



**RAJJU SHROFF ROFEL  
UNIVERSITY, VAPI**

**Programme Name: Master of Business Administration**  
**Level: PG**  
**Branch: MBA – SEM II**  
**Course / Subject Code: MBA021012**  
**Course / Subject Name: Corporate Finance**

W.e.f. Academic Year:	2024-26
Semester:	II
Category of the Course:	Core Course (CC)

<b>Prerequisite:</b>	<b>PG Course</b>
<b>Rationale:</b>	To provide an understanding of the essential elements of the financial environment in which the business firm operates. To acquaint students with the techniques of financial management and their applications for business decision making.

**Course Outcome:**

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
C01	Examine the impact of investment decision on company's value.	R, U
C02	Estimate the cost of each source of capital and combine these costs into a weighted average cost of capital for a company	R,U,A
C03	Compare dividend policies of Indian corporate with globally practiced.	U,A ,E
C04	Explain the relationship between the risks of capital investment with the return.	U,A,E

*\*Revised Bloom's Taxonomy (RBT)*

**Teaching and Examination Scheme:**

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	0	50	150

**Course Content:**

<b>Module No.</b>	<b>Content</b>	<b>No. of Hours</b>	<b>% of Weightage</b>
1.	<b>Overview of Financial Management:</b> Meaning, Objectives, Scope, Role and Functions of Financial Management (Financial Decisions). <b>Time value of Money:(theory and numerical)</b> Concepts, Compounding, Discounting, Annuities. <b>Sources of Long-Term Finance:</b> Introduction to Equity Shares, Preference Shares and Debentures, Term loan.	15	25%
2.	<b>Understanding Investment Decisions (Capital Budgeting Decisions):</b> Meaning, Features Types and Importance of Investment Decisions Discounted Cash Flow(DCF) NPV, IRR, PI, Discounted Payback Non-Discounted Cash Flow Techniques ARR, Payback period <b>Understanding Dividend Decision:</b> Dividend and dividend policy Factors affecting dividend payout Dividend payment models:(theory and numerical) Dividend relevance model <ul style="list-style-type: none"><li>▪ Walter model</li><li>▪ Gordon model</li></ul> Dividend irrelevance model <ul style="list-style-type: none"><li>▪ MM model</li></ul>	15	25%
3.	<b>Cost of Capital:(theory and numerical)</b> Significance, Concept of the Opportunity Cost of Capital Component Costs of Capital-Cost of Debt, Preference Capital and Equity Capital Weighted Average Cost of Capital (WACC) <b>Leverage:(theory and numerical)</b> Types of Leverage-Operating, Financial and Combined Leverage. Point of indifference	15	25 %

4.	Working Capital Management: Concepts of Working Capital. Operating Cycle. Determinants of Working Capital. Estimating Working Capital Needs (theory and numerical) Working Capital Finance Policies. Matching approach, conservative approach, and aggressive approach. Cash Management:(theory) Need for Cash Management. Cash Management Cycle. Cash Forecasting through budgeting.	15	25%
<b>Total</b>			<b>100</b>

**Suggested Specification Table with Marks (Theory):**

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
20	30	15	15	10	05

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

**References/Suggested Learning Resources:**

**(a) Books:**

Prasanna Chandra	Financial Management	McGraw-Hill	Latest Edition
I M Pandey	Financial Management	Vikas	Latest Edition
M. Y. Khan and P. K. Jain	Financial Management	McGraw-Hill	Latest Edition
Rajiv Srivastava & Anil Misra	Financial Management	Oxford	Latest Edition
Ravi Kishore	Financial Management– Problems and Solutions	Taxmann	Latest Edition

**(b) Open source software and website:**

1. Journal of Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya– Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard
7. Economic & Political Weekly

## 8. Vikalpa

### **Suggested Project List, if any:**

Students are suggested to visit few medium to large scale organization and study their organogram and prepare organization chart. They need to analyses the hierarchy and controls of the organization

### **Suggested Activities for Students, if any:**

**To visit various manufacturing and services organization and study their functions and departments.**

### **CO- PO Mapping:**

Semester ____	Course Name (Course Code: )				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	-	-
CO2	3	2	3	-	-
CO3	2	2	2	-	3
CO4	2	1	1	3	1

*Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.*

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**RAJJU SHROFF ROFEL  
UNIVERSITY, VAPI**

**Programme Name: Master of Business Administration**  
**Level: PG**  
**Branch: MBA – SEM II**  
**Course / Subject Code: MBA021022**  
**Course / Subject Name: Marketing management**

W.e.f. Academic Year:	2024-26
Semester:	II
Category of the Course:	Core Course (CC)

<b>Prerequisite:</b>	<b>PG Course</b>
<b>Rationale:</b>	This Marketing Management course equips MBA students with essential knowledge and skills to navigate and succeed in the dynamic business environment. By covering core marketing concepts, strategic market analysis, and customer relationship cultivation, the course ensures students understand and can apply the marketing mix effectively. It emphasizes practical application through case studies and projects, integrating modern practices like digital marketing and analytics. This comprehensive approach prepares students for leadership roles, enabling them to drive growth and innovation within their organizations.

**Course Outcome:**

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
C01	Comprehensive Understanding of Marketing Fundamentals	R, U,A,N,E,C
C02	Ability to Capture Marketing Insights and Create Customer Value	R,U,N,E,C
C03	Proficiency in Segmentation, Targeting, and Positioning (STP)	R,U,A,E,C
C04	Application of Advanced Marketing Strategies and Communication	R,U,A,N,E,C

*\*Revised Bloom's Taxonomy (RBT)*

**Teaching and Examination Scheme:**

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks		Total Marks
L	T	PR	C	Theory	Tutorial / Practical	

				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	0	50	150

**Course Content:**

Module No.	Content	No. of Hours	% of Weightage
1.	<p><b>Basics of Marketing Management</b>            Definition, Scope, Core Concepts, Tasks, Basic 4 P's of Marketing Mix &amp; Updated P's of Marketing Mix, Company's Orientation towards Marketplace, Marketing as a value delivery process &amp; Value Chain, Introduction to Marketing Analytics, Content of a Marketing Plan, Capturing Marketing Insights, Analyzing the macro-environment, Creating Customer Value: Customer Perceived value, Cultivating Customer Relationship, Understanding Consumers' Markets, Factors affecting consumer buying Behaviour, Key Psychological Processes, Consumer Buying Decision Process, Understanding Business Markets, Business v/s consumer markets, Buying Situations, Participants Process</p>	15	25%
2.	<p>Segmentation, Targeting and Positioning (STP)            Segmentation: Bases of Segmenting Consumer Markets and Business Markets            Targeting: Meaning, effective segmentation criteria, evaluating and selecting the market segments, Positioning: Developing and establishing Brand Positioning, Differentiation strategies, Dealing with Competition Competitive Strategies –Leaders, Challengers, Followers, Nichers, Product Life Cycle (PLC) Strategies, Developing Product Strategy, Product characteristics and Classification, Product hierarchy, Product system and mix, Product Line and Length decisions, Packaging, Labeling and Warranties</p>	15	25%
3.	<p>New Product Development: Process &amp; Challenges            Brand Management: Brand Equity, Brand Equity Models – CBBE            Devising Branding Strategies, Branding decisions, Co-branding and ingredient branding, Brand extensions, Developing Services, Definition, categories, Distinctive Characteristics, Service Differentiation, Pricing Decisions, Consumer Psychology and</p>	15	25 %

	Pricing, Setting up the price, Price Adaptation and Strategies, Usage of Technology in Marketing		
4.	Managing Distribution Channels-Marketing Channels Role, Importance, Design & Management Decisions, Channel Integration and Systems Retailing, Wholesaling and Logistics Management, Managing Marketing Communications, Role of Marketing Communication, Developing Effective Communication, Managing IMC, Managing Mass Communications Advertising: 5 M's, Sales Promotions: Major sales promotion tools, objectives & sponsorship	15	25%
<b>Total</b>			<b>100</b>

**Suggested Specification Table with Marks (Theory):**

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
<b>20</b>	<b>20</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>20</b>

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

**References/Suggested Learning Resources:**

**(a) Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education	Latest
2	Lamb, Hair, Sharma & McDaniel	Principles of Marketing – A South Asian Perspective	Cengage Learning	Latest
3	Stanton, Etzel & Walker	Fundamentals of Marketing	McGraw Hill	Latest Edition

4	Kotler, Keller, Koshy and Jha	Marketing Management – A South Asian Perspective	Pearson Education	Latest Edition
5	Arunkumar and Meenakshi	Marketing Management	Vikas Publishing	Latest Edition

**(b) List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Consumption Markets & Culture
2. Journal of Advertising.
3. Journal of Consumer Research.
4. Journal of Hospitality Marketing & Management.
5. Journal of International Marketing.
6. Journal of Marketing.
7. Journal of Marketing Research.
8. Journal of Public Policy & Marketing.

