



॥ तमसो मा ज्योतिर्गमय ॥

VISION

To provide equal opportunities for value based global education for creating an Enlightened Society

MISSION

To establish and facilitate educational institutions in the region for providing affordable value based global education to all who aspire to study and to create opportunities to educators, social workers and philanthropists to serve society



**SARVAJANIK
UNIVERSITY**

INCLUSIVE | INTEGRATED | INNOVATIVE

creating an enlightened society...

UNIVERSITY OFFICE

Dr. R. K. Desai Marg, Athwalines,
Surat-395001, Gujarat, India.

Website: www.sarvajanikuniversity.ac.in

Email: admin@sarvajanikuniversity.ac.in

Email: info@sarvajanikuniversity.ac.in

Mo.: +919979102021 / +9197129 30321

Contact No. +912612660266



CURRICULUM FOR

**"MASTER OF
BUSINESS
ADMINISTRATION
(M.B.A.)"**

(Semester I & II)

**w.e.f. Academic
Year 2026-2027**

(v2)

Constituent Institute:

**S. R. LUTHRA INSTITUTE OF
MANAGEMENT
(SRLIM)**



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SARVAJANIK UNIVERSITY

Dr. R.K. Desai Marg, Athwalines, Surat – 395001, Gujarat, India

Contact: 0261-2660266/9979102021/9712930321

Email: admin@sarvajanikuniversity.ac.in

info@sarvajanikuniversity.ac.in

Course Curriculum Master of Business Administration

The Course Curriculum for Master of Business Administration (v2) proposed and drafted by **Academic and Curriculum Committee of Management (MBA)** under the Faculty of Management in the meeting held on 05-04-2026 and recommended to 'BOARD OF STUDIES' for approval.

Prof. Ravi Vaidya
Chairman, Academic
& Curriculum Committee
Management (MBA)

Place of the meeting
S. R. Luthra Institute of
Management


Sign

The proposed Course Curriculum was approved by **Board of Studies; Management** under the Faculty of Management in the meeting held on 11-09-2026 and was recommended to the 'FACULTY' for approval.

Dr. Jayesh Desai
Chairman,
Board of Studies -
Management

Place of the meeting
Sarvajani University Office


Sign

The Course Curriculum was approved by the **Faculty of Management** in the meeting held on 11-09-2026 and was recommended to 'ACADEMIC COUNCIL' for approval.

Dr. Jayesh Desai
Chairman &
Dean,
Faculty of Management

Place of the meeting
Sarvajani University Office


Sign

The Course Curriculum was approved by the 'Academic Council of Sarvajani University' in the meeting held on 16-09-2026.

Mr. Ashish Desai
Member-Secretary,
Academic Council &
I/c Registrar,
Sarvajani University

Place of the meeting
Sarvajani University Office


Sign



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Academic Curriculum Committee: Dr. Jayesh Desai (Dean), Dr. Hiren K. Patel (Pro-Dean), Prof. Jimmy M. Kapadia (Director, SRLIM), Prof. Ravi D. Vaidya (Chairman), Dr. Hemlata Agarwal, Dr. Parinaz Bharucha, Dr. Rupal Chaudhari.

Prof. (Dr.) Mamta Brahmhatt, Professor & Head (Department of Business Intelligence, B.K. School of Professional and Management Studies, Gujarat University, Ahmedabad), Dr. Jaydeep Chaudhary (Professor, Department of Business and Industrial Management, Veer Narmad South Gujarat University, Surat), Dr. Margie Parikh (Professor, B. K. School of Professional and Management Studies, Gujarat University, Ahmedabad), Dr. Pankajray Patel (Professor, GTU School of Management Studies, Gujarat Technological University, Ahmedabad), Mr. Dharmang Shah (Head-Digital Sales, SBI Funds Management Ltd., Mumbai), Dr. Rajiv Shah (Senior Manager-HR, Reliance Industries Limited, Hazira, Surat).

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MASTER OF BUSINESS ADMINISTRATION

**S. R. LUTHRA INSTITUTE OF
MANAGEMENT**

SARVAJANIK UNIVERSITY
SURAT, GUJARAT, INDIA

VERSION 2.0

Proposed and discussed in ACC meetings held on 5th May 2026

Approved in BOS meetings dated 11th September 2026

Approved in Faculty of Management meeting dated 11th September 2026

Approved in Academic Council meeting dated 16th September 2026



VISION

To be a global leader in imparting value-based and holistic Management Education for fair business practices and efficient organization, creating an equitable society.

MISSION

M1 - To deliver holistic management education that develops business acumen, critical thinking, and global competencies.

M2 - To cultivate ethical leadership, social responsibility, and professional integrity among students for effective decision-making in diverse business contexts.

M3 - To promote innovation, entrepreneurship, and sustainability among students for building resilient organizations and an equitable society.

PROGRAMME OUTCOME:

PO1: Domain knowledge - Apply knowledge of management theories and practices to solve business problems.

PO2: Analytical and Critical Thinking - Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Value based Leadership - Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Leadership - Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Entrepreneurial competency - Develop entrepreneurial competency for innovative and sustainable solutions.

GROUP OF COURSES:

Professional Core Courses (Core, Industry Exposure and Skill Enhancement Courses)

Domain / technical Courses (Foundation, Marketing / Finance / Human Resource / Business Analytics Courses)

Elective Courses

Professional Ability Enhancement Compulsory Courses



Credit Distribution

Course Component		Curriculum Content (% of total number of credits of the program)	Total number of contact hours	Total number of credits
Professional Core Courses	Core Courses	12.77%	180	12
	Industry Exposure	14.89%	---	14
	Skill Enhancement Courses	8.51%	120	08
	TOTAL	36.17%	300	34
Domain/Technical	Foundation	25.53%	360	24
	Marketing/Finance/HR/BA	21.28%	300	20
	TOTAL	46.81%	660	44
Elective	Elective	8.51%	120	08
	TOTAL	8.51%	120	08
Professional Ability Enhancement Compulsory Courses (PAECC)	Professional Ability Enhancement Compulsory Courses (PAECC)	8.51%	120	08
	TOTAL	8.51%	120	08
TOTAL		100%	1,200	94



Sarvajanik University
S. R. Luthra Institute of Management
Master in Business Administration (M.B.A.) Program
Teaching Scheme – Curriculum

M.B.A. SEMESTER - 1 (WITH EFFECT FROM ACADEMIC YEAR 2026-27 ONWARDS)						
Course Category	Course Code	Course	SEE	CCE	TOTAL MARKS	CREDITS
FC	MMBA22101	Accounting for Managers (AFM)	50	50	100	4
FC	MMBA22102	Business Analytics and Artificial Intelligence (BA&AI)	50	50	100	4
FC	MMBA29103	Business Research and Data Analysis (BR&DA)	50	50	100	4
CC	MMBA21104	Managerial Economics (ME)	50	50	100	4
CC	MMBA21105	Organizational Behaviour (OB)	50	50	100	4
SEC	MMBA2A106	Communication & Office Automation Skills (COAS)	25	25	50	2
					550	22

CC - Core Course
FC - Foundation Course
SEC - Skill Enhancement Course



Savajanik University
S. R. Luthra Institute of Management
Master in Business Administration (M.B.A.) Program
Teaching Scheme – Curriculum

M.B.A. SEMESTER - 2 (WITH EFFECT FROM ACADEMIC YEAR 2016-27 ONWARDS)						
Course Category	Course Code	Course	SEE	CCE	TOTAL MARKS	CREDITS
FC	MMBA22201	Financial Management (FM)	50	50	100	4
FC	MMBA22202	Human Resource Management (HRM)	50	50	100	4
FC	MMBA22203	Marketing Management (MM)	50	50	100	4
CC	MMBA21204	New Venture Creation (NVC)	50*	50	100	4
FC	MMBA22205	Production & Operations Management (POM)	50	50	100	4
CC	MMBA21206	Strategic Management (SM)	50	50	100	4
SEC	MMBA2A207	Professional Grooming Skills (PGS)	25	25	50	2
					650	26

