

Detailed Curriculum for Postgraduate Degree Masters of Business Administration (w.e.f. AY: 2025-26)

Part VI: Detailed Curriculum

Course Name:	Managerial Economics		
Course Code:	MBA101	Category:	Management Science Course
Semester:	First	Credit:	4
L-T-P:	4-0-0	Pre-Requisites:	The basic concept of Managerial Economics
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

Course Objectives:

1	Identify the basics of Managerial economics.
2	Analyze the core concepts of Economics that are necessary for managers.
3	Classify different economic goals of managers.
4	Classify alternative market structures for corresponding managerial decision-making.
5.	Estimate the prices under different economic situations.

Course Contents:

Module No.	Description of Topic	Contact Hrs.
1.	Introduction to Managerial Economics: A. Basic problems of an economic system B. Goals of managerial decision making Resource allocation using PPC	2
2.	Demand Analysis: A. Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity (at a point and over an interval), Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods, Income Elasticity and	6

	Share in Total Expenditure; Cross-Price Elasticity, Substitutes and Complements B. Indifference curves, budget line, and consumer equilibrium C. Introduction to methods of demand estimation (concepts only)	
3.	Production and Cost Analysis: A. Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP. B. Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP, and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope. C. Production with Two Variable Inputs, Isoquants – Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Iso-Cost Curves.	8
4.	Managerial Decision-Making under Alternative Market Structures: A. Characteristics of Perfect Competition, Profit Maximization in Competitive Markets, Break-Even Point, Long Run Supply for the Perfectly Competitive Industry B. Price and output decision under different market structures – Monopoly, Monopolistic Competition, Oligopoly – cartel, price leadership.	6
5.	Pricing Decisions: A. Price Discrimination under Monopoly, Transfer Pricing. B. Market Failure, Price Ceiling, and Price Floor	2
6.	Circular Flow of Income and Theory of Income Determination: A. National Income Accounting –terms and concepts, three methods of measuring GDP/GNP. B. Simple Keynesian model: Aggregate demand – Aggregate supply method, Savings investment method C. Concepts of multiplier: Autonomous expenditure multiplier, introducing the Government, Government expenditure multiplier, Tax Rate Multiplier, Balanced Budget Multiplier, D. Open economy - Export and import multipliers. E. Paradox of Thrift, Crowding out effect, Business cycle – phases and stabilization	6
7.	Introduction of Money and Asset Market: IS-LM model, Fiscal policy, and monetary policy using IS-LM	4
8.	Inflation and Unemployment: Concepts of inflation – demand pull and cost push, Stabilization policies	4

	Introduction to Philips curve as a relation between inflation and unemployment.	
9.	Macro-Economic Environment: Economic Transition in India - A Quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment (FDIs).	2
Total		40L

Course Outcomes:

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

1	Understand the roles of managers in firms.
2	Understand the internal and external decisions to be made by managers.
3	Analyze the demand and supply conditions and assess the position of a company.
4	Design competition strategies, including costing, pricing, product differentiation, and market environment according to the nature of products and the structures of the markets.
5.	Analyze real-world business problems with a systematic theoretical framework. Make optimal business decisions by integrating the concepts of economics, mathematics, and statistics.

Learning Resources:

1	Damodaran, Suma – Managerial Economics – Oxford University Press
2	Lipsey & Chrystal – Economics – Oxford University Press
3	Peterson & Lewis – Managerial Economics – Pearson Education.
4	Pindyck and Rubinfeld - Micro Economics – Pearson Education
5	H.L. Ahuza- Managerial Economics, S. Chand
6	D.N. Dwivedi- Managerial Economics, Prentice Hall.

Corresponding NPTEL/SWAYAM Courses:

Sl. No.	Course Name	Instructor Name	Host Institute
1	Introduction to Managerial Economics	Dr. Trupti Mishra	IIT, Bombay
	Course Link: youtube.com/watch?v=vLPpF0hunwc&embeds_referring_euri=https%3A%2F%2Fnptel.ac.in%2F&embeds_referring_origin=https%3A%2F%2Fnptel.ac.in&source_ve_path=MjM4NTE		

Course Name:	Financial Reporting, Statement and Analysis		
Course Code:	MBA102	Category:	Management Science Course
Semester:	First	Credit:	4
L-T-P:	4-0-0	Pre-Requisites:	To be comfortable with numbers and "New" formats of the Companies Act 2013
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

Course Objectives:	
1	Summarize different accounting procedures and standards
2	Explain the concepts of financial accounting and accounting standards.
3	Develop students' skills to record financial transactions in different forms, such as books of accounts.
4	Classify management accounting concepts with cost accounting concepts
5.	Make use of the interpretation of financial statements for managerial decisions

Course Contents:		
Module No.	Description of Topic	Contact Hrs.
1.	Basic Financial Accounting Concept and Introduction to Accounting Standard: Meaning and Scope of Accounting -Definition of accounting- classification of accounting- Accounting Concepts and Conventions – Accounting Equation- Introduction to Accounting Standard: Introduction to Indian GAAP and Ind AS Introduction to IFRS and IAS- Comparative Analysis of Indian GAAP and Ind-AS.	4
2.	Preparation Of Books of Accounts: Event-Transaction- Accounting Cycle – Golden Rule- Journal-Ledger- Trial Balance-Final Account	10
3.	Preparation Of Financial Statement: Trading Account-Profit & Loss Account – Balance Sheet (As per Schedule VI, new Companies Act 2013) with Adjustment Entries - Preparation and Interpretation of Annual Report -Corporate Social Responsibility – Human Resource, Accounting-Value Added Statement	10
4.	Financial Statement Analysis:	8

	Comparative Statement- Common Size Statement- Trend Analysis- Ratio Analysis, Fund Flow Statement - Cash Flow Statement.	
5.	Basic Cost Accounting Concept: A. Introduction to Cost Accounting-Definition, Objectives, and Scope, Differences Between Financial Accounting and Cost Accounting Importance and Limitations of Cost Accounting. B. Elements of Cost C. Cost Classification and Cost Sheet Preparation and Interpretation.	4
6.	The time value of money with Interest Formulas: Introduction to Time Value of Money-Simple and Compound Interest-Future Value (FV)-Present Value (PV)-Interest Rates and Effective Annual Rate (EAR)-Loan Amortization-Perpetuities.	4
Total		40L

Course Outcomes:

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

1	Make a framework for analyzing a business and apply their knowledge systematically to value a business and the notes to the financial statements. They will have a detailed understanding of assets and liabilities reported on the balance sheet.
2	Be proficient at calculating and interpreting financial ratios and will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time and also have an idea of how to use these ratios to help forecast the future.
3	Able to initiate a framework for forecasting future earnings and predicting the stock market's response to quarterly earnings announcements and able to read and critically evaluate financial analyst reports on publicly listed companies.
4.	Understand major interest valuation models.

Learning Resources:

1	M. Hanif & A. Mukherjee: Financial Accounting. McGraw Hill
2	S. K. Paul: Financial Accounting, New Central Book Agency
3	S. P. Jain & K. L. Narang: Cost and Management Accounting. Kalyani Publication
4	P. M. Rao: Financial Statement Analysis and Reporting. PHI
5	T. P. Ghosh, N. Ankarnath, K. J. Mehta & Y. A. Alkafazi: Understanding IFRS Fundamentals, Wiley

Corresponding NPTEL/SWAYAM Courses:

Sl. No.	Course Name	Instructor Name	Host Institute
1	Financial Accounting	Prof. Varadraj Bapat	IIT, Bombay
	Course Link: https://nptel.ac.in/courses/110101131		
2	Decision making using financial accounting	Prof G. Arun Kumar	IIT, Madras
	Course Link: https://nptel.ac.in/courses/110106135		

Course Name:	Management Theory and OB		
Course Code:	MBA103	Category:	Management Science Course
Semester:	First	Credit:	4
L-T-P:	4-0-0	Pre-Requisites:	To understand the organization as a means of human livelihood.
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

Course Objectives:

1	To help students develop cognizance of the importance of human behavior and how to align it with basic organizational theories.
2	To enable students to describe how people behave under different conditions and Understand the underlying reasons for their behaviour.
3	To provide the students with the ability to analyze specific strategic human resources demands for future action.
4	To enable students to synthesize related information, and evaluate options for the most logical and optimal solution and thereby predict and control human behaviour to improve results.

Course Contents:

Module No.	Description of Topic	Contact Hrs.
1.	Introduction to Management: Introduction, Definition and Characteristics of Management, Evolution of Management thoughts, Functions of Management, Classical theories: Scientific Management, Administrative Principles, Theory of	6

	Bureaucracy, Human Relations Approach, Modern theories: Systems, Contingency and Quantitative Approaches.	
2.	Functions of Management: Planning- Objectives, Premises. Types and Process, Strategic Planning. Organization design & Structure: Structure and Departmentation, Forms: Line, Functional, Line & Staff, Project, Matrix. Controlling and Coordinating- Management of Control Techniques and Coordination. Management By Objectives (MBO) -Meaning, Process and Implementation.	4
3.	Introduction to Organizational Behaviour (OB): Meaning, Importance, Challenges and Opportunities, contributing disciplines and Applications in Industry.	3
4.	Personality and Individual differences: Meaning of Personality, determinants of Personality, Theories of Personality- Freudian Stages of Personality Development, Big 5 theory, Measurement of Personality - Myers-Brigg's Type Indicator. Johari window.	4
5.	Perception: Process and Principles, Nature and Importance, Factors Influencing Perception, Perceptual Selectivity and Errors of Perception, Attribution theory	3
6.	Attitudes and Job Satisfaction Sources, Types, Attitudes and Consistency, Cognitive Dissonance Theory. Organisation commitment, Organisation Citizenship Behaviour	2L
7.	Work Motivation: Theories of Motivation –Maslow's Hierarchy of Need Theory, Alderfer's ERG Theory, Herzberg's Motivation-Hygiene Theory, McClelland's Achievement Theory, McGregor's Theory X & Y, Vrooms Expectancy Theory, Porter Lawler Expectancy Model.	6
8.	Group Dynamics and Team Development: Group Behavior - Characteristics of Group, Types of Groups and team, Stages of Development, Group role, norms, status and Group Decision Making.	2
9.	Leadership: Leadership Theories, Leadership Styles, Leadership Grid, Examples of Effective Organizational Leadership in India.	4
10.	Conflict Management: Sources, Types, Process and Conflict Resolution.	2

11.	Organizational Change: Meaning, Nature and Types; Forces Driving Change. Resistance to Change and Overcoming Resistance, Managing Organizational Change; Kurt Lewin's Three Step Model.	4
Total		40L

Course Outcomes:	
After completion of the course, students will be able to:	
1	Demonstrate the applicability of the organizational behavior concepts to understand the behavior of people with an organization.
2	Demonstrate the applicability and analyzing the complexities associated with managing individual behaviour in the organizations.
3	Analyze the complexities associated with managing group behavior in the organizations.
4	Demonstrate how organizational behavior concepts can be integrated to understand the motivation (why) behind behaviour of people in the organization.

Learning Resources:	
1	Robbins, S.P. Judge, T.A. & Sanghi, S.: Organizational Behaviour, Pearson
2	Luthans, Fred: Organizational Behaviour, McGraw Hill
3	Aswathappa, K : Organizational Behaviour ,Himalaya Publishing House
4	Shukla, Madhukar : Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall
5	Newstrom J.W. & Devis K.: Organizational Behavior, McGraw Hill

Corresponding NPTEL/SWAYAM Courses:			
Sl. No.	Course Name	Instructor Name	Host Institute
1	Understanding Organizational Behaviour	Dr. Susmita Mukhopadhyay	IIT Kharagpur
	Course Link: https://nptel.ac.in/courses/110105033		
2	Organizational Behaviour - II	Prof. Susmita Mukhopadhyay, Prof. Sangeeta Sahney, Prof. S. Srinivasan	IIT Kharagpur
	Course Link: https://nptel.ac.in/courses/110105154		

Course Name:	Business Environment, Ethics and Law		
Course Code:	MBA104	Category:	Management Science Course
Semester:	First	Credit:	4
L-T-P:	4-0-0	Pre-Requisites:	High school civics and ethics
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

Course Objectives:	
1	To know the legal system and the legal environment of business
2	To know about different types of business environment and social issues
3	To evaluate and analyze about sales contract and company law
4	To investigate about commercial paper and negotiable instruments
5	To evaluate about trademarks, cyber law and intellectual property regimen

Course Contents:		
Module No.	Description of Topic	Contact Hrs.
1.	Business Environment : Forms of Business Environment, Scales of Business, Emerging Trends in Business, Business Functions, Micro Enterprise, Small Scale Enterprise, Large Scale Enterprise, Public Enterprise	2
2.	Social Issues: Cause , Effect and Control Measures of Pollution, Industrial and Urban Wastes, Managing Natural Disasters and Manmade Disasters, Contemporary Social Issues Affecting Business Environment	2
3.	Business Ethics : Introduction to Business Ethics, Definition , Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors Influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance and HR, Ethical Decision Making	3
4.	Introduction to Business Law: Introduction, Meaning and Nature of Law. Legal Aspects of Business - Society, State and Law, Enforceability of Law, Mercantile Law	3
5.	Indian Contract Act, 1872: Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free	4

	consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency, Power of Attorney	
6.	Sale of Goods Act, 1930: Introduction, contract of sale, agreement to sell, documents of title, conditions and warranties, doctrine of caveat emptor: transfer of property: significance of transfer of ownership, rules; performance: delivery of goods by seller, acceptance of delivery by buyer; remedies for breach: Rights of Unpaid-sellers.	4
7.	Negotiable Instruments Act, 1881: Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques, Endorsement, Dishonour, Insurance Laws	4
8.	Companies Act, 2013: Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies (Including Amendments)	6
9.	Consumer Protection Act, 1986: Purpose of the Act, Definitions, Consumer Protection Council, procedure for meeting of central council, objects of central council, State consumer protection council – composition and procedure of meeting, District forum composition, Manner in which complain shall be made, Procedure on receipt of complaint, penalties	4
10.	Intellectual Property Rights: Laws relating to Patents (Patent Act, 1970), Trademarks(Trademark Act, 1999), Copyright (Copyright Act, 1957), Geographical Indications(Registration & Protection) Act, 1999. Intellectual Property Regime (WTO Guidelines), Rights from Patents, Infringement of Copy Right, Cyber Law	4
11	Cyber Laws Need for Cyber Rules & Regulations; Scope and Significance of Cyber laws: Information Technology Act 2000; Amendments in IT Act, Network and Network Security, Access and Unauthorized Access, Data Security, Legal framework of Data Privacy, Need for Data Privacy Laws, E Contracts and E Forms. Penal Provisions for Phishing, Spam, Virus, Worms, Malware, Hacking, Trespass and Stalking,	4
Total		40L

Course Outcomes:

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

1	Arrange the basics elements of contracts and classifications of contract
2	Gather knowledge on evolvement of business enterprises, ethics and social issue
3	Enhance knowledge on bailment and pledge & cyber law
4	Proper knowledge on copyrights and trademarks & Intellectual property regime
5	Gain wisdom on various business protection laws

Learning Resources:

1	Kuchhal MC – Business Law (Vikas), 2nd ed
2	Sen & Mitra: Commercial law; World Press 2. Pathak: Legal Aspect of Business, TMH
3	Pillai & Bagavathi: Business law, S. Chand
4	N.D.Kapoor, Elements of mercantile law – Sultan chand and company, New Delhi
5	Tlsian- Business Law (Tata McGraw-Hill, 2nd edition)
6	Das & Ghosh: Business Regulatory Framework: Ocean Publication, Delhi
7	Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.
8	Terry Halbert & Elaine Ingulli , “Law and Ethics in the Business Environment”, 9 th Ed 2017
9	Christine Ladwig & George Siedel, “ Strategy Law and Ethics for Business Decisions”,2020

Corresponding NPTEL/SWAYAM Courses:

Sl. No.	Course Name	Instructor Name	Host Institute
1	Business Law for Managers	Prof. S. Srinivasan Prof. Kaushik Mukherjee	IIT Kharagpur
Course Link: https://nptel.ac.in/courses/110105159			

Course Name:	Business Statistics and Quantitative Techniques		
Course Code:	MBA105	Category:	Basic Science Course
Semester:	First	Credit:	4
L-T-P:	4-0-0	Pre-Requisites:	High school mathematics
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

Course Objectives:

1	To impart knowledge of basic statistical tools & techniques
2	To focus on more practical than theoretical.
3	To Learn application in Business decision process and Management.
4	To do statistical analysis informs the judgment of the ultimate decision-maker
5	Conceptual underpinnings of statistical analysis will be required

Course Contents:

Module No.	Description of Topic	Contact Hrs.
1.	Measures of Central Tendency- (a) Mean, Median, Mode, (b) Measures of Dispersion in Frequency Distribution- Variance, Standard deviation	5
2.	Theory of Probability: (a) Total probability theorem (Addition Rule) (b) Conditional probability, Multiplication & Bayes' Theorem (c) Introduction to Random Variables- Discrete and continuous RVs, p.m.f. and p.d.f., c.d.f., Expectation and Variance (d) Bernoulli's Trial, Binomial, Poisson and Normal Distribution	10
3.	Bivariate Data Analysis: (a) Covariance, Karl Pearson's Correlation Coefficient, Rank Correlation, Regression (linear) (b) Least Square Curve Fitting- Linear and Non-linear	7
4.	Test of Hypothesis: Introduction to Statistic, Estimation of Parameters- Unbiased and Consistent Estimator (a) Hypothesis Testing – Statistical Hypothesis, Null Hypothesis and (b) Alternative Hypothesis; Type-I and Type-II Error, Level of Significance, Acceptance and Critical Region; Test for Single Mean & Two Means (c) Test of Goodness of Fit- Chi-Square test, F test – ANOVA	10
5.	Index Numbers: (a) Index Numbers- Unweight and Weighted-Test of Consistency	4
6.	Vital Statistics: Data collection for Vital statistics: (a) Birth rate, (b) Death rate, (c) Fatal rate.	4
Total		40L

Course Outcomes:

After completion of the course, students will be able to:	
1	Apply measures of central tendency and dispersion to summarize and interpret business data.
2	Analyze uncertainty using probability concepts and standard probability distributions.
3	Examine relationships among variables using correlation, regression, and curve fitting techniques.
4	Test business hypotheses using statistical inference, ANOVA, and goodness-of-fit tests
5	Construct and interpret index numbers and vital statistics for managerial decision-making.
6	Draw data-driven conclusions to support effective business and management decisions.

Learning Resources:	
1	R.S.N. Pillai, V. Bagavathi, "Statistics", S.Chand Limited, 7th Ed, 2008
2	N.D. Vohra, "Business Statistics", Tata McGraw-Hill Education, 2nd Ed, 2013
3	G. V. Shenoy, Uma K. Srivastava, S. C. Sharma, "Business Statistics", New Age International, 2nd Ed, 2005
4	Beri, "Business Statistics" Tata McGraw Hill, 2nd Ed, 2009
5	N.G.Das, Tata McGraw Hill, "Statistical Methods"
6	R.I. Levin & D.S. Rubin: Pearson Education, "Statistics for Management"

Corresponding NPTEL/SWAYAM Courses:			
Sl. No.	Course Name	Instructor Name	Host Institute
1	Business Statistics	Prof. Mukesh Kumar Barua	IIT Roorkee
	Course Link: https://nptel.ac.in/courses/110107114		

Course Name:	Corporate Communication		
Course Code:	MBA106	Category:	Humanities Course
Semester:	First	Credit:	2
L-T-P:	2-0-0	Pre-Requisites:	1. Students must have basic command of English to talk about day-to-

			day events and experiences of life. 2. Comprehend Lectures delivered in English. 3. Read and understand relevant materials written in English.
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

Course Objectives:	
1	To develop documented communication Skills so that it can be used suitably in Organizational life
2	Groom them as effective management professionals

Course Contents:		
Module No.	Description of Topic	Contact Hrs.
1.	Basic Principles of Effective Communication: Introduction, Definition, Purposes, Types of communication, Understanding Communication, the Communication Process, Models and Barriers to Communication. The Nature of Business Communication: Introduction, Types of Business Communication, Communication Network in Organizations Types and Channels of Communication: Introduction, Types of Communication, Classification of Communication Channels.	2
2.	The Importance of Communication in the Workplace: Overview and objectives, Intrapersonal communication, Interpersonal Communication, Characteristics of successful communication, Importance of communication in management – communication structure in organization – communication in crisis.	1
3.	Oral communication: What is oral Communication – principles of successful oral communication – barriers to communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication., conducting seminars and conferences- Procedure of Regulating speech – evaluating oral presentation – Drafting speech	1

4.	Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing, Purpose of writing – clarity in writing, Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading. Principles of effective writing – approaching the writing process systematically – The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features– coherence – electronic writing process.	2
5.	Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings, Conducting Meetings, Procedure - preparing Agenda, Minutes and resolutions	2
6.	Internal Business Communication: Electronic Media and Stakeholder Communication: Introduction, what is an Intranet? Communicating through Email, Communication with Stakeholders, Circulars and Notices, Memos, Agenda and Minutes.	2
7.	External Business Communication: Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters, Writing routine and persuasive letters, Styles, Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, collection letters, Reference, Good News & Bad News, positive and negative messages. Using Facsimiles (Fax), E-mail. External Communication - Employment Communication – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment	4
8.	Internal and External Business –Communication: Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation - what is a report purpose, kinds and objectives of reports. Report Writing: Report Planning, Types of Reports, developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing. Structure of reports - long & short reports - formal & informal reports - writing research reports, technical reports, project reports - norms for including exhibits & appendices, Acknowledgement	4
9.	Other Forms of External Business Communication: Introduction, Communication with Media through News Releases, Communication about the Organization through Advertising Handling Business Information – Annual Report, House Magazine, Press Release, Press Report	2
Total		20L

Course Outcomes:

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

1	To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.
2	Distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
3	Stimulate their critical thinking by designing and developing clean and lucid writing skills.

Learning Resources:

1	Monipally: Business Communication, Tata McGraw Hill
2	Business Communication Essentials (6th Edition) by Courtland L. Bovee & John V. Thill, Pearson
3	Business English: A Complete Guide for All Business and Professional Communications by Pr Bhalla; UBS Publishers
4	The Effective Presentation: Talk your way to success by Asha Kaul; SAGE
5	Madhukar: Business Communications; Vikas Publishing House
6	Senguin J: Business Communication; Allied Publishers
7	Assignment & Thesis Writing by Jonathan Anderson & Millicent Poole.

Corresponding NPTEL/SWAYAM Courses:

Sl. No.	Course Name	Instructor Name	Host Institute
1	International Business Communication	Prof. A. Malik	IIT Kharagpur
	Course Link: https://nptel.ac.in/courses/110105052		

Course Name:	Advance Excel, R and SPSS/JAMOV Lab		
Course Code:	MBA191	Category:	Management Science Course
Semester:	First	Credit:	2
L-T-P:	0-0-4	Pre-Requisites:	Computer Basics
Full Marks:	100		
Examination Scheme:	Semester Examination: 65	Continuous Assessment: 35	Attendance: 05

Course Objectives:	
1	Provide learners with comprehensive knowledge of MS Office Applications.
2	Provide inputs of Business Research through Advanced Excel and R
3	Introduce the core concepts and applications of SPSS/JAMOV Software.

Course Contents:		
Module No.	Description of Topic	Contact Hrs.
1.	MS Power Point: Opening, viewing, creating, and printing slides, Applying auto layouts, Adding custom animation, Using slide transitions, and graphically representing data: Charts and graphs, Creating a Professional Slide for Presentation.	4
2.	MS Excel: Spreadsheet basics: Creating, editing, saving, and printing spreadsheets; Working with functions and formulas; Modifying worksheets with color and auto formats; graphically representing data: Charts and graphs; Solving linear constraints problems graphically in Excel and using Excel solver. Speeding data entry: Using Data Forms Analyzing data: Data Menu, Subtotal, Filtering Data Formatting worksheets Securing & Protecting spreadsheets.	4
3.	Advanced Excel Formulas & Macros Formulas: Use the Function Wizard, Common functions (AVERAGE, MIN, MAX, COUNT, COUNT, ROUND, INT) Nested functions, Name cells /ranges /constants Relative, Absolute, Mixed cell references : >,<,<= operators Logical functions using IF, AND, OR, NOT The LOOKUP function, Date and time functions, Annotating formulas DATA Analysis : Sub Total Reports, Auto Filter Password Protecting Worksheets Linking Multiple Sheets Sheet Referencing	12

	Linking Between Word/Excel/Ppt Functions: LOOKUP, VLOOKUP, HLOOKUP, COUNTIF, SUMIF What-if-analysis GOAL SEEK NESTED IF Reporting Character Functions Date Functions Age Calculations Consolidation of Data Data Validation Develop the Worksheet - Plan a worksheet, Row, and Column labels - Split worksheet /box /bar, Copy data and formulas - Display /move toolbars, Enhance worksheet Appearance Special Operations - Use multiple windows: Copy/ paste between Worksheets - Link worksheets, Consolidate worksheets - Import and link from other Applications - Use AutoFormat: Create, use, and modify styles and templates - Print features: Create /edit an outline - Graphic Operations: - Create charts, Enhance charts, Draw toolbar features	
4.	SPSS/JAMOV: 1. Getting to Know SPSS/JAMOV: Starting SPSS/JAMOV, Working with data files, SPSS windows, Menus, and Dialogue boxes. Preparing the Data file: Creating the data file and entering data, Defining the variables, Entering data, modifying the data file, and importing files. Screening and cleaning data, Manipulation of data. 2. Preliminary Analysis Descriptive statistics: Categorical variables, continuous variables, checking normality, outliers checking. Choosing the right statistics: Overview of different statistical techniques, Decision-making process. 3. Statistical techniques: Explore relationship among variables Correlation: Pearson product-moment correlation, Spearman rank correlation, Partial correlation, Simple linear regression, Multiple Linear Regression: Assumptions, overall significance, multi-collinearity, Variable selection methods. 4. Statistical techniques: Specified Mean, Specified proportion, Compare means, One sample and two Independent sample t-test, Paired sample t-test, variance test, One-way Analysis of variance, Two-way ANOVA, Multivariate ANOVA, Analysis of Covariance, Repeated measures. 5. Non-Parametric statistics Independent Chi-square Test, Mann-Whitney test, Wilcoxon signed rank test, Kruskal- Wallis test. 6 Advanced Models: Multivariate statistical techniques. Logistic Regression, Factor Analysis, Cluster Analysis. 7 Mediation Analysis 8 Moderation Analysis	12

5.	R: Introduction to basics of R- Introduction to data frames in R- Introduction to RStudio- Introduction to R script- Working Directories in RStudio- Calculations with R Software- Introduction to Descriptive Statistics- frequency distribution- Graphics and Plots- Central Tendency of Data- Variation in Data- Moments, Association of Variables- Indexing and Slicing Data Frames- Creating Matrices using Data Frames- Operations on Matrices and Data Frames- Merging and Importing Data- Data Manipulation-Functions in R.	8
Total		40P

Course Outcomes:

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

1	Understand the basic concepts of business research methods.
2	Understand the methodology of developing worksheets as a managerial tool.
3	Understand applications of SPSS/JAMOV for work activity.

Learning Resources:

1	A Handbook of Statistical Analysis using SPSS by Sabine Landau and Brian S.Everitt
2	Excel-Quickstart Guide from Beginner to Expert by William Fischer
3	MS Office Paperback by S.S. Shrivastava

Corresponding NPTEL/SWAYAM Courses:

Sl. No.	Course Name	Instructor Name	Host Institute
1	Decision making with spreadsheet	Prof. Ramesh Anbanandam	IIT Roorkee
Course Link: https://onlinecourses.nptel.ac.in/noc22_mg35/preview			