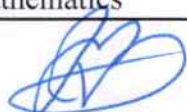


Reference Books	Author	Title of the Book	Publisher
	Efraim Turban, Dorothy Leidner, Ephraim McLean, James Wetherbe	Information Technology for Management: Transforming Organizations in the Digital Economy	Wiley Publication, New Delhi
	Gert De Laet	Network Security Fundamentals	Pearson Education
	John Barlow	Excel Models for Business & Operations Management	Wiley India, New Delhi
	Laudon, Kenneth C. and Laudon, Jane P	Management Information Systems: Managing the Digital Firm	Pearson Education
	Murthy CVS	e-Commerce	Himalaya Publishing House
	O'Brien James	Management Information Systems – Managing Information Technology in the Business Enterprise	Tata McGraw Hill, New Delhi
	Prabhu C.S. R	E-Governance: Concept & Case Studies	PHI Learning Pvt. Limited, New Delhi
	Sharma Pankaj	Information Security and Cyber Laws	S. K. Kataria & Sons
	Sharma Vakul	Information Technology – Law and Practice	Universal Law Publishing
	U. Dinesh Kumar	Business Analytics: The Science of Data-Driven Decision Making	Wiley India
	K. Soundararajan & Kadhivel Ramasamy	Business Analytics	Thakur Publication
	Arpana D., Madhu S., Swapna H. R.	Business Analytics (Analytics in Commerce and Business)	Himalaya Publishing House
	Wayne L. Winston	Microsoft Excel Data Analysis and Business Modeling	Microsoft Press
Teaching Methodology	Lectures, Case Discussions, Audio-visual Material, Assignments and Presentations, Movies		
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quizzes, assignments, seminars, internal examination, etc. 70% External marks based on semester end University examination		

Subject Code [1810010101060001]

CP-106 QUANTITATIVE METHODS

Course Code	CP-106						
Course Title	Quantitative Methods						
Credit	4						
Teaching per Week	4 Hrs						
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)						
Effective From	June 2026						
Purpose of Course	The purpose of this course is to acquaint students with those techniques which provide the decision maker with a systematic and powerful means of analysis and help, based on quantitative, in exploring policies for achieving pre-determined goals.						
Course Objective	To make students acquainted with concepts of Quantitative Management and its applications.						
Course Outcomes	<p>CO1: Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis</p> <p>CO2: Produce appropriate graphical and numerical descriptive statistics for different types of data.</p> <p>CO3: Understand and critically discuss the issues surrounding sampling and significance</p> <p>CO4: Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.</p> <p>CO5: Use simple/multiple regression models to analyze the underlying relationships between the variables</p>						
Mapping between COs with POs		PO1	PO2	PO3	PO4	PO5	PO6
	CO1		2		2	1	
	CO2		3		2	2	
	CO3		3	1	2	1	
	CO4		3	1	2	1	1
	CO5		3	1	3	1	1
Pre-requisite	Basics of Statistics, Mathematics						



Course Content	<p>Unit 1:</p> <p>Aims and Objectives of Quantitative Techniques Definition of Statistics, Importance of Statistics in Business, Limitations of Statistics, Misuses of Statistics</p> <p>Graphical Representation of Data Types of Charts, Importance of Graphic and Diagrammatic representation, Limitations of Graphs and Diagrams</p> <p>Unit 2:</p> <p>Measures of Central Tendency Mean, Median, Mode</p> <p>Measures of Dispersion Range, Mean Deviation, Standard Deviation, Coefficient of Variation</p> <p>Unit 3:</p> <p>Probability Basic terminology in probability, Three Types of Probability, Probability Rules, Bayes Theorem</p> <p>Probability Distributions Random Variables, Binomial Distribution, Poisson Distribution, Normal distribution</p> <p>Unit 4:</p> <p>Hypothesis Testing Procedure in hypothesis testing, Two Types of Errors in hypothesis testing, Hypothesis test about a population mean for large samples and small samples, Hypothesis test concerning proportion, Hypothesis test concerning differences between two population means, Hypothesis test of differences between two proportions</p> <p>Chi-Square Distribution Goodness of fit test, Chi-square as a test of independence or homogeneity, Precautions about using Chi-square test</p> <p>Unit 5:</p> <p>Analysis of Variance F-Distribution, One Way Classification, Two Way Classification, Assumption of Analysis of Variance</p>
----------------	---



	<p>Correlation Analysis Correlation and Causation, Types of correlation, Coefficient of Determination, Rank Correlation, Limitation of Correlation Analysis</p> <p>Regression Analysis Estimation using regression line, Method of least square, Use of deviations from Means of X and Y, Use of Deviations from the Assumed Mean, Regression Coefficients.</p> <p>Technical session on SPSS and R Software</p>
Reference Books	<p>Statistics for Management, G.C. Beri, Tata McGraw Hill Quantitative Methods, C. Satyadevi, S. C. Chand Business Statistics, Ken Black, Wiley</p>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	<p>30% Internal assessment based on class attendance, participation, class test, quiz, assignment, seminar, internal examination, etc. 70% External based on semester end University examination</p>



Subject Code [1810010101070001]**CP-107: Managerial Economics**

Course Code	CP-107
Course Title	Managerial Economics
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2026
Purpose of Course	The purpose of this course is to acquaint the semester I students with the basic concepts of Micro Economics. It will deal with firm level theoretical concepts and the management perspective of economic problems. The course will mainly aim to acquaint students with the applications of Economics in real world. The course will have an application focus.
Course Objective	The course objective is to impart the concept of constraint optimisation and effective decision making with respect to managerial economics.
Course Outcomes	<p>CO1: The students will be adept with the economic concept of constraint optimisation for managerial decision making.</p> <p>CO2: The students will have an in-depth understanding of the concepts of demand, supply and their elasticities.</p> <p>CO3: The students will be able to use different forecasting methods for predicting demand for various products and services.</p> <p>CO4: The students will be able to assess the functional relationship between Production, factors of production and the various costs associated with production. They will also be able to understand and apply break-even analysis.</p> <p>CO5: The students will be well versed with different market structures such as Monopoly, Duopoly, Oligopoly. They will have a basic and preliminary understanding of Game theory models such as Nash Equilibrium, Prisoners' Dilemma, Cartel Cheating and Strategic Moves.</p> <p>CO6: The students will be able to apply the concepts of economics in managerial and business decisions.</p> <p>CO7: They will be able to appreciate and understand policy decisions of businesses as well as governments.</p>



	CO8: They will be able to understand the complexities and constraints under which operational, tactical, strategic and policy decisions are taken. They will also be able to decipher the relationship between economics, businesses and government.						
Mapping between COs with POs		PO1	PO2	PO3	PO4	PO5	PO6
	CO1		3		3	1	
	CO2		3	1	3	1	
	CO3		3	1	2	1	
	CO4		3		3	1	1
	CO5		3	2	3	1	1
	CO6		3	2	3	1	1
	CO7	2	2	2	3	1	
	CO8	2	3	2	3	1	1
Pre-requisite	Basics of Mathematics, Statistics and Economics						

Unit No.	Module / Sub-Modules
I	<ol style="list-style-type: none"> 1. Indian Economic History 2. India's historical position in world economics 3. Nature and Scope of Managerial Economics 4. Theory of the Firm 5. Nature and function of Profits 6. Basics of Demand, Supply and Equilibrium 7. Total, Average and Marginal Relationships 8. Optimization Analysis 9. Total Revenue, Total Cost approach 10. Marginal Analysis approach with calculus
II	<ol style="list-style-type: none"> 1. Demand Analysis 2. Using Elasticities in Managerial Decision Making 3. Ethics in Economics
III	<ol style="list-style-type: none"> 1. Demand Estimation 2. Market Research Approach 3. Regression – Simple Linear Regression Analysis (Ordinary Least Square Method) 4. Demand Forecasting 5. Qualitative Forecasts 6. Time Series Analysis 7. Simple Econometric Models 8. Input-Output Forecasting

	*Regression and Times series analysis using statistical tools such as E-Views or Python or R will be introduced
IV	1. Production and Cost Analysis (along with empirical production functions) 2. Cost Theory and Cost Estimation
V	1. Market Structures and Pricing Practices 2. Cournot's model, Bertrand's model, Kinked Demand Curve 3. Game Theory Dilemma, Nash Equilibrium, Cartel Cheating 4. Strategic Moves: Threats, Commitments, Credibility and Entry Deterrence

Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Salvatore Dominick, Shrivastava R.	Managerial Economics,	Oxford University Publication	Latest Edition
T2	Amiya Kumar Baghchi	Money and Credit in Indian History- From Early Medieval Times	Columbia University Press	Latest Edition
T2	Salvatore Dominick	Managerial Economics	Thomson (Cengage) Publication	Latest Edition
T3	Salvatore Dominick	Microeconomics	Oxford University Publication	Latest Edition
T4	Mankiw Gregory N.	Principles of Microeconomics	Cengage Learning	6 th Edition (latest)

Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R0	Subhash Sharma	New Earth Shastra-Towards Holistic Development and Management	IBA publications	Latest Edition
R1	Pindyck, Rubinfeld, Mehta	Microeconomics	Pearson	Latest Edition
R2	Gupta G.S	Managerial Economics	McGraw Hill	Latest Edition
Teaching Methodology	Lectures, Case Discussions, Audio-visual Material (Using CDs/ Clippings), Assignments and Presentations			
Evaluation Method	30% Internal assessment based on class attendance, participation, class tests, quizzes, assignments, seminars, internal examination, etc. 70% External marks based on semester end University examination			

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
Choice Based System (CBS)
MBA (Three-Year) (Evening) Programme

The Scheme of Courses in different Semesters
(w.e.f. AY 2026-27)

SEMESTER-I

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and AI
CP-105	Business Information System and Analytics

SEMESTER-II

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resource Management
CP-204	Production and Operations Management
CP-205	Business Environment

SEMESTER-III

COMPULSORY COURSES

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws
CP-304	Quantitative Methods
CP-305	Managerial Economics

SEMESTER-IV

COMPULSORY COURSES

CP-401	Management of Financial Institutions and Services
CP-402	Research Methodology in Business
CP-403	Entrepreneurship and New Venture Management

SEMESTER-V

OPTIONAL COURSES

1. FINANCE AND OPTIONAL GROUP (OF&A)

OF&A-501	Investment Management
OF&A-502	Foreign Exchange Management



- OF&A-503 Financial Derivatives
OF&A-504 Corporate Taxation & Financial Planning

2. MARKETING GROUP (OMK)

- OMK-501 Consumer Behaviour and Marketing Research
OMK-502 Integrated Marketing Communication
OMK-503 Marketing of Services
OMK-504 Digital Marketing

3. HUMAN RESOURCE MANAGEMENT (OHR)

- OHR-501 Human Resource Development and Talent Management
OHR-502 **Industrial Relations and Labour Laws**
OHR-503 Organizational Development & Change Management
OHR-504 Strategic & Global Human Resource Management

SEMESTER-VI

COMPULSORY COURSES

CP-601 & 602 Project Study (Equivalent to Two Courses)

OPTIONAL COURSES

1. FINANCE AND OPTIONAL GROUP (OF&A)

- OF&A-601 **Financial Modelling and Business Valuation**
OF&A-602 Corporate Restructuring and Strategic Finance

MARKETING GROUP (OMK)

- OMK-601 Sales & Supply Chain Management
OMK-602 **Data-Driven Retailing and Franchising**

HUMAN RESOURCE MANAGEMENT (OHR)

- OHR-601 Contemporary Developments in HRM
OHR-602 **Human Resource Analytics**



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
Choice Based System (CBS)
MBA (Three-Year) (Evening) Programme

The Scheme of Courses in different Semesters
(w.e.f. AY 2026-27)

SEMESTER-I

CP-101	Organizational Behaviour
CP-102	Managerial Accounting
CP-103	Principles of Management
CP-104	Business Communication and AI
CP-105	Business Information System and Analytics

SEMESTER-II

CP-201	Marketing Management
CP-202	Financial Management
CP-203	Human Resource Management
CP-204	Production and Operations Management
CP-205	Business Environment

SEMESTER-III

COMPULSORY COURSES

CP-301	Business Policy and Strategic Management
CP-302	Global Business Management
CP-303	Business Laws
CP-304	Quantitative Methods
CP-305	Managerial Economics

SEMESTER-IV

COMPULSORY COURSES

CP-401	Management of Financial Institutions and Services
CP-402	Research Methodology in Business
CP-403	Entrepreneurship and New Venture Management

SEMESTER-V

OPTIONAL COURSES

1. FINANCE AND OPTIONAL GROUP (OF&A)

OF&A-501	Investment Management
OF&A-502	Foreign Exchange Management



- OF&A-503 Financial Derivatives
OF&A-504 Corporate Taxation & Financial Planning

2. MARKETING GROUP (OMK)

- OMK-501 Consumer Behaviour and Marketing Research
OMK-502 Integrated Marketing Communication
OMK-503 Marketing of Services
OMK-504 Digital Marketing

3. HUMAN RESOURCE MANAGEMENT (OHR)

- OHR-501 Human Resource Development and Talent Management
OHR-502 **Industrial Relations and Labour Laws**
OHR-503 Organizational Development & Change Management
OHR-504 Strategic & Global Human Resource Management

SEMESTER-VI

COMPULSORY COURSES

CP-601 & 602 Project Study (Equivalent to Two Courses)

OPTIONAL COURSES

1. FINANCE AND OPTIONAL GROUP (OF&A)

- OF&A-601 **Financial Modelling and Business Valuation**
OF&A-602 Corporate Restructuring and Strategic Finance

MARKETING GROUP (OMK)

- OMK-601 Sales & Supply Chain Management
OMK-602 **Data-Driven Retailing and Franchising**

HUMAN RESOURCE MANAGEMENT (OHR)

- OHR-601 Contemporary Developments in HRM
OHR-602 **Human Resource Analytics**



REGULATIONS FOR MBA (EVENING) PROGRAMME

Regulations for MBA (Evening) Programme pertaining to Internal Assessment, University Examinations, Promotion to next higher Semesters and award of Degree and Class.

R.M.B.A. (Evening) (1)

The candidate for Semester-1 Examinations of M.B.A. (Evening) will be examined in the following papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				External Exam	Internal Assessment	
CP101	Organizational Behaviour	4	4	70	30	100
CP102	Managerial Accounting	4	4	70	30	100
CP103	Principles of Management	4	4	70	30	100
CP104	Business Communication and AI	4	4	70	30	100
CP105	Business Information System and Analytics	4	4	70	30	100
	TOTAL	20	20	350	150	500

* CPW= Contact per week in hours. 4 hours of CPW will be divided into 3 hours of class room teaching and 1 hour of library / tutorials etc. (equivalent to one hour of class room teaching)

R.M.B.A. (Evening) (2)

The candidates for Semester-II Examination for M.B.A. (Evening) will be examined in the following Papers:

Paper No.	Subject	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				External Exam	Internal Assessment	
CP201	Marketing Management	4	4	70	30	100
CP202	Financial Management	4	4	70	30	100
CP203	Human Resource Management	4	4	70	30	100
CP204	Production and Operations Management	4	4	70	30	100
CP205	Business Environment	4	4	70	30	100
	TOTAL	20	20	350	150	500

R.M.B.A. (Evening) (3)

The candidates for Semester-III Examination for M.B.A. (Evening) will be examined in the following Papers:

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP301	Business Policy and Strategic Management	4	4	70	30	100
CP302	Global Business Management	4	4	70	30	100
CP303	Business Laws	4	4	70	30	100
CP304	Managerial Economics	4	4	70	30	100
CP305	Quantitative Methods	4	4	70	30	100
	Total	20	20	350	150	500

R.M.B.A. (Evening) (4)

Candidate for Semester IV examination for the MBA (Evening) will be examined in following courses.

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
CP-401	Research Methodology in Business	4	4	70	30	100
CP-402	Entrepreneurship and New Venture Management	4	4	70	30	100
CP-403	Management Control Systems	4	4	70	30	100
CP-404	Management of Financial Institutions & Services	4	4	70	30	100
	Total	16	16	280	120	400

R.M.B.A. (Evening) (5)

*** A Candidate has to choose any one of Three Optional Groups of specialization in which the Department offers courses in a given year depending upon the discretion of the Department and has to undergo 4 Optional courses in Semester-V, and 2 Optional Course in Semester-VI.**

Candidate for Semester - V examination for the MBA (Evening) will be examined in following courses.

FINANCE AND ACCOUNTING GROUP (OF&A)

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OF&A-501	Investment Management	4	4	70	30	100
OF&A-502	Foreign Exchange Management	4	4	70	30	100
OF&A-503	Financial Derivatives	4	4	70	30	100
OF&A-504	Corporate Taxation and Financial Planning	4	4	70	30	100
	Total	16	16	280	120	400

MARKETING GROUP (OMK)

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OMK-501	Consumer Behaviour and Marketing Research	4	4	70	30	100
OMK-502	Integrated Marketing Communication	4	4	70	30	100
OMK-503	Marketing of Services	4	4	70	30	100
OMK-504	Digital Marketing	4	4	70	30	100
	Total	16	16	280	120	400

HUMAN RESOURCE MANAGEMENT GROUP (OHR)

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-501	Human Resource Development and Talent Management	4	4	70	30	100
OHR-502	Industrial Relations and Labour Laws	4	4	70	30	100
OHR-503	Organizational Development and Change Management	4	4	70	30	100
OHR-504	Strategic & Global Human Resource Management	4	4	70	30	100
	Total	16	16	280	120	400



Candidate for Semester - VI examination for the MBA (Evening) will be examined in following courses.

The students shall have to carry out a comprehensive project – **Project Study** that will be equivalent to 2 courses.

The examination shall be in the form of evaluation of the Project Study Report and a viva-voce to be conducted jointly by the internal examiner and the external examiner at the end of the Semester.

COMPULSORY COURSES

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Project Report	Viva-Voce	
CP - 601 & 602	*Project Study (Equivalent to Two Courses)	8	8	140	60	200
	Total	8	8	140	60	200

* Project study will start in the beginning of the Fifth Semester while the Report will be submitted and examined at the end of Sixth Semester

* The Project Report will be evaluated jointly by a board consisting of the internal guide and external examiner to be appointed by the University. The viva-voce examination will also be conducted by the same board.

OPTIONAL COURSES

FINANCE & ACCOUNTING GROUP

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OF&A-601	Financial Modelling and Business Valuation	4	4	70	30	100
OF&A-602	Corporate Restructuring and Strategic Finance	4	4	70	30	100
	Total	8	8	140	60	200

6

MARKETING GROUP (OMK)

Paper	Subjects	No. of	Contact	Maximum Marks	Total
-------	----------	--------	---------	---------------	-------

No.		Credits	Hours per Week (CPW)	Written Exam	Internal Assessment	Marks
OMK-601	Sales & Supply Chain Management	4	4	70	30	100
OMK-602	Data-Driven Retailing and Franchising	4	4	70	30	100
	Total	8	8	140	60	200

HUMAN RESOURCE MANAGEMENT GROUP (OHR)

Paper No.	Subjects	No. of Credits	Contact Hours per Week (CPW)	Maximum Marks		Total Marks
				Written Exam	Internal Assessment	
OHR-601	Contemporary Developments in HRM	4	4	70	30	100
OHR-602	Human Resource Analytics	4	4	70	30	100
	Total	8	8	140	60	200

R.M.B.A. (Evening) (7)

There will be **continuous evaluation** of the student in Internal Assessment. Internal Assessment in each subject will be of **30 marks** and will be divided into Internal Test/Periodical Tests (10 to 15 marks), Term Papers /Case Analysis / Home Assignments / Field Work / Presentations / Project Work (10 to 15 Marks), and Class Participation and Attendance (5 Marks). However, total marks shall not exceed **30 marks** for the continuous evaluation.

R.M.B.A. (Evening) (8)

CRITERIA for PASSING, ATKT and AWARD OF CLASS

As per "Examination Regulations for Undergraduate, Post Graduate and Diploma Programmes" of Veer Narmad South Gujarat University, Surat circular No. Exam/A/7028/2013 dated 8/8/2013.

R.M.B.A. (Evening) (9)

A candidate having completed the MBA Programme from the Veer Narmad South Gujarat University can be admitted to MBA Third Semester for broad basing his/her specialization skills. The candidate will be required to study Four (4) courses in the Semester III and Two (2) courses in Semester-IV from among the optional group of specialization offered by the Department on

the following conditions.

- 1) The candidate shall complete the attendance requirements in these courses as per the attendance requirements of regular candidates in each of the two semesters.
- 2) The candidate shall be examined in the same manner as regular candidates.
- 3) The candidate shall be declared to have passed semester-III and semester-IV examination as per the requirements contained in R. M. B. A. (6).
- 4) The candidate shall have to pay the same category of fees (currently in force) each semester as a regular candidate.
- 5) On completion of additional six optional courses during the Third and Fourth Semesters, the candidate shall be awarded a certificate of passing the course of additional optional group by the Veer Narmad South Gujarat University. **No additional degree shall be awarded in this case.**

Programme Outcomes (POs)

MBA Programme is designed to develop competent management professionals through the following Program Outcomes:

PO1: Students will develop an understanding of ethical practices in business and demonstrate sensitivity towards social issues, enabling responsible decision-making in organizational and societal contexts.

PO2: Students will be able to think critically, analyze business situations, and apply appropriate problem-solving techniques to make effective managerial decisions.

PO3: Students will gain awareness of global business environments and develop the ability to work effectively in diverse and cross-cultural settings.

PO4: Students will acquire comprehensive knowledge of business functions and understand the economic, legal, and organizational environment in which businesses operate.


PO5: Students will develop strong verbal and written communication skills, enabling them to convey ideas clearly and professionally using appropriate tools and technologies.

PO6: Students will be able to work collaboratively in teams and demonstrate leadership abilities to achieve organizational goals effectively.



Subject Code [2410010201010002]**CP-101: ORGANIZATIONAL BEHAVIOUR**

Course Code	CP-101
Course Title	Organizational Behaviour
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2026
Purpose of Course	The purpose of this course is to acquaint the Semester I students with the basic concepts of Organizational Behaviour. It focuses on understanding individual, group, and organizational dynamics and their impact on workplace performance. The course aims to provide insights into human behaviour in organizations and develop the ability to apply OB concepts to real-world managerial situations. The course will have an application-oriented approach, helping students manage people effectively in organizational settings
Course Objective	Organisation behaviour is the study of human behaviour in the context of organisation. It includes the behaviour of Individuals, group behaviour and the interface with the organizational structure and the organization itself. The subject deals with the complex interaction dealing with the changed parameters of technological and cultural changes. The objective of the subject is to introduce the students with the basic concepts of the subject. The focus of the subject is to understand the most important resource of the organization. Special emphasis is given to the Indian context. Indian ethos and values will be highlighted in each of the topics. References and case studies in the Indian context are discussed in the class. Examples and anecdotes from the Indian scriptures are given as demanded by the topic. Indian leaders from History are discussed in the class. Term papers are given of Indian organisations specially the SMEs.
Course Outcomes	CO1: After the studying the subject, the student will be able to understand the need of understanding human behaviour in the context of organization. CO2: The student will have better grasp of the underlying motives of individual behaviour. CO3: The student will be able to understand and apply the group dynamics and team work. CO4: The student will have better insight into nuances of leadership styles. CO5: The student will have the skill of understanding the dynamic changes of the organization CO6: The student will be able to cope up with the stress of the work in organization. CO7: The student will understand the complexity of emotional intelligence, stress management.



Mapping between COs with Pos		PO1	PO2	PO3	PO4	PO5	PO6
	CO1	2	2	1	3	1	
CO2	2	3	1	2	1		
CO3		2	1	2	1	3	
CO4	1	2	1	2	1	3	
CO5		2	1	3		2	
CO6	1	2		2		3	
CO7	2	2		2		2	
Pre-requisite	The students must be conversant with necessary analytical ability to apply their observation of human behaviour						

Course Contents:

MODULE	Modules/Sub Modules
Module 1.	Introduction to organizational behaviour. Nature of Organisational behaviour, Definition and meaning of Organisational behaviour, Importance of OB, Emerging Challenges of OB, Indian Perspectives of organisational Behaviour.
Module 2.	Foundations of Individual Behaviour: Perception- Meaning, Definition, Factors Influencing, Perceptual process, Attribution theory, organizational context of perception. Attitudes and Values- Importance of Value system, types of values, sources, value across culture. Values In the Indian culture. Sources of Indian Values, Definition of Attitude, types of Attitude, theories of Attitude formation. Job satisfaction. Personality- Meaning, definition, importance, theories of personality. Traits of personality. Personality classification according to Indian scriptures like Veda and Gita.
Module 3.	Motivation- Definition, meaning, importance, theories of motivation, application of motivation in organization. Indian concept of motivation from Indian folklore. Emotional Intelligence- Meaning, components of emotional intelligence, importance, applications. Concept of Emotion Intelligence as per Indian scriptures. Examples of emotional Intelligence in Ramayana and Mahabharata. Stress management- Definition and meaning. Types of stress, sources of stress and coping strategies- individual and organisational. Indian methods of Stress management. Role of Meditation and Yoga in stress Management.
Module 4.	Foundations of Group Behaviour: Foundations of group behaviour, classification of groups, stages of group development, group –member resources, group structure. Group dynamics and its implications for the manager. Case study from Indian perspective. Leadership theories- definition, importance, leadership theories: behavioural and contingency. Recent approaches to leadership. Contemporary issues in leadership. Leadership in the Indian History. Case studies from Indian History. Work teams – importance, implications for the organization, and types of team.


	Interpersonal dynamics.
Module 5	Understanding Organization Organizational change- forces of change, resistance to change, approaches to managing change. Indian examples of change management. Organizational development- introduction, meaning, definition, need. Process. Organizational effectiveness- efficiency-effectiveness, approaches to effectiveness. Indian case studies.

Reference books

SR	Authors	Title of the book	Publisher
1.	K. Ahwathappa	Organisational Behaviour	Himalaya Publishing house
2	Uma sekaran	Organisational Behaviour	The McGraw- hill companies
3	Robbins, judge	Organizational behaviour	Pearson
1.	Stephen Robins	Organizational Behaviour	Pearson
2.	Margie Parekh & Rajan Gupta	Organizational Behaviour	Tata McGraw-Hill Education Private Limited
3.	Jit S Chandan	Organizational Behaviour	Vikas Publishing House PVT LTD.

Subject Code [1810010201020001]**CP-102 MANAGERIAL ACCOUNTING**

Course Code	CP-102
Course Title	Managerial Accounting
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2026
Purpose of Course	The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.
Course Objective	The objective of the course is to acquaint the students with the language of accounting and to develop in them the ability to evaluate and use accounting data and apply cost concepts as an aid to managerial decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control. The course covers the nature of management accounting, marginal costing, etc.
Course Outcomes	CO1: The subject will acquaint the students with the language of accounting and help to develop the ability to evaluate and use accounting data. CO2: The students will be able to apply cost concepts and will aid in managerial decision making. CO3: The students will be able to prepare, analyse and interpret financial statements. CO4: It will assist the students in developing skills in problem solving and decision making in the financial area. CO5: The students will be able to utilize financial and accounting data for planning and control. CO6: The student will be able to use cost information in pricing decision. CO7: The student will be able to understand, analyze and interpret the basic concepts of financial statement and interpret financial ratios and their significance. CO8: The students will be able get an insight into the ethical practices and contemporary issues in managerial accounting.



Mapping between COs with Pos		PO1	PO2	PO3	PO4	PO5	PO6
	CO1		2		3	1	
	CO2		3		3	1	1
	CO3		3		3	2	1
	CO4		3		3	1	2
	CO5		3		3	1	1
	CO6		2		2	1	
	CO7		3		3	1	1
	CO8	3	2		2		
Pre-requisite	Basic knowledge of book keeping						

Course Contents:

Module	Module / Sub-Modules
I	Fundamentals of Accounting Basic accounting concepts, Types of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance Sheet, profit & loss account, Concepts, Importance.
II	Preparation of Financial Statement and Its Analysis Structure of Balance Sheet (including structure of a company Balance Sheet as per Company's Act 2013) (excluding Adjustment) (using Excel/Zoho) Preparation of Financial Statements with special reference to analysis of a Balance Sheet, Financial Statement Analysis (rationale and types), Fund Flow Statement,
III	Cost Management and Cost Estimation Cost and management accounting overview, elements of costing, and Estimation of Cost (Cost Sheet)
IV	Cost Accounting and Management Applications Marginal costing – CVP Analysis, Absorption Costing, Inventory Valuation,
V	Control and Decision Making Short Term Decision Making, Budgeting and Budgetary Control System, Zero Base Budgeting, Performance Budgeting.
VI	Contemporary issues in Accounting Inflation Accounting, Corporate Governance and Reporting, Corporate Social Responsibility and ESG Metric, AI in Accounting

Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	M. Y. Khan & P. K. Jain –	Management Accounting	TMH	Latest Edition
T2	J. Made Gowada	Accounting for Managers	HPH	Latest Edition

T3	M. N. Arora	Cost And Management Accounting	HPH	Latest edition.
----	-------------	--------------------------------	-----	-----------------

Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	M.E. Thukaram Rao	Management Accounting	New Age International (p) Limited	2003
R2	S.N. Maheshwari, S .K Maheshwari	A text Book of Accounting for Management	Vikas Publishing, New Delhi.	Latest Edition
R3	Paresh Shah	Management Accounting	Oxford University	2009
R4	Charles T. Horngren, Srikant M. Datar & Madhav V. Rajan	Cost Accounting – A Managerial Emphasis	Pearson	Fourteenth Edition
R5	Sanjay Dhamija	Financial Accounting for Managers	Pearson	Latest Edition
R6	S. K. Bhattacharya & John Dearden	Accounting for Management Text and Cases	Vikas Publishing House Pvt. Ltd.	Third Edition
R7	Jawahar Lal	Cost and Financial Analysis	HPH	First Edition 2007

Subject Code [1810010201030001]**CP-103 PRINCIPLES OF MANAGEMENT**

Course Code	CP-103						
Course Title	Principles of Management						
Credit	4						
Teaching per Week	4 Hrs						
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)						
Effective From	June 2026						
Purpose of Course	The purpose of the course is to make the learner understand the business organisation and various function which are important to manager.						
Course Objective	To familiarize the students with the general principles of management and its theories. The course covers the fundamental aspects of Indian management principles and its relevant significance in the current scenario.						
Course Outcomes	CO1: Understand the meaning and theory of management CO2: Understand various principles derived by well-known industrialist / academicians CO3: Get insight into the real business and administration CO4: Understand various features and nature of management CO5: Compare the principles taught in the classroom and the practice adopted by the industry						
Mapping between COs with POs		PO1	PO2	PO3	PO4	PO5	PO6
	CO1		2		3	1	
	CO2	1	2	1	3	1	1
	CO3	1	2	1	3	1	2
	CO4		2		3	1	1
	CO5	1	3	1	3	1	2
Pre-requisite	Basic knowhow of the markets and businesses						



Course Content:

Module	CONTENTS
1	Concept of management, Management & Professionals, Evolution of modern management thoughts, Approaches to Managerial Analysis.
2	Process of management, Concept of a System, Functions of chief executive, Coordination as essence of management, Need and importance of co-ordination, techniques of effective coordination.
3	Planning -steps, Long term & short term planning, Objective setting, management by objectives, decision making, rationality in decision making, effective decisions, creativity policy – sources and formulation, elements of planning – programming, policy, strategy, using of AI tools in planning.
4	Organizing – organizing theory – classical, neoclassical and modern theories, organization structure
5	Designing of basic structure, departmentation, span of management
6	Delegation of authority, centralization and decentralization of authority relationships, line and staff authority, conflict and cooperation committees in organizations, modern organizational designs, projects, matrix and free form structures
7	Directing and control: elements of directing, communication process, media, dimension marries in communication, effective communication, human aspects in control, management by exception, process of control, importance of control, essentials of effective controls system, reporting system for control, elementary discussion on modern control aids – human resources act, management audit, social audit.
8	Management in Indian family business, management philosophy from Ancient India, Indian models of management.

REFERENCES:

SR.NO	AUTHOR/S	TITLE OF THE BOOK	PUBLISHER
1	Prasad L.M.	Principles and practice of management	Sultan Chand
2	Stoner & freeman	management (5 th edition)	PHI, New Delhi
3	Heynes& Masse	management Analysis, Concepts and cases	PHI, New Delhi
4	Kontz H. & O'Donnell	Essentials of management	TMcH
5	Kontz H., O'Donnell &Leihrich	Management	Mc Graw Hill, Tokyo
6	P. Kanagasabapathi	Indian models of economy, business and management	PHI
7	V. Srinivasan	New age management philosophy from ancient Indian wisdom	Lotus

***discussion of Indian case studies on above topics.**

Subject Code [2610010201040003]

CP-104 Business Communication and AI

Course Code	CP104						
Course Title	Business Communication and AI						
Credit	4						
Teaching per Week	4 Hrs						
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)						
Effective From	June 2026						
Purpose of Course	The purpose of the course is to make students learn oral and written business communication and soft skills.						
Course Objective	The objective is to make the students acquainted with the basic concepts and techniques of oral and written communication that are useful in developing skills of communicating effectively in the corporate world. Further objective is to impart soft skills that are essential in business world.						
Course Outcomes	<p>CO1: After studying the subject students will learn, understand and will be able to apply oral and written business communication effectively.</p> <p>CO2: They will be able sharpen their verbal & non-verbal oral communication for meeting, telephonic communication skills and presentation skills.</p> <p>CO3: Written communications skills for letters, reports and emails will be enhanced.</p> <p>CO4: They will get insight for Resume writing, Group discussion and Personnel interview.</p> <p>CO5: Soft skills, which are essential in the corporate world such as stress and time management, negotiation and problem-solving skills, will be learnt.</p>						
Mapping between COs with PSOs		PO1	PO2	PO3	PO4	PO5	PO6
	CO1		2		1	3	
	CO2		2	1		3	2
	CO3		1		1	3	
	CO4	1	2		1	3	2
	CO5	2	3	1	2	2	3
Pre-requisite	Basic knowledge of English language						




Course Content	<p>Unit 1: Business Communication (An Introduction) - The process of communication and the roadblocks, Role of verbal and non-verbal symbols in communication, Barriers that make communication less effective and ways to bring them down, forms of communication</p> <p>Unit 2: Oral communication- listening-anatomy of poor listening, features of good listener. Spoken communication over phone – challenges and etiquette</p> <p>Unit 3: Oral presentations-how to plan presentations, how to deliver them, how to develop and display visual aids, how to handle questions from audience. Meetings – ways to make meetings work, what makes meetings wasteful</p> <p>Unit 4: Written Communication - letters, resumes, reports, and emails, with emphasis on tone, clarity, and professional expression, along with the use of AI tools and prompt engineering techniques for effective writing.</p> <p>Unit 5: Developing soft skills- Polishing Interview skills: group Discussion and Interview Skills; Decision making and Problem Solving; Time Management; Managing your own emotions through Vedas; Negotiation skills</p>																										
Reference Books	<table border="1"> <thead> <tr> <th data-bbox="432 981 821 1016">Book Title</th> <th data-bbox="821 981 1171 1016">Authors</th> <th data-bbox="1171 981 1503 1016">Publisher</th> </tr> </thead> <tbody> <tr> <td data-bbox="432 1016 821 1126"><i>Business Communication Strategies</i></td> <td data-bbox="821 1016 1171 1126">Mathukutty M. Monipally</td> <td data-bbox="1171 1016 1503 1126">Mc-Graw Hill Publishing Company Ltd.</td> </tr> <tr> <td data-bbox="432 1126 821 1193"><i>Business Communication</i></td> <td data-bbox="821 1126 1171 1193">Chaturvedi and Chaturvedi</td> <td data-bbox="1171 1126 1503 1193">Pearson India</td> </tr> <tr> <td data-bbox="432 1193 821 1238"><i>Business Communication</i></td> <td data-bbox="821 1193 1171 1238">R C Bhatia</td> <td data-bbox="1171 1193 1503 1238">Ane Books Pvt. Ltd.</td> </tr> <tr> <td data-bbox="432 1238 821 1348">Business Communication Essentials</td> <td data-bbox="821 1238 1171 1348">Bovee and Thill</td> <td data-bbox="1171 1238 1503 1348">Pearson Education Asia</td> </tr> <tr> <td data-bbox="432 1348 821 1415">Essence of Business Communication</td> <td data-bbox="821 1348 1171 1415">Murphy</td> <td data-bbox="1171 1348 1503 1415">Tata McGraw-Hill</td> </tr> <tr> <td data-bbox="432 1415 821 1547">Critical Reasoning, Academic Writing and Presentation Skills</td> <td data-bbox="821 1415 1171 1547">Anderson</td> <td data-bbox="1171 1415 1503 1547">Pearson Education</td> </tr> <tr> <td data-bbox="432 1547 821 1671">Emotional Intelligence: Vedic and Modern Perspectives</td> <td data-bbox="821 1547 1171 1671">Hemanth Goparaj & Radha Sharma</td> <td data-bbox="1171 1547 1503 1671">Excel Books</td> </tr> </tbody> </table>			Book Title	Authors	Publisher	<i>Business Communication Strategies</i>	Mathukutty M. Monipally	Mc-Graw Hill Publishing Company Ltd.	<i>Business Communication</i>	Chaturvedi and Chaturvedi	Pearson India	<i>Business Communication</i>	R C Bhatia	Ane Books Pvt. Ltd.	Business Communication Essentials	Bovee and Thill	Pearson Education Asia	Essence of Business Communication	Murphy	Tata McGraw-Hill	Critical Reasoning, Academic Writing and Presentation Skills	Anderson	Pearson Education	Emotional Intelligence: Vedic and Modern Perspectives	Hemanth Goparaj & Radha Sharma	Excel Books
Book Title	Authors	Publisher																									
<i>Business Communication Strategies</i>	Mathukutty M. Monipally	Mc-Graw Hill Publishing Company Ltd.																									
<i>Business Communication</i>	Chaturvedi and Chaturvedi	Pearson India																									
<i>Business Communication</i>	R C Bhatia	Ane Books Pvt. Ltd.																									
Business Communication Essentials	Bovee and Thill	Pearson Education Asia																									
Essence of Business Communication	Murphy	Tata McGraw-Hill																									
Critical Reasoning, Academic Writing and Presentation Skills	Anderson	Pearson Education																									
Emotional Intelligence: Vedic and Modern Perspectives	Hemanth Goparaj & Radha Sharma	Excel Books																									
Teaching Methodology	Lectures, Presentations, Case discussion, Management games & Activities, Role plays																										
Evaluation Method	30% Internal assessment based on class attendance, participation, assignment, internal examination & presentations 70% External based on semester end University examination																										



Subject Code[2610010201050003]**CP-105 Business Information System and Analytics**

Course Code	CP-105
Course Title	Business Information System and Analytics
Credit	4
Teaching per Week	4 Hrs
Minimum weeks per Semester	15 (Including Classwork, examination, preparation, holidays etc.)
Effective From	June 2026
Purpose of Course	The purpose of the course is to understand the importance of Information Technology and information systems (IS) functions in an organization and to study the use of Information Technology in various Business Applications. The course will help learners to become aware about the recent developments in Information Technology. The course is designed to help students develop an insight in to how information systems influence business strategy.
Course Objective	To understand the importance of Information technology and Information Systems for businesses and to be able to meaningfully integrate new technology and systems into an organisation
Course Outcomes	<p>CO1: The learners will understand the role and importance of Information Technology in the current business environment.</p> <p>CO2: The learners will be able to analyze the impact of Information Technology on individuals, society, businesses, and organizations.</p> <p>CO3: The learners will develop the ability to use Information Technology tools for effective decision-making in a dynamic business environment.</p> <p>CO4: The learners will gain practical understanding of IT infrastructure including computer networks (LAN, MAN, WAN, Internet, Intranet, Extranet) and their business applications.</p> <p>CO5: The learners will be able to understand and apply concepts of E-commerce, M-commerce, Data Warehousing, Data Mining, and Enterprise Resource Planning (ERP).</p> <p>CO6: The learners will be able to apply basic business analytics concepts using IT tools for data-driven decision-making and problem-solving.</p> <p>CO7: The learners will be able to evaluate ethical and legal issues related to Information Technology, including cybercrime, data privacy, and e-governance.</p>



Mapping between COs with POs	PO1	PO2	PO3	PO4	PO5	PO6	
	CO1		1	1	3		
	CO2	2	3	2	2		
	CO3		3	1	2	1	1
	CO4		2	1	3		
	CO5	1	3	2	3		1
	CO6		3	1	2		1
	CO7	3	2	1	1		
	Pre-requisite	Basics of technology, information systems					

Course Content	<p>Unit 1 Role and Importance of Information Technology in current Business Environment. Introductory Concepts: Hardware & Software, Numbering Systems, Input-Output Devices, Operating Systems, Use of Information Technology in Businesses, Impact of Information Technology on Individual, Society, Business & Environment, Programming Concepts and Languages</p> <p>Unit 2 Computer Network, Advantages of Network, Components of a Computer Network, Types and topologies of networks, LAN, MAN, WAN, Extranet, Intranet, Internet, Network Security</p> <p>Unit 3 Introduction to Computer Based Information System, Types and Characteristics of MIS, TPS, DSS, EIS, OAS, Expert System, Approaches for Designing Information Systems</p> <p>Unit 4 E-Commerce, M-Commerce, Data warehousing, Data Mining, Enterprise Resources Planning (ERP) MS-Excel for Business Decisions Indian IT Act, Cyber Crime, E-Governance, Ethical and Social Issues of IT, Recent Development in IT</p> <p>Unit 5 Foundations of Data Analytics, Data-Driven Decision Making in Business , Strategic Applications & Business Value, Ethical Issues, Challenges.</p>		
Reference Books	Author	Title of the Book	Publisher
	Efraim Turban, Dorothy Leidner, Ephraim McLean, James Wetherbe	Information Technology for Management: Transforming Organizations in the Digital Economy	Wiley Publication, New Delhi
	Gert De Laet	Network Security Fundamentals	Pearson Education
	John Barlow	Excel Models for Business & Operations Management	Wiley India, New Delhi
	Laudon, Kenneth C. and	Management Information	Pearson Education

	Laudon, Jane P	Systems: Managing the Digital Firm	
	Murthy CVS	e-Commerce	Himalaya Publishing House
	O'Brien James	Management Information Systems – Managing Information Technology in the Business Enterprise	Tata McGraw Hill, New Delhi
	Prabhu C.S. R	E-Governance: Concept & Case Studies	PHI Learning Pvt. Limited, New Delhi
	Sharma Pankaj	Information Security and Cyber Laws	S. K. Kataria & Sons
	Sharma Vakul	Information Technology – Law and Practice	Universal Law Publishing
	U. Dinesh Kumar	Business Analytics: The Science of Data-Driven Decision Making	Wiley India
	K. Soundararajan & Kadhivel Ramasamy	Business Analytics	Thakur Publication
	Arpana D., Madhu S., Swapna H. R.	Business Analytics (Analytics in Commerce and Business)	Himalaya Publishing House
	Wayne L. Winston	Microsoft Excel Data Analysis and Business Modeling	Microsoft Press
Teaching Methodology	Lectures, Case Discussions, Audio-visual Material, Assignments and Presentations, Movies		
Evaluation Method	30% Internal assessment based on class attendance, participation, class test, quizzes, assignments, seminars, internal examination, etc. 70% External marks based on semester end University examination		