CC - Core Course

FC - Foundation Course

SEC - Skill Enhancement Course

* SEE evaluation through Viva-voce mode



Savajanik University
S. R. Luthra Institute of Management
Master in Business Administration (M.B.A.) Program
Teaching Scheme – Curriculum

M.B.A. SEMESTER - 3 (WITH EFFECT FROM ACADEMIC YEAR 2026-27 ONWARDS)						
Course Category	Course Code	Course	SEE	CCE	TOTAL MARKS	CREDITS
SEC	MMBA2A305	SEC – 3	25	25	50	2
IE	MGMB2X306	Summer Internship Project (SIP)	100	100	200	6
Elective	MMBA2B301	Elective – 1	50	50	100	4
	MMBA2B302	Elective – 2	50	50	100	4
	MMBA2B303	Elective – 3	50	50	100	4
	MMBA2B304	Elective – 4	50	50	100	4
	MMBA2B305	Elective – 5	50	50	100	4
	MMBA2B306	Elective – 6	50	50	100	4
	MMBA2B307	Elective – 7	50	50	100	4
Marketing	MMBA23301	M – 1	50	50	100	4
	MMBA23302	M – 2	50	50	100	4
	MMBA23303	M – 3	50	50	100	4
Finance	MMBA24301	F – 1	50	50	100	4
	MMBA24302	F – 2	50	50	100	4
	MMBA24303	F – 3	50	50	100	4
Human Resource Management	MMBA25301	H – 1	50	50	100	4
	MMBA25302	H – 2	50	50	100	4
	MMBA25303	H – 3	50	50	100	4
Business Analytics	MMBA28301	B – 1	50	50	100	4
	MMBA28302	B – 2	50	50	100	4
	MMBA28303	B – 3	50	50	100	4
TOTAL MARKS & CREDITS OF SEMESTER 3					650	24



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S. R. Luthra Institute of Management
Master in Business Administration (M.B.A.) Program
Teaching Scheme – Curriculum

M.B.A. SEMESTER - 4 (WITH EFFECT FROM ACADEMIC YEAR 2026-27 ONWARDS)						
Course Category	Course Code	Course	SEE	CCE	TOTAL MARKS	CREDITS
SEC	MMBA2A404	SEC - 4	25	25	50	2
IE	MMBA2A405	Capstone Project (CP)	100	100	200	8
Elective	MMBA2B401	Elective - 1	50	50	100	4
	MMBA2B402	Elective - 2	50	50	100	4
	MMBA2B403	Elective - 3	50	50	100	4
	MMBA2B404	Elective - 4	50	50	100	4
	MMBA2B405	Elective - 5	50	50	100	4
	MMBA2B406	Elective - 6	50	50	100	4
	MMBA2B407	Elective - 7	50	50	100	4
Marketing	MMBA23401	M - 4	50	50	100	4
	MMBA23402	M - 5	50	50	100	4
Finance	MMBA24401	F - 4	50	50	100	4
	MMBA24402	F - 5	50	50	100	4
Human Resource Management	MMBA25401	H - 4	50	50	100	4
	MMBA25402	H - 5	50	50	100	4
Business Analytics	MMBA28401	B - 4	50	50	100	4
	MMBA28402	B - 5	50	50	100	4
TOTAL MARKS & CREDITS OF SEMESTER 4						22
TOTAL MARKS & CREDITS OF MBA PROGRAM						94

IE - Industry Exposure, CC - Core Course



SEMESTER 1



Name of College: S. R. Luthra Institute of Management						
Faculty	Management		Program	Master of Business Administration (M.B.A.)		
Year	I		Version	2.0		
Semester	1		Effective From	July 2026		
Course Code	MMBA22101	Course Name	Accounting for Managers (AFM)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Explain</i> the basic accounting concepts, types, processes, and principles
CO2	<i>Apply</i> accounting knowledge of components of corporate financial statements from given financial information
CO3	<i>Evaluate</i> financial performance and position of a business using ratio analysis, comparative statements, common-size statements, and trend analysis for informed managerial decision-making.
CO4	<i>Recommend</i> optimal managerial decisions using cost-volume-profit and tactical decision-making techniques.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	1	1	2
CO2	3	2	1	1	1	2
CO3	3	3	1	1	1	2
CO4	3	3	1	1	1	2



Sr. No	Module	Description	CO	Marks	Hours
1	I	Introduction to Accounting:	1	10	12
		Basics of Accounting Concept of Accounting; Basics of Financial Accounting, Cost Accounting, Management Accounting; Basic terms: Assets, Liability, Income and expenses; Generally Accepted Accounting Principles; Accounting Process; Basic understanding of IFRS, AS, IND AS; Overview of Depreciation and its methods			
2	II	Corporate Financial Statements:	2	20	15
		Formats of Corporate Income Statement, Balance Sheet and Cash Flow Statement as per Companies Act, 2013			
		- Components of Corporate Income Statement: - Revenue from Operations, Other Income, Expenses. Different types of profits: Gross Profit, EBITDA, Operating Profit/EBIT, EBT, Net Profit			
		- Components of Corporate Balance Sheet: - Shareholders' Funds, Non-current and Current Liabilities and Assets			
3	III	Financial Statement Analysis:	3	10	18
		Ratio analysis			
		Comparative Financial Statements			
		Common Sized Statements			
4	IV	Cost Accounting:	4	10	15
		Meaning of cost, cost concepts and costs classification			
		Concept of Unit Costing			
		Cost Volume Profit analysis			
		Short term decision making like Selling price decisions, Make or buy decisions, Sales mix decisions, Selection of suitable method of production, Plant shut down decision			

References:

Books:	
1.	Arora, M. N. (2012). <i>Cost and Management Accounting</i> . Vikas Publishing House Pvt. Ltd
2.	Gupta, A. (2021). <i>Financial Accounting for Management: An Analytical Perspective</i> . Pearson.
3.	Khan, M. Y., & Jain, P. K. (2021). <i>Management Accounting</i> . McGraw-Hill Education (India) Pvt. Ltd.
4.	Rajasekaran, V., & Lalitha, R. (2011). <i>Financial Accounting</i> . Pearson.
5.	Shah, P. (2009). <i>Management Accounting</i> . Oxford Higher Education.
Newspapers / Magazines / Journals:	
1.	Journal of Finance
2.	The Chartered Accountant
3.	The Chartered Secretary
4.	The Management Accountant
Web Resources:	
1.	Business India / Business Today / Business World
2.	Business Standard/Economic Times/Financial Times/ Financial Express



Name of College: S. R. Luthra Institute of Management						
Faculty		Management		Program		Master of Business Administration (M.B.A.)
Year		I		Version		2.0
Semester		1		Effective From		July 2026
Course Code		MMBA22102	Course Name		Business Analytics & Artificial Intelligence (BA&AI)	
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Explain</i> the concepts of business analytics.
CO2	<i>Determine</i> the use of Descriptive, Predictive, and Prescriptive Analytics for a given business situation.
CO3	<i>Apply</i> domain-specific and function-specific analytics techniques for a given business scenario.
CO4	<i>Explain</i> the fundamental concepts related to artificial intelligence.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	---	2	---	---
CO2	3	3	---	2	2	---
CO3	3	3	---	3	2	2
CO4	3	2	---	2	---	---
CO5	3	3	---	3	2	2



Sr. No.	Module	Description	CO	Marks	Hours
1	I	Foundations of Business Analytics:	1	12	15
		• Introduction to business analytics • The role of analytics in decision making • Components of business analytics • Types of analytics • Benefits of business analytics • Challenges in implementation of business analytics			
		Working with Business Data:			
		• Common data sources • Types of data • Data quality • Preparing Data for Insights • Introducing big data: meaning and characteristics			
		Data Storage and Management:			
		• Introduction to data warehouse • Types of data warehouse • Importance of data warehouse			
		Ethics and Security in Business Analytics:			
2	II	• Ethical issues in business analytics • Ethical responsibilities of business professionals • Data security: Common security threats, CIA Triad model, tools and technologies	1, 2	14	15
		Tools and Techniques of Business Analytics (meaning and applications): Descriptive Analytics: • Data Summarizing Techniques: ○ Data aggregation functions (SUM, COUNT, AVERAGE, MIN, MAX) ○ Data filtering and sorting ○ Pivot tables • Data Visualization Techniques: ○ Introduction to dashboard ○ Data visualizing using charts • Business Reporting ○ Types of reports, Functions of reports			



		Predictive Analytics: • Regression Analysis • Classification Analysis • Time Series Analysis • Data Mining ◦ Meaning and process, ◦ Task – Clustering and Association			
3	III	Prescriptive Analytics: • Optimization Techniques ◦ Linear programming • Scenario Analysis ◦ What-if analysis • Decision Support Tools ◦ Goal seek analysis Domain-Specific Analytics (meaning and business applications): • Web Analytics • Text Analytics • Big Data Analytics Function-Specific Analytics (meaning and business applications): • Marketing Analytics ◦ Sales analytics, Customer analytics, Brand analytics • Financial Analytics ◦ Risk analytics, Portfolio analytics, Budgeting & Forecasting Analytics • HR Analytics ◦ Employee Performance Analytics, Employee Engagement Analytics, Attrition & Retention Analytics	1, 2, 3	12	15
4	IV	Artificial Intelligence (AI): • Introduction to Artificial Intelligence ◦ What is artificial intelligence? ◦ Evolution of artificial intelligence • Introduction to Machine Learning (ML) ◦ Types of machine learning ▪ Supervised learning, Unsupervised learning, Reinforcement learning • Introduction to Deep Learning (DL) ◦ Difference between AI, Machine Learning (ML), and Deep Learning (DL) Key Subfield of AI (Concept, Business Applications):	4	12	15



	• Natural Language Processing (NLP) • Computer Vision • Robotics / Automation			
	AI in Business Applications:			
	• Finance, Marketing, HR, Operations • Benefits of AI in decision-making • Challenges in AI implementation			

References:

Books:	
1.	Evans, J. R. (2020). <i>Business analytics: Methods, models, and decisions</i> (3rd ed.). Pearson.
2.	Sharda, R., Delen, D., & Turban, E. (2018). <i>Business intelligence, analytics, and data science: A managerial perspective</i> (4th ed.). Pearson.
3.	Goswami, S., Das, A. K., & Chakrabarti, A. (2024). <i>AI for everyone: a beginner's handbook for artificial intelligence</i> . Pearson India Education Services Pvt. Ltd.
4.	Hemachandran, K., & Rodriguez, R. V. (Eds.). (2024). <i>Artificial intelligence for business: An implementation guide containing practical and industry-specific case studies</i> . CRC Press.
5.	Sharda, R., Delen, D., & Turban, E. (2014). <i>Business intelligence: a managerial perspective on analytics</i> . Pearson.
6.	Kumar, U. D. (2017). <i>Business analytics: The science of data-driven decision making</i> . Wiley.
Newspapers / Magazines / Journals:	
1.	International Journal of Business Analytics
2.	International Journal of Business Analytics and Intelligence
3.	International Journal on Consumer and Business Analytics
4.	Analytics India – Magazine



Name of College: S. R. Luthra Institute of Management						
Faculty		Management		Program		Master of Business Administration (M.B.A.)
Year		I		Version		2.0
Semester		1		Effective From		July 2026
Course Code		MMBA29103	Course Name		Business Research & Data Analysis (BRDA)	
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Understand</i> the fundamental concepts, types, and ethics of business research.
CO2	<i>Formulate</i> a research problem, research objectives, and research hypothesis based on an appropriate literature review.
CO3	<i>Recommend</i> appropriate sampling methods, measurement scales, and data collection instruments.
CO4	<i>Analyse</i> quantitative data using statistical tools (such as descriptive, probability, and inferential) and interpret the results.
CO5	<i>Evaluate</i> the significance of statistical results of the bi and multivariate analysis.
CO6	<i>Prepare</i> a structured research report and communicate findings effectively.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	1	3
CO2	3	2	2	2	1	3
CO3	3	2	1	2	1	3
CO4	2	3	1	2	1	3
CO5	2	3	1	2	1	3
CO6	2	3	1	2	1	3



Sr. No.	Module	Description	CO	Marks	Hours
1	I	Introduction to Business Research: - Business Research: Meaning and types of business research (Basic v/s applied research) - Ethics in research	1, 2	12	18
		Business Research Process – Phase I - Problem Identification / Problem Statement - Review of Literature (including citation and bibliography/references) - Research Questions & Research Objectives - Hypothesis formulation - Research Design - Exploratory, Descriptive, and Causal - Qualitative and quantitative - Survey Method for data collection			
2	II	Business Research Process – Phase II - Sampling Design - Probabilistic and non-probabilistic sampling - Data Collection - Measurement and Scaling - Questionnaire designing - Validity and Reliability (Only Concepts)	3	10	12
3	III	Data Analysis – Phase II - Data Preparation - Questionnaire screening - Editing - Coding and data entry (Statistical software application) - Descriptive Statistics - Measures of Central Tendency (Concepts, and Statistical software application) - Measures of Variability (Concepts, and Statistical software application) - Measures of Shape of distribution (Concepts, and Statistical software applications) - Probability Distribution - Normal Distribution (Concept, Numerical, and Statistical Software Application) - Inferential Statistics: Basics	4, 5	12	15



		○ Types of Hypotheses ○ Concept of Tail of distribution ○ Concept of Significance Level ○ Concepts of "Types of Error" in statistical analysis ○ Steps of Hypothesis Testing: HBAT Process ● Inferential Statistics: Parametric Tests (Concepts and Statistical Software Applications) ○ t-test: One-sample, two-sample, two samples and paired comparison test ○ F-test ○ ANOVA test			
4	IV	Data Analysis – Phase II ● Inferential Statistics: Non-Parametric Tests (Concepts, and Statistical software application) ○ Chi-square test of Independence ○ Mann-Whitney U test ○ Wilcoxon Signed-rank test ○ Kolmogorov-Smirnov test ● Descriptive Statistics - Bivariate Data Analysis (Concepts, and Statistical software application) ○ Scatter Plot ○ Correlation ○ Covariance ● Inferential Statistics – Bivariate Data Analysis ○ Correlation ○ Linear Regression ● Multivariate Data Analysis (Concepts and Statistical Software Applications) ○ Multiple Regression ○ Assessment of Reliability (Cronbach's Alpha) ○ Exploratory Factor Analysis ● Research Report ● Used Cases: Industry perspective	4, 5, 6	16	15



References:**Books:**

- | | |
|----|--|
| 1. | Bajpai, N. (2011). Business research methods. Pearson Education India. |
| 2. | Cooper, D. R., & Schindler, P. (2014). Business research methods. Mcgraw-hill. |
| 3. | Malhotra, N. K. (2020). Marketing research: An applied orientation. Deakin University. |
| 4. | Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2000). Business research methods (Vol. 6). Fort Worth, TX: Dryden Press. |
| 5. | Black, K. (2023), Business statistics for contemporary decision making, John Wiley & Sons. |

Newspapers / Magazines / Journals:

- | | |
|----|--|
| 1. | Open access: Journal of Business Research, Elsevier Publication |
| 2. | Open access: Journal of Risk and Financial Management, MDPI publication |
| 3. | Open access: European Journal of Management Issues |
| 4. | Open access: Asian Management and Business Review |
| 5. | Open access: International Journal of Business Analytics, IGI Publication |
| 6. | Open access: International Journal of Human Capital and Information Technology Professionals |

Web Resources:

- | | |
|----|---|
| 1. | https://study.sagepub.com/jonathanwilson2e |
| 2. | https://libguides.mdx.ac.uk/businesssupport/researchresources |
| 3. | https://guides.lib.utexas.edu/industry/RJournals |
| 4. | https://online.hbs.edu/blog/post/how-to-do-market-research-for-a-startup |
| 5. | https://www.old.imit.ac.in/note/18MBA204br.pdf |



Name of College: S. R. Luthra Institute of Management						
Faculty		Management		Program		Master of Business Administration (M.B.A.)
Year		I		Version		2.0
Semester		1		Effective From		July 2026
Course Code		MMBA21104	Course Name		Managerial Economics (ME)	
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Determine</i> how market forces, elasticity, and costs shape pricing and efficiency
CO2	<i>Explain</i> the working of different market structures and their implications for firms
CO3	<i>Evaluate</i> how macroeconomic indicators influence the socioeconomic welfare of citizens
CO4	<i>Evaluate</i> how macroeconomic policies influence aggregate demand, supply, and economic stability
CO5	<i>Apply</i> economic theories, models, and policies to make informed and effective business decisions

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	3	1	2
CO2	3	3	1	3	1	2
CO3	3	2	1	3	1	2
CO4	3	3	2	3	1	2
CO5	2	3	1	3	2	2



Sr. No.	Module	Description	CO	Marks	Hours
1	I	- Nature of Managerial economics - Concept and features of managerial economics - Significance of managerial economics - The principles of economics - How people make decision - How people interact - How an economy as a whole works - The market forces of supply and demand - Demand and supply - Equilibrium analysis - Elasticity and its applications - Price elasticity of demand (with Calculation) - Income Elasticity (with Calculation) - Price elasticity of supply (with Calculation) - Application of elasticity (Case Study) - The costs of production and analysis - Concept and various measures of cost (with Calculation) - Cost in the short run and long run - Economies and Diseconomies of Scale	1, 5	12	14
2	II	- Perfect competition - Concept and features - Profit maximization analysis - Short run and long run analysis - Monopoly Pricing and Output Equilibrium - Concept and features - Profit maximization analysis - Price Discrimination - Public policies towards Monopolies - Oligopoly Market - Concept and features - The Economics of Cooperation - Game theory - Prisoner's dilemma - Case Study - Monopolistic competition - Concept and features - Short run and long run analysis - Advertising for products differentiation	2, 5	12	14
3	III	- Measuring a nation's income and cost of living - Economy's Income and Expenditure - Concept of GDP, GNP, PPP	3, 5	12	16



		○ Components of GDP ○ Real and Nominal GDP (with Calculation) ○ The consumer price index (with Calculation) ○ Indexation			
		● Production and growth ○ Factors of production and determinants of Productivity ○ Economic Growth and Public Policy: Role of Government towards economic growth			
		● Indian monetary system ○ Concept, functions and types of money ○ RBI and money supply ○ Indian Monetary Policy			
		● Money growth and inflation ○ The classical theory of Inflation ○ The cost of Inflation			
4	IV	● Aggregate demand and Aggregate supply ○ Concept and causes of economic fluctuations ○ The aggregate demand curve ○ The aggregate supply curve ● Monetary & Fiscal policy and aggregate demand ○ Influence of monetary policy on aggregate demand ○ Influence of fiscal policy on aggregate demand ● The Short-run Trade-off between Inflation and Unemployment: The Phillips curve ○ Concept ○ The role of expectations ○ The role of supply shocks	4, 5	14	16



References:**Books:**

- | | |
|----|--|
| 1. | Ahuja, H. L. (2017). Managerial Economics. 2017: S Chand. |
| 2. | Ghosh, P. &. (2017). Managerial economics. Tata McGraw-Hill. |
| 3. | Gupta, G. S. (2017). Managerial Economics. McGraw Hill Education . |
| 4. | Mankiw, N. (2025). Principles of Economics. Cengage. |
| 5. | Mithani, D. M. (2025). Managerial Economics: Theory & Applications. Himalaya Publishing House. |
| 6. | Mote, V. L., Paul, S. & Gupta G. S . (2017). Managerial economics: concepts and cases. Tata McGraw-Hill. |

Newspapers / Magazines / Journals:

- | | |
|----|---|
| 1. | The Economic Times |
| 2. | Business Standard |
| 3. | Financial Express |
| 4. | Journal of Managerial Economics |
| 5. | Economic and Political Weekly |
| 6. | Journal of Economic Behaviour& Organization |

Web Resources:

- | | |
|----|--|
| 1. | https://www.indexmundi.com/ |
| 2. | https://data.rbi.org.in/#/dbie/home - Database on Indian Economy (RBI) |
| 3. | https://data360.worldbank.org/en/economies |
| 4. | https://ibef.org/economy |



Name of College: S. R. Luthra Institute of Management						
Faculty		Management		Program	Master of Business Administration (M.B.A.)	
Year		I		Version	2.0	
Semester		1		Effective From	July 2026	
Course Code	MMBA21105	Course Name	Organizational Behaviour (OB)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Explain</i> the concepts of management and organizational behaviour.
CO2	<i>Apply</i> management & organizational behaviour concepts to real life organizational situations.
CO3	<i>Evaluate</i> individual behaviour in organization including values, personality, emotions, attitudes, and motivation.
CO4	<i>Analyse</i> the group behaviour and its implication on organizational behaviour.
CO5	<i>Evaluate</i> the organization systems and leadership theories.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	2	2	1
CO2	3	2	2	3	2	2
CO3	2	3	2	3	2	3
CO4	2	3	2	2	3	2
CO5	2	3	3	3	3	2



Sr. No	Module	Description	CO	Marks	Hours
1	I	Fundamentals of Management –	1, 2	12	12
		• Definition, Characteristics • Management Functions • Managerial Roles • Management Skills			
2	II	amentals of Organizational Behaviour –	1, 3	12	18
		• Definition • Evolution of OB • Challenges of OB Managers & Ways to Overcome • Disciplines contributing to the field of OB • OB Model ○ Autocratic, Custodial, Supportive & Collegial models ○ Individual, Group and Organization			
3	III	Individual Behaviour–	4	12	15
		• Foundations of Individual Behavior • Values & Personality • Emotional & Social Quotient and Happiness Index • Attitude – Major Job Attitudes			
4	IV	Motivation Theories & Application -	1, 5	14	15
		• Early & Contemporary Theories ○ Content Theories ○ Process Theories • From Concepts to Applications ○ Job Design ○ Alternative Work Arrangement ○ Reward System ○ Employee Involvement Programs			
3	III	Group Behaviour–	4	12	15
		• Perception – Process & Errors (Attribution Theory) • Transactional Analysis • Team Dynamics ○ Types, Team Building Process • Conflict & Negotiation • Stress Management			
4	IV	The Organization System -	1, 5	14	15
		• National & Organizational Culture • Organizational Power & Politics • Leadership ○ Basic Theories (Trait, Behavioural & Contingency)			



		o Contemporary Theories (Charismatic, Transactional, Transformational, Servant & Authentic)			
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References:

Books:

1.	Aswathappa, K. (2024). <i>Organizational behaviour</i> (14th ed.). Himalaya Publishing House.
2.	Buchanan, D. A., & Huczynski, A. A. (2019). <i>Organizational behaviour</i> (10th ed.). Pearson UK.
3.	George, J. M., & Jones, G. R. (2012). <i>Understanding and managing organizational behaviour</i> (6th ed.). Prentice Hall.
4.	Parikh, M. (2013). <i>Organizational behavior</i> . Tata McGraw-Hill Education.
5.	Robbins, S. P., & Judge, T. A. (2022). <i>Organizational behaviour</i> (19th ed.). Pearson.

Newspapers / Magazines / Journals:

1.	Asian Journal of Management Case
2.	Harvard Business Review
3.	Indian Management
4.	Journal of Organizational Behavior
5.	Journal of Organizational Behaviour Management
6.	People Matters

Web Resources:

1.	https://www.innerpersona.com
2.	https://www.truity.com



Name of College: S. R. Luthra Institute of Management						
Faculty	Management		Program	Master of Business Administration (M.B.A.)		
Year	I		Version	2.0		
Semester	1		Effective From	July 2026		
Course Code	MMBA2A106	Course Name	SEC – I Communication & Office Automation Skills (COAS)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
2	2	0	0	25	25	50

Course Outcomes:

CO	Students will be able to
CO1	<i>Compose</i> business letters and professional emails for real-world scenarios using appropriate format, language, and etiquette.
CO2	<i>Apply</i> the essentials of communication for effective public speaking.
CO3	<i>Analyze</i> the self-potential through SWOT analysis.
CO4	<i>Utilize</i> office automation tools to prepare formatted reports, business presentations, and data-driven spreadsheets.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	3	2	2
CO2	2	1	3	3	2	2
CO3	1	1	3	3	3	2
CO4	3	3	1	2	2	2



Sr. No	Module	Description	CO	Marks	Hours
1	I	Written and verbal Communication	1, 2, 3	10	15
		Basics of Communication (1 hour) Basics of effective communication			
		Business Letter Writing (3 hours) Structure & format of formal letters Tone & etiquette in business correspondence Drafting different types (inquiry, complaint, purchase order, job application) Activity: Draft a real-world scenario business letter (typed in MS Word)			
		Email Etiquette (2 hours) Professional email etiquette (subject lines, CC/BCC, signatures) Writing concise & impactful emails Avoiding common errors (informal language, grammar mistakes) Activity: Students respond to a given case (e.g., replying to a client complaint or respond to inquiry or generate the inquiry from supplier) in professional email format			
		Public Speaking (6 hours) Basics of verbal & non-verbal communication Voice modulation, confidence-building exercises Preparing & delivering short speeches/presentations Activities: Extempore, role-play, mock presentations			
		SWOT Analysis (3 hours) Understanding personal SWOT Activity: Each student makes their own SWOT Discover True Potential - Personality test			
2	II	Office Automation Skills	4	15	15
		Word Processing Application (4 hours) Home, Insert, Layout, table Layout, Mail Merge Activity: Create a formatted report			
		Presentation Processing Application (5 hours) Home, Insert, Design, Transitions, Animations, View – Slide Master			
		Spreadsheet Processing Application (6 hours) Home: Clipboard, Font, Alignment, Number, Editing Insert: Pivot Table, Charts Page Layout: Page Setup Formula: Auto Sum, IF, Vlookup Data: Sort & Filter, Data tools - Remove Duplicate, Data Validation View: Freeze Panes			



References:**Books:**

- | | |
|----|--|
| 1. | Raman, M., & Singh, P. (2019). <i>Business communication</i> . Oxford University Press. |
| 2. | Raymond V. L., Marle E.F., Kathryn R., Paula L., & Neerja P. (2017). <i>Business Communication. Connecting in a Digital World</i> . The McGraw Hill Education. |
| 3. | Carol L.M., Debbie D., DuFrene., & Mala S. (2016). <i>The South Asian Perspective on Business Communication</i> . Cengage Learning. |
| 4. | Weverka, P. (n.d.). <i>Office 365 All-in-One for Dummies</i> . John Wiley & Sons. |
| 5. | Jain, S., & Geetha, M. (n.d.). <i>Ms-Office 2010 Training Guide</i> Satish Jain, M. Geetha, BPB Publication. |

Web Resources:

- | | |
|----|--|
| 1. | https://innerpersona.com/ - 16 personality test – Discover your True Potential |
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SEMESTER 2



Name of College: S. R. Luthra Institute of Management						
Faculty	Management		Program	Master of Business Administration (M.B.A.)		
Year	II		Version	2.0		
Semester	2		Effective From	July 2026		
Course Code	MMBA22201	Course Name	Financial Management (FM)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Apply</i> the concepts of time value of money to make appropriate decisions related to various functions of finance.
CO2	<i>Compare</i> capital structure alternatives and effect of leverage with firm's performance.
CO3	<i>Determine</i> the cost of capital and capital budgeting decisions.
CO4	<i>Determine</i> company's short-term financing /liquidity decisions
CO5	<i>Assess</i> dividend decisions and policies of companies.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2	2	2
CO2	3	3	2	1	1	2
CO3	3	3	2	1	1	2
CO4	3	2	2	1	1	1
CO5	3	2	2	1	1	1



Sr. No	Module	Description	CO	Marks	Hours
1	I	Introduction to Financial Management	1	6	15
		• Overview of Financial Management: ○ Introduction, Scope of Finance, Finance Function, Role of Financial Managers, Financial Goal – Profit Maximization versus Shareholders' Wealth Maximization and Agency Problems.			
		• Time value of money: ○ Time Preference for Money ○ Future Value ○ Present Value ○ Spreadsheet application			
2	II	• Valuation of Bonds and Shares: ○ Valuation of bonds, preference shares and equity shares	2	10	15
		Financing Decisions:			
		• Sources of long-term finance: ○ Features, advantages and limitations of Equity Shares, Preference Shares Debentures and Term loan. ○ Global Sources of Finance • Financial and Operating Leverage: ○ Meaning of Financial Leverage, Analysing alternative financial plans: Constant EBIT and Varying EBIT, Point of indifference, Types of Degrees of Leverage – Operating, Financial and Combined Leverage (DOL, DFL & DCL)			
3	III	• Theoretical Concepts of Capital Structure Theories: ○ Relevance of Capital Structure and Irrelevance of Capital Structure Theory ○ The NI Approach, Traditional View, NOI Approach & MM Hypothesis without taxes and MM hypothesis under Corporate Taxes	3	20	15
		Investment Decisions: ○ Cost of Capital: ○ Concept of Cost of Capital and its significance ○ Components of Cost of Capital ▪ Cost of Debt, Preference Capital, Equity Capital and Reserves ○ Weighted Average Cost of Capital (WACC)			



		• Capital Budgeting Decisions: ○ Meaning, Features, Types and Importance of Investment Decisions ○ Discounted Cash Flow Techniques: NPV, IRR, PI, Discounted Payback ○ Non-Discounted Cash Flow Techniques: ARR, Payback Period ○ Spreadsheet Application			
4	IV	Liquidity and Dividend Decisions: • Working Capital management: ○ Concepts of Working Capital, Operating Cycle, Determinants of Working Capital, The Matching, Conservative and Aggressive approach, Estimating Working Capital Needs. • Cash Management: ○ Cash forecasting through budgeting • Theoretical Concepts of Receivables Management: ○ Nature and goals of credit policy, credit policy variables in brief, Optimum credit policy • Dividend Theories and Dividend Policy: ○ Dividend Models: ▪ Dividend Relevance models ▪ Dividend Irrelevance models ○ Objectives of Dividend Policy ○ Factors affecting dividend payout ○ Forms of dividend	4,5	14	15



References:

Books:	
1.	Chandra, P. (2022). <i>Financial Management</i> . McGraw-Hill Education (India) Pvt. Ltd.
2.	Khan, M. Y., & Jain, P. K. (2018). <i>Financial Management</i> . McGraw Hill Education (India) Pvt. Ltd.
3.	Pandey, I. M. (2025). <i>Financial Management</i> . Pearson India Education Services Pvt. Ltd.
Newspapers / Magazines / Journals:	
1.	News Paper: The Financial Express, Business Standard, Economic Times, Times of India
2.	Journals: Finance India, Global Journal of Finance & Management, Journal of Business & Financial Affairs, Indian Journal of Finance, etc.,
Web resources:	
1.	https://www.bseindia.com/ : Official website of Bombay Stock Exchange
2.	https://www.nseindia.com/ : Official website of National Stock Exchange
3.	https://www.rbi.org.in/ : Official website of Reserve Bank of India



Name of College: S. R. Luthra Institute of Management						
Faculty	Management		Program	Master of Business Administration (M.B.A.)		
Year	I		Version	2.0		
Semester	1		Effective From	July 2026		
Course Code	MMBA22202	Course Name	Human Resource Management (HRM)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Explain</i> various function and elements of Human Resource Management for organizational success.
CO2	<i>Analyze</i> the practices and process of human resource planning, job analysis, recruitment, selection, learning and development, performance management, and reward system in an organization.
CO3	<i>Design</i> job analysis, recruitment advertisement, socialization process, learning and development process, and compensation structure for a given role.
CO4	<i>Apply</i> IR practices within the legal ambit for reducing industrial disputes and grievances.
CO5	<i>Examine</i> the social security benefits and recent trends in HR.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	3	3	3	2
CO3	3	3	3	3	3	3
CO4	2	3	2	3	3	2
CO5	3	2	2	3	3	3



Sr. No	Module	Description	CO	Marks	Hours
1	I	Introduction to HRM:	1, 2, 3	11	15
		• Meaning, Characteristics & Importance			
		• Functions			
		• Environmental factors influencing HRM			
		• Changing Role of HR Managers			
		• HR Metrics			
		• Concept of Strategic Human Resource Management			
		The Concept of Best Fit Employee			
		• Job Analysis - Meaning, Process			
		• Job Design – Components			
		• HRP – Meaning, Process & Techniques of Demand & Supply Forecasting			
		• Recruitment & Selection – Meaning & Process			
2	II	Training & Development	1, 2, 3	12	15
		• Socialization Process			
		• Training - Meaning, Process & Techniques			
		• Development – Meaning & Method			
		Performance Evaluation & Management			
		• Meaning, Process & Methods			
		Job Evaluation			
		• Meaning, Process & Techniques			
		Compensation Structure			
		• Meaning, Component & Structure			
3	III	Industrial Relations	4	15	15
		• Concept, Approaches to Industrial Relations			
		Industrial Dispute & Resolution			
		• Definition, Factors leading to dispute, Methods of Dispute resolution (Statutory & Non-Statutory)			
		Discipline & Grievance Handling			
		• Meaning & Process			
		Prevention of Sexual Harassment at Workplace (POSH) Act			
		• Meaning, Constitution, Responsibilities of employer			
4	IV	Social Security Benefits	1, 5	12	15
		• Overview of Social Security Benefits applicable in India i.e. Employee Provident Fund, Employee State Insurance, Maternity Benefit, Payment of Gratuity			
		Contemporary Issues			



Sr. No	Module	Description	CO	Marks	Hours
		- Diversity, Equity & Inclusion - Meaning, Importance & Ways to Manage - Quality of Work life - Meaning, Concept, Techniques to improve QWL - Employee Well-being and Mental Health - Meaning & Importance			

References:

Books:

1.	Armstrong, M., & Taylor, S. (2020). <i>Armstrong's handbook of human resource management practice</i> (15 th ed.). Kogan Page.
2.	Aswathappa, K. (2013). <i>Human resource management: Text and cases</i> . Tata McGraw-Hill Education.
3.	Dessler, G., & Varkkey, B. (2020). <i>Human resource management</i> (15 th ed.). Pearson.
4.	Durai, P. (2011). <i>Human resource management</i> . Pearson Education India.
5.	Sharon, P., & Swapnalekha, B. (2015). <i>Human resource management: Text & cases</i> . Vikas Publishing House.
6.	Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). <i>Industrial relations, trade unions and labour legislation</i> . Pearson Education India.

Newspapers / Magazines / Journals:

1.	Asian Journal of Management Case
2.	Harvard Business Review
3.	Indian Management
4.	Journal of Organizational Behavior
5.	Journal of Organizational BehaviourManagement
6.	People Matters

Web Resources:

1.	EightFold - https://eightfold.ai/
2.	Hirevue - https://www.hirevue.com/solutions/professional-hiring-software
3.	Keka HR Software - https://www.keka.com
4.	Paymetrics - https://www.paymetrics.io/
5.	SalaryCalculator - https://www.calculator.net/salary-calculator.html
6.	WorkDay - https://www.workday.com/en-in/homepage.html
7.	Zoho People - https://www.zoho.com/people/



Name of College: S. R. Luthra Institute of Management						
Faculty	Management			Program	Master of Business Administration (M.B.A.)	
Year	I			Version	2.0	
Semester	1			Effective From	July 2026	
Course Code	MMBA22203	Course Name	Marketing Management (MM)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Explain</i> the fundamental concepts of marketing with clarity
CO2	<i>Analyze</i> Factors affecting consumer behaviour
CO3	<i>Evaluate</i> marketing strategies pertaining to segmentation, targeting, positioning, and competition.
CO4	<i>Evaluate</i> 4Ps of marketing
CO5	<i>Apply</i> marketing concepts

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	-	1
CO2	3	2	-	-	-	3
CO3	3	3	2	-	2	3
CO4	3	3	3	3	3	3
CO5	3	1	1	2	3	3



Sr. No.	Module	Description	CO	Marks	Hours
1	I	Introduction to Marketing Management	1,2,5	12	15
		- Definition, Scope, Core Concepts: Consumer, Customer, Market, Needs, Wants, Demand, Satisfaction, Value - Marketing Mix - Holistic Marketing - Marketing as a value delivery process - Marketing Plan (in brief)			
		Understanding Consumer Markets			
		- Factors affecting consumer buying behavior - Consumer Buying Decision Process			
		Understanding Business Markets			
		- Business v/s consumer markets - Business Buying Decision Process (in brief)			
2	II	Segmentation	1,3,5	12	15
		- Bases of Segmenting Consumer Markets - Effective segmentation criteria			
		Targeting			
		Evaluating and selecting the market segments			
		Positioning			
		Developing and establishing Brand Positioning			
3	III	Dealing with Competition:	1,4,5	14	15
		- Competitive Strategies for: - Leaders - Challengers - Followers - Nichers			
		Developing Product Strategy			
		- Product levels - Product classification - Product system and mix - Product Line and Length decisions - Packaging, Labeling and Warranties			
		Product Life Cycle (PLC)			
		PLC Strategies			



4	IV	New Product Development	1,4,5	12	15
		- Challenges - Process of New Product Development			
		Brand Management			
		- Definition - Brand elements - Role of brands - Brand Extensions - Benefits of Branding			
		Developing Services			
		- Definition - Categories - Distinctive Characteristics - SERVQUAL dimensions (in brief)			
		Pricing Decisions			
		- Consumer Psychology and Pricing - Steps in setting up the price			
		Managing Distribution Channels			
		- Marketing Channels: - Role - Importance - Types of Intermediaries (Retailing, Wholesaling, Franchising) : Definition and Functions			
	IV	Managing Marketing Communications	1,4,5	12	15
		- Role of Marketing Communication - Steps in developing Effective Communication			
		Managing Mass Communications			
		- Advertising: 5 Ms, Types of Advertisements - Sales Promotions: Meaning, Consumer directed and Trade directed sales promotion - Events and experiential marketing: meaning and benefits - Public Relationship (PR): functions of PR, tools in marketing PR			
		Managing Personal Communications			

	• Direct Marketing: Direct marketing channels • Interactive Marketing: Meaning and benefits • Word-of-mouth: Platforms – Social media, Viral marketing, opinion leaders • Personal Selling: Major steps in effective selling			
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References:

Books:	
1.	Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). <i>Marketing management: a South Asian perspective</i> . Pearson.
2.	Arun, K., & Meenakshi, N. (2013). <i>Marketing management</i> . Vikas Publishing House.
3.	Saxena, R. (2012). <i>Marketing management</i> . Tata Mc Graw Hill.
4.	Berger, J. (2016). <i>Contagious: Why things catch on</i> . Simon and Schuster, NY.
5.	Ries, A., & Trout, J. (2001). <i>Positioning: The battle for your mind</i> . McGraw Hill Education 2nd ed. Edition.
6.	Walter, E., & Gioglio, J. (2014). <i>The power of visual storytelling: How to use visuals, videos, and social media to market your brand</i> . Kindle Edition.
Newspapers / Magazines / Journals:	
1.	Journal of Marketing
2.	Economic Times – Brand Equity
Web Resources:	
1.	https://www.academyofindianmarketing.org/ - Academy of Indian Marketing



Name of College: S. R. Luthra Institute of Management						
Faculty	Management		Program	Master of Business Administration (M.B.A.)		
Year	I		Version	2.0		
Semester	2		Effective From	July 2026		
Course Code	MMBA21204	Course Name	New Venture Creation (NVC)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	Credits	Lecture (L)	Tutorial (T)
4	4	0	0	4	4	0

Course Outcomes:

CO	Students will be able to
CO1	<i>Explain</i> key concepts of entrepreneurship, venture creation processes, start-up ecosystems, and opportunity recognition.
CO2	<i>Identify</i> viable business opportunities using Design Thinking (OR tools such as environmental scanning, customer discovery, and market gap analysis).
CO3	<i>Evaluate</i> the market, technical, financial feasibility and sustainability of a new venture idea using appropriate analytical frameworks.
CO4	<i>Select</i> appropriate funding sources and support systems for the creation of a new venture.
CO5	<i>Formulate</i> implementation and growth strategies for a new venture.
CO6	<i>Develop</i> a comprehensive business model and pitch deck for a new venture.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	1	-	3
CO2	2	2	1	2	3	3
CO3	2	3	2	3	3	3
CO4	1	2	-	2	-	3
CO5	1	-	2	2	3	3
CO6	1	-	2	2	3	3



Phase I		
Description	CO	Hours
Entrepreneurship and New Venture Opportunity Analysis - Conceptual understanding of an entrepreneur, entrepreneurship, start-up, start-up ecosystem, new venture, new venture typologies, innovation and creativity. - Sources of new venture ideas – Design Thinking (The design thinking process shall be undertaken through an idea generation sprint). - Environmental Scanning (SWOT, PESTLE), Market Gap Analysis	1, 2	10
Business Model and Market Validation - Importance of a Business plan and its components - Developing a business model using Business Model Canvas - Market feasibility - Customer segmentation, targeting and value proposition - Customer discovery interview - Proof of concept, Minimum viable product - Financial feasibility - Cost structure and Pricing, revenue models - Cash flow projections, break-even analysis, NPV, IRR & ROI - Capital Structure - Technical Feasibility - Technology, resources and operations - Sustainability assessment ESG considerations	3	20
Phase II		
Venture Planning: - Sources of funds - Angel Investors, Venture Capital, Incubators, Accelerators, Crowd funding - Regulatory Aspects: - Forms of business (Sole, Pvt. Ltd., LLP, OPC) - Registration and Legal Compliance - IPR, Copyrights, trademarks, patents - Government Schemes & Support for Start-ups - Startup India, Digital India, Make in India initiatives - MSME support schemes - Mudra Yojana, KVIC, SIDBI funding, CGTMSE scheme - State-level policies (e.g., Gujarat Startup Policy, Industrial Policy) - Role of incubators, accelerators, and industry clusters - Women Entrepreneurship Schemes, Rural Entrepreneurship Schemes	4	10



Venture Launch - Entry strategies – bootstrapping v/s funded launch, Go-to market strategy, branding and digital presence - Growth strategies – expansion, scaling up, partnerships	5	15
Report Preparation and Presentation - Developing a pitch deck for investors - Storytelling for investors - Developing a comprehensive business model, developing a prototype or Minimum Viable Product	6	05

Internal Assessment

Criteria for Evaluation	CO	Marks	CCE Phase
Idea Generation & Opportunity Identification	1, 2	15 (5+10)	1
Model and Market Validation	3	10	
Identification of funding sources and regulatory support systems	4	15	2
Implementation and Growth Strategies	5	10	
Total		50 Marks	

External Assessment

Criteria for Evaluation	CO	Marks
Entrepreneurial spirit / vigor / clarity	1	5
Feasibility, Prototype development and demonstration	3	15
Implementation and Growth	5	10
Pitch Deck and Business Plan	6	20
Total		50 Marks

The marks will be awarded in proportion of 50:50 by external and internal examiners respectively. Students have to obtain 40% marks in both components individually in order to be declared Pass in the said components.

Continuous Evaluation:

The Continuous Evaluation component shall carry 50 marks and will be conducted in two phases to assess the students' progress throughout the duration of the project.

The first evaluation shall be conducted upon the completion of Phase I. During this stage, the student group shall present the work completed in Phase I. The internal faculty guide shall interact with the students, conduct a viva voce examination, and award marks out of 25 based on their performance.

The second evaluation shall be conducted prior to the Semester-End External Viva Voce Examination. In this stage, the internal faculty guide shall assess the progress and outcomes of the new venture creation project through a presentation and viva voce examination and award marks out of 25.

Thus, the two evaluations shall collectively account for the 50 marks allocated to Continuous Evaluation.



Semester End Viva:

The Semester-End Evaluation shall be conducted in the form of an External Viva Voce Examination. Each student group shall present its project work before an external examiner appointed by the University, who shall assess the quality of the work, the outcomes achieved, and the students' understanding of the project.

Components of a Business Plan:

- Cover Page
- Executive Summary
- Table of Contents
- Business Concept (includes the Design Thinking Process)
- Environmental Scanning
- Business Model Canvas (BMC)
- Feasibility Study
- Regulatory compliance
- Implementation and Growth

References:

Books:	
1.	Launching New Ventures: An Entrepreneurial Approach; Kathleen R. Allen; 8 th ed. (2020), Cengage.
2.	New Venture Creation: A Framework for Entrepreneurial Start-ups; Paul Burns; 3 rd ed. (2024), Bloomsbury
3.	Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Arya Kumar, Pearson
4.	The Venture Mindset: How to Make Smarter Bets and Achieve Extraordinary Growth; Ilya Strebulaev, Alex Dang; 2024, Nicholas Brealey Publishing
5.	New Venture Creation: Entrepreneurship for the 21st Century; Stephen Spinelli, Jr., Robert Adams; 9 th ed., McGraw-Hill Irwin
6.	Entrepreneurship: New Venture Management; Safal Batra; 2 nd ed. (2023), Cengage
7.	Entrepreneurship & New Venture Planning (e-book); Abha Mathur, Taxmann
Web Resources:	
1.	https://www.startupindia.gov.in/content/sih/en/government-schemes.html
2.	https://www.myscheme.gov.in/search/category/Business%20%26%20Entrepreneurship



Name of College: S. R. Luthra Institute of Management						
Faculty	Management		Program	Master of Business Administration (M.B.A.)		
Year	I		Version	2.0		
Semester	2		Effective From	July 2026		
Course Code	MMBA22205	Course Name	Production and Operations Management (POM)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Students will be able to
CO1	<i>Understand</i> contemporary production and operation management practices for a given Industry
CO2	<i>Analyze</i> facility planning by making location, layout and Transportation decisions for a manufacturing or service facility.
CO3	<i>Analyze</i> and select the most appropriate methods and tools for the solution of problems related to production planning, shop floor scheduling, and inventory control and project management.
CO4	<i>Evaluate</i> quality control measures and safety measures for production and operations systems
CO5	<i>Justify</i> the application of concepts of production and Operations management in various industries

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	2	2	2
CO2	3	3	1	3	1	3
CO3	3	3	2	2	1	3
CO4	2	2	2	2	1	2
CO5	2	2	2	2	3	2



Sr. No.	Module	Description	CO	Marks	Hours
1		Introduction of Production & Operation Management:			
	I	• System and function view of organizations, scope • Products and services, Transformation process • Process design-different types of process with its merits and demerits, process performance and evaluation etc. • Product design; types of products, New Product Development Process, Concepts in Product design. Facility location: • Introduction • Operations strategies for multiple facilities • Factors affecting facility location planning for domestic and foreign operations • Factor and location rating with Numerical. • Break even analysis with Numerical. • Simple Median Model • Centre of Gravity model • Ardalan Heuristic for location planning of service facility	1, 2	12	15
2	II	Plant Layout:	2, 3	14	16
		• Objectives • Different types of layout with advantages and disadvantages • Assembly line balancing with Numerical			
		Aggregate Production Planning (APP):			
		• Objectives • Strategies and cost of APP with Numerical. • Master production schedule • Rough cut capacity planning			
		Material Requirement Planning (MRP):			
		• Objectives and examples			
		Inventory Management:			
3	III	• Introduction • Uses of Inventory • Role of other functional departments • Types of costs • Examples	3	12	16
		Operations scheduling:			
		• Definition, Objectives, Types • Sequencing (n-jobs on m machine) • Assignment Problems			
		Queuing systems/Waiting Line analysis:			
		• M/M/1 Model			



4	IV	Project management:	4, 5	12	13
		• Project scheduling by using network PERT/CPM • Crashing of project			
		Quality management:			
		• Definition, experts' views on quality • Dimensions of quality • Cost of quality • Statistical process control, control charts • Total quality management (TQM), Six sigma, ISO 9000 and other ISO series (Overview) • Just in Time production system			
		Industrial safety			
		Use of AI Technology in Production and Operations Management			

References:

Books:	
1.	Baffa, E., & Sarin, R., (n.d.). <i>Modern Production and operations Management</i> , Wiley & Sons.
2.	Bedi, K. (n. d.). <i>Production and Operation Management</i> . OXFORD university press.
3.	Chase, R. B., Jacobs, F. R., Aquilano, N. J., & Agarwal, N. K. (n.d.). <i>Operations management for competitive advantage</i> . Tata McGraw-Hill.
4.	Chunawala. S., & Patel. R., (n.d.). <i>Production and Operations Management</i> . Himalaya.
5.	Collier, D., Evans, J., & Ganguly. K., (n.d.). <i>Operation Management</i> . Cengage.
6.	Heizer, J., Render, B., & Munson, C. (n.d.). <i>Operations management</i> . Pearson Education Canada.
7.	Kumar, A., & Meenakshi, N., (n.d.). <i>Production and Operation Management</i> . Cengage.
8.	Russell, R. S., & Taylor, B. W. (n.d.). <i>Operations and Supply Chain Management</i> . John Wiley & Sons.
9.	Starr. M., (n.d.). <i>Production and Operation</i> . Cengage.



Name of College: S. R. Luthra Institute of Management						
Faculty	Management		Program	Master of Business Administration (M.B.A.)		
Year	1		Version	2.0		
Semester	2		Effective From	July 2026		
Course Code	MMBA21206	Course Name	Strategic Management (SM)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
4	4	0	0	50	50	100

Course Outcomes:

CO	Student will be able to
CO1	Analyse the internal and external business environment for effective strategic decision-making.
CO2	Examine business-level and corporate-level strategies of domestic and international organisations.
CO3	Explain strategy formulation, implementation and control concepts and tools.
CO4	Analyse an ethically, environmentally, and socially sensitive approach to strategic decision making in a dynamic business environment.

Mapping Course Outcomes to Program Outcomes:

CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	1	2	1
CO2	3	3	1	1	2	1
CO3	3	3	1	1	2	2
CO4	2	2	2	2	2	3



Sr. No.	Module	Description	CO	Marks	Hours
1	I	Strategic Management: An Introduction	1	12	15
		• Vision, Mission, Business Model and Strategy • Strategic Management Process • Stakeholders in Business • Types of strategies: Deliberate and Emergent • The I/O Model and Resource-based Model of Above Average Return			
		External Environmental Analysis:			
		• PESTEL • Porter's Five-Force Model • Key Success Factors • Driving Forces • Strategic Groups			
		Internal Environmental Analysis:			
2	II	• SWOT Analysis • Resources, Capabilities and Competencies • Core Competence, Competitive Advantage and Sustainable Competitive Advantage • Concept of Value Chain and Outsourcing	2	12	15
		Strategy Formulation:			
		• Business Level Strategies • Corporate Level Strategy (Diversification) • Acquisitions and Restructuring			
3	III	Strategy Formulation:	2, 3	12	18
		• Cooperative Strategies: Strategic Alliance, Business level and Corporate level Cooperative Strategies • International Strategies • BCG Matrix, GE Matrix, McKinsey 7s			
		Strategy Implementation and Control:			
		• Strategic Leadership • Structure and Strategy • Balanced Scorecard			
4	IV	Contemporary Concepts in Strategic Management	4	14	13



		• Triple Bottom Line (TBL) approach • Management of Change through VUCA • Blue Ocean Strategy • Sustainability as a Strategic Approach • The Black Swan • ESG & SDG			
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References:

Books:

1. Hanson, D., Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). *Strategic management: Competitiveness and globalisation*. Cengage Au.
2. Thompson, A.J., Peteraf, M., Gamble, J. and Strickland, A (2017). *Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*, 21st Ed., McGraw-Hill Higher Education
3. Kazmi, A., & Kazmi, A. (2017). *Strategic management*. McGraw-Hill Education.
4. Kim, W.C. and Mauborgne, R.A. (2015). *The Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*, Harvard Business Press
5. Scholes, K., Johnson, G., & Whittington, R. (2002). *Exploring corporate strategy*. Hoboken, NJ, USA: Financial Times Prentice Hall.

Newspapers / Magazines / Journals:

1. Open access: Asian Management and Business Review
2. Strategic Management Journal
3. Harvard Business Review
4. Vikalpa – A Journal for Decision Makers
5. Business Standard
6. Economic Times
7. Financial Times
8. Financial Express

Web References:

1. <https://strategicmanagementinsight.com/>
2. <https://www.blueoceanstrategy.com/>
3. <https://www.huffpost.com/>
4. <https://www.businessinsider.com/>
5. <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/the-strategy-and-corporate-finance-blog>
6. <https://mintzberg.org/>
7. <https://hbr.org/2014/01/what-vuca-really-means-for-you>



Name of College: S. R. Luthra Institute of Management						
Faculty	Management			Program	Master of Business Administration (M.B.A.)	
Year	I			Version	2.0	
Semester	1			Effective From	July 2026	
Course Code	MMBA2A207	Course Name	SEC – II Professional Grooming Skills (PGS)			
Teaching Scheme				Examination Scheme		
Credits	Lecture (L)	Tutorial (T)	Practical (P)	CCE	SEE	Total
2	2	0	0	25	25	50

Course Outcomes:

CO	Students will be able to
CO1	<i>Develop</i> professional resumes using word processing tools and infographic templates, demonstrating effective presentation of skills, achievements, and career goals.
CO2	<i>Apply</i> quantitative analysis, logical reasoning, comprehension, and data interpretation techniques to effectively solve real-world problems.

Mapping Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	2	1	1	2
CO2	3	3	2	2	1	2



Sr. No	Module	Description	CO	Marks	Hours
1	I	Professional Grooming	1	-	10
		• Content of Resume			
		• Resume Building using Infographics and Word Processing Templates			
2	II	Practice - Aptitude Tests Suggested Topics for preparation 1. Quantitative Analysis • Problem-solving approach & speed techniques • BODMAS, Simplification • Percentages, Ratios, Averages • Profit & Loss, Time & Distance (business-oriented examples) 2. Logical Reasoning • Seating arrangements (linear, circular, complex patterns) • Direction sense & distance problems • Analytical puzzles & data sufficiency 3. Comprehension • Reading comprehension (business + general passages) • Para reading & conclusion finding • Basics of English grammar (sentence correction, subject-verb agreement, prepositions, articles) • Tenses in professional communication 4. Data Interpretation • Data interpretation from graph, chart and tables	2	25	20



References:

Books:	
1.	Agarwal, R. S. (n.d.). Quantitative Aptitude. S. Chand
2.	Sharma, A. (n.d.). Teach Yourself Quantitative Aptitude. McGraw Hill.
3.	Varma, R. (n.d.). Fast Track Objective Arithmetic. Arihant Publication.
Newspapers / Magazines / Journals:	
1.	The Times of India
2.	The Economic Times
3.	Business India
4.	Business Today
Web Resources:	
1.	https://www.canva.com – Infographic Resume
2.	www.indiabix.com – Aptitude Sample Test