**Suggested Project List, if any:**

Students will visit in a company in a group of six and prepare an industry report on following topics out of their visit on-

- Studying the Market Segmentation bases used by various companies to segment the markets for their products.
- Studying distribution strategies of various companies
- Analyze a few new products / services launched recently and their marketing mix
- Studying the product life cycle of various products/brands with strategies adopted at various level
- Compare and analyze marketing communications of a few brands in the same product / service category

**Suggested Activities for Students, if any:**

To visit various manufacturing and services organization and study their marketing functions and departments.

Brand Saga Competition

Ad Mad Competition

**CO- PO Mapping:**

Semester ____	Course Name (Course Code: )				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	3	3	1	2	2



CO3	2	3	1	2	2
CO4	3	3	2	2	3

*Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.*

**Designed by-**  
**Dr.Nupur Angirish**

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**Programme Name: Master of Business Administration**  
**Level: PG**  
**Branch: MBA – SEM II**  
**Course / Subject Code: MBA021032**  
**Course / Subject Name: Human Resource Management**

W.e.f. Academic Year:	2024-26
Semester:	II
Category of the Course:	Core

<b>Prerequisite:</b>	<b>PG Course</b>
<b>Rationale:</b>	To Understand and Appreciate the Human Behaviour in Organisations

**Course Outcome:**

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
CO1	Evaluate various tools of basic HR functions based on the industry	U, E
CO2	Appraise and debate the importance of communication in various HRM functions like job analysis, training, R & S etc.	R,E
CO3	Analyse the role of leader in successful organisations, merger & acquisition & knowledge Management.	A,N
CO4	Investigate the changing role of HR in the for areas like workplace diversity, Expatriate pay etc	U,N

*\*Revised Bloom's Taxonomy (RBT) R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)*

**Teaching and Examination Scheme:**

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks		Total Marks
L	T	PR	C	Theory	Tutorial / CCE	

				End Sem Exam	Internal exam)	CCE	
4	1	0	4	50	30	70	150

**Course Content:**

Module No.	Content	No. of Hours	% of Weightage
1.	<p>An Overview, Objectives, Scope and Functions of HRM, HR and Line Managers, HR Department, HR Roles &amp; competencies, Evolution of HRM,</p> <p><b>Recruitment:</b>            Definition, Process and Sources of Recruitment,            Factors governing the Recruitment Policy            Industry Specific Strategy &amp; labour market Choice</p> <p><b>Selection:</b>            Selection Process - Application Forms, Selection Tests, Interviews, Evaluation            Role of Line &amp; HR manager in Selection            Placement and Induction            Competency Mapping</p>	15	25%
2.	<p><b>Job Analysis, Job Design and Job Evaluation:</b></p> <ul style="list-style-type: none"> <li>• Job Analysis - Features, Process and Methods of Job Analysis</li> <li>• Job Analysis, Job Description, Job Specification</li> <li>• Job Design - Meaning and Components of Job Design</li> <li>• Job Evaluation - Concept, Objectives, Process, Methods, Advantages and Limitations of job evaluation, Competency based job evaluation</li> </ul> <p><b>Training and Management Development:</b></p> <ul style="list-style-type: none"> <li>• Training – Meaning, Process and Methods</li> <li>• Management Development – Meaning, Methods,</li> <li>• Differences between Training and Development</li> <li>• ROI in Training</li> </ul> <p><b>Performance Appraisal:</b></p> <ul style="list-style-type: none"> <li>• Meaning, Need and Process</li> </ul>	15	25%

	<ul style="list-style-type: none"> <li>• Performance Appraisal Methods - 360-degree</li> <li>• Feedback, Management by Objectives (MBO),</li> <li>• Factors affecting Performance of an Employee,</li> <li>• Correcting performance gap in different area</li> </ul> <p><b>Compensation and Reward Systems:</b> Meaning, types, Strategic approach to compensation</p>		
3.	<ul style="list-style-type: none"> <li>• The trade union act, 1926</li> <li>• The industrial disputes act, 1947</li> <li>• Payment of gratuity act, 1972</li> <li>• Workmen's compensation act, 1923</li> <li>• Employee provident fund &amp; miscellaneous provisions act, 1952 including EMPFS, EFPS, EPS &amp; EDLIS</li> <li>• Child labour (prohibition and regulation) act, 1986</li> </ul>	15	25 %
4.	<ul style="list-style-type: none"> <li>• Need for HR Measurement, Significance and concept of HR Analytics,</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• Employee Engagement – Meaning, Degrees, Drivers, Measurement of Engagement</li> <li>• Talent Management – Meaning, Life cycle and Initiatives</li> <li>• Mergers and Acquisitions in HRM.</li> <li>• HR Scorecard.</li> <li>• Knowledge Management Process.</li> <li>• Conflict management</li> <li>• AI based HRM</li> </ul> <p>Business Partner Human Resource</p>	15	25%
	<b>Total</b>	<b>60</b>	<b>100</b>

**Suggested Specification Table with Marks (Theory):**

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
20	30	05	30	10	05

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

**References/Suggested Learning Resources:**

**(a) Books:**

**Text Book:**

S. No.	Author	Name of the Book	Publisher	Edition
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1.	K. Ashwathapa	Human Resource Management	Himalaya Publication	Latest Edition
2.	Garry Dessler and Biju Varkkey	Fundamentals of Human Resource Management	Pearson	Latest Edition

**Reference Books:**

**(b) List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. Journal of Industrial Relations
2. Indian Journal of Training and Development
3. South Asian Journal of Human Resource Management
4. HRM Review
5. Harvard Business Review
5. Journal of Management

**Suggested Project List, if any:**

Students can present case studies, role play, poster making or designing the Job or training schedule in the concern of learning the practical aspects of the topics from module 1-4.

**Suggested Activities for Students, if any:**

- Presentations on various topics
- Case studies
- Assignments
- Role play

**CO- PO Mapping:**

Semester II	Human Resource Management: MBA011042				
	POs				
Course Outcomes	P01	P02	P03	P04	P05
<b>C01</b>	3	2	1	2	1
<b>C02</b>	2	3	1	2	1
<b>C03</b>	2	2	3	2	2
<b>C04</b>	2	2	1	3	2

*Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.*

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**Programme Name: Master of Business Administration  
Level: PG**

**Branch: MBA – SEM II**

**Course / Subject Code: MBA021042**

**Course / Subject Name: Production and Operations Management**

W.e.f. Academic Year:	2024-26
Semester:	II
Category of the Course:	Core Course (CC)

<b>Prerequisite:</b>	<b>PG Course</b>
<b>Rationale:</b>	Production & Operations Management subject knowledge will enable the students to understand its role in the functioning of an organization & practical implications of the concepts and tools used in Production and Operations Management

**Course Outcome:**

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
C01	Understanding need and importance of Production and operations research and planning of production management in terms of cost function, Issues and Challenges.	U,A
C02	Inventory management concept and it's impact on cost and applicable ways to reduce the cost	U,A,N
C03	Project planning and execution , Job sequencing to reduce time and cost	U,A ,
C04	Quality , safety and productivity , and technology in Industry 5.0	U,A,E

*\*Revised Bloom 's Taxonomy (RBT)*

**Teaching and Examination Scheme:**

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	0	50	150

### Course Content:

Module No.	Content	No. of Hours	% of Weightage
1.	<p><b>World of Production Management:</b></p> <ul style="list-style-type: none"> <li>India and Global Statistics of Production management, POM as a function of cost.</li> <li>SWOT analysis of Production and Manufacturing sector</li> <li>Scope of POM, and Introduction to production analytics</li> <li>Process design-different types of process with its. merits and demerits, process classification based on order, process selection, different type of manufacturing process, process performance and evaluation etc.</li> <li>Product design; types of products and designing, evaluation of design</li> </ul> <p><b>Operations Research</b> Introduction to OR and it's applicability (Theoretical understanding only, preferable case analysis)</p>	15	25%
2.	<p><b>Planning and Plant and Facility location (theoretical concept only)</b></p> <ul style="list-style-type: none"> <li>Factors affecting the cost of production and plant location , Understanding Aggregate Production Planning (APP): master production schedule, Rough cut capacity planning etc.(theoretical concept only), Material Requirement Planning (MRP) (theoretical concept only)</li> </ul> <p><b>Inventory Management (theory and numerical)</b></p> <p>Types of cost , Economic order quantity , Lead time and safety stock and differential discounting sums (Theory + Application oriented Sums , with formula sheet to be given to the students to test the application)</p>	15	25%

3.	<p>Operations scheduling:  Definition, Objectives, Types, Assignment and Sequencing (n-jobs on m machine) (theory and application oriented numerical, formula sheets can be given wherever required)  Queuing systems (Waiting Line Analysis) (theory and numerical limiting to single queue single serving station base model , formula sheet can be given wherever required. ) Project management; Project scheduling by using network PERT/CPM, Float and Slack calculations and crashing (theory and application oriented numerical , formula sheets can be given wherever required. )</p>	15	25 %
4.	<p><b>SPC and SQC :</b></p> <ul style="list-style-type: none"> <li>Statistical process control, control charts (theory and numerical with formula sheet to be given and application needs to be tested. Upto X bar and R charts)</li> </ul> <p><b>Industry 4.0 Concepts needs to be studied from the perspective of</b></p> <ol style="list-style-type: none"> <li>Study of companies Quality Policy and efforts on Quality control and enhancement</li> <li>Study of QC tools applied in the organization</li> <li>Quality Management Guru's Philosophy</li> <li>Understanding Value Stream Mapping concept</li> <li>Understanding Poka Yoke and JIT concept .</li> <li>Productivity improvement (Lean) concepts in the organization which are applied from following 5 S/Kaizen</li> </ol>	15	25%
5	<p>Students Presentation competition based on their industry visits and filed interviews on following topics</p> <ol style="list-style-type: none"> <li>Six Sigma – Quantitative</li> <li>Six Sigma – Varius Belts and responsibilities</li> <li>ZDZE (Zero defects and Zero errors)</li> <li>Industry 4.0 , 5.0</li> <li>Artificial Intelligence in Production Processes</li> <li>Theory Of Constraints</li> <li>TPM concept</li> <li>Understanding GEMBA</li> <li>Root Cause Analysis and 5W + 1H Concept of problem solving</li> <li>Various Dimensions of Quality and Cost of quality, views of Quality Gurus.</li> <li>Understanding and critically evaluating EHS policies of companies.</li> <li>Study of various types of plant layouts.</li> </ol>		<b>100</b>



**Suggested Specification Table with Marks (Theory):**

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
0	40	40	10	10	00

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

**References/Suggested Learning Resources:****Pedagogy:**

- a. ICT enabled Classroom teaching
- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

**Evaluation:**

Students shall be evaluated on the following components:

	Evaluation	Marks
<b>A</b>	<b>Continuous Evaluation Component</b>	<b>70</b>
<b>B</b>	<b>Mid-Semester examination</b>	<b>30</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>50</b>

**Reference Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	TMH	Latest
2	Kanishka Bedi	Production and Operation Management	Oxford	Latest
4	Roberta S. Russell, Bernard W. Taylor	Operations and Supply Chain Management	Wiley	Latest
5	Arun Kumar, N.MeenakshiP	Production and Operation Management	Cengage	Latest

6	Heizer, Jay and Render, Barry	Operations Management	Pearson	Latest
7	Elwood S. Buffa and Rakesh K. Sarin	Modern Production and Operations Management	Wiley	Latest
8	David A. Collier, James R. Evans and Kunal Ganguly	Operation Management	Cengage	Latest
9	S. A. Chunawala, Dr. R. Patel	Production and Operations Management	Himalaya	Latest
10	Martin K. Starr	Production and Operation	Cengage	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.**

1. International Journal of Production Economics
2. Journal of Production Research and Management
3. Journal of Operations Management

To visit various manufacturing and services organization and study their functions and departments.

**CO- PO Mapping:**

Semester II	Production and Operations Management : MBA021042								
	POs								
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	1	1	2	1	1	1
CO2	2	3	3	2	1	3	3	2	1
CO3	2	2	2	2	2	2	2	2	2
CO4	2	2	2	3	3	2	2	3	3

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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**RAJJU SHROFF ROFEL  
UNIVERSITY, VAPI**

**Programme Name: Master of Business Administration**

**Level: PG**

**Branch: MBA – SEM II**

**Course / Subject Code: MBA021052**

**Course / Subject Name: Research Methodology**

W.e.f. Academic Year:	2024-26
Semester:	II
Category of the Course:	Core Course (CC)

<b>Prerequisite:</b>	<b>PG Course</b>
<b>Rationale:</b>	<i>Decision making has to be supported by research. The technological advancements make it imperative for the students to get acquainted with the tools of research techniques. The aim of the subject is to introduce the students with the basic concepts of the subject to prepare them for conducting research. Also, to develop a scientific temperament for rational decision making.</i>

**Course Outcome:**

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
C01	Develop a comprehensive Research Methodology for a given research question.	R,U,A
C02	Evaluate literature for a given research problem from the global and national perspectives.	N,E
C03	Determine the relevance of research tools and techniques for analyzing and evaluating research problems.	R,N,E
C04	Construct an effective research proposal for a given study in a management function.	C

*\*Revised Bloom's Taxonomy (RBT)*

**Teaching and Examination Scheme:**

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks		Total Marks
L	T	PR	C	Theory	Tutorial / Practical	

				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	50	30	0	70	150

**Course Content:**

Module No.	Content	No. of Hours	% of Weightage
1.	<p><b>Business Research Fundamentals:</b></p> <ul style="list-style-type: none"> <li>- What is research? What is Data, Information, Knowledge (DSS, Business Intelligence)</li> <li>- Types of business research</li> <li>- Characteristics of good research.</li> <li>- Brief Introduction to Business Research Process</li> </ul> <p><b>Business Research Process I:</b></p> <ul style="list-style-type: none"> <li>- Problem identification, problem statement</li> <li>- Research questions &amp; Research objectives</li> <li>- Review of Literature (including citation and bibliography / references).</li> <li>- Hypothesis formulation (Hypothesis, Types of hypothesis).</li> </ul>	15	25%
2.	<p><b>Business Research Process I:</b></p> <p><b>Research Design:</b> Difference between Qualitative and Quantitative Research.</p> <p><b>Exploratory Research Design:</b></p> <p><b>Qualitative Research:</b> Observation, Focus Group, Depth Interview, Projective Techniques, Grounded Theory and Ethnography.</p> <p><b>Conclusive Research Design:</b></p> <p><b>Quantitative Research:</b> Descriptive research – survey, survey methods. Causal research – Experimentation – labs v/s field experiments, with and without control, before and after.</p>	15	25%
3.	<b>Business Research Process - II:</b>	15	25 %

	<ul style="list-style-type: none"> <li>- Sampling Design: Probabilistic and non-probabilistic sampling.</li> <li>- Sources of data – primary and secondary.</li> <li>- Measurement and Scaling.</li> <li>- Validity and reliability.</li> <li>- Questionnaire designing.</li> </ul>		
4.	<p><b>Business Research Process - III:</b></p> <ul style="list-style-type: none"> <li>- Data Preparation: Preliminary questionnaire screening, editing, coding and data entry (using statistical software).</li> <li>- Univariate Statistical Analysis and Bivariate Statistical Analysis.</li> <li>- Research Writing: Research Proposal Synopsis, Research Report</li> </ul>	15	25%
<b>Total</b>			<b>100</b>

**Suggested Specification Table with Marks (Theory):**

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
10%	20%	20%	20%	20%	10%

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

**References/Suggested Learning Resources:**

**(a) Books:**

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Naval Bajpai	Business Research Methods	Pearson	Latest
2	Donald R. Cooper and Pamela S. Schindler	Business Research Methods	TMH	Latest
3	Zikmund Willium	Business Research Methods	Thomson	Latest
4	Uma Sekaran	Research methods for business: A skill building approach	Wiley India	Latest
5	Panneerselvam R.	Business Research Methods	John Wiley and Sons	Latest

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

**(b) Journals / Periodicals / Magazines / Newspapers and website:**

1. Journal of Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard
7. Economic & Political Weekly
8. Vikalpa

**Suggested Activities for Students, if any:**

**I. Industry orientation**

Students in groups are required to visit a company to understand the research work being undertaken. i.e. Research design, methodology, statistical tools & techniques being used in different departments/sections.

**II. Research Article Understanding**

Students in groups are required to choose a broad area of research of their choice. Bring an article (related to chosen broad area) to the class & understand the article following all steps of research.

**III. Presentation**

Students in group required to prepare & present the broad research area & chosen article describing all research steps.

**IV. Quiz**

Module III & IV

**CO- PO Mapping:**

Semester II	Research Methodology MBA021062				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	3	1
CO2	1	3	-	3	1
CO3	3	2	-	1	1
CO4	3	2	1	3	3

*Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.*

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**RAJJU SHROFF ROFEL  
UNIVERSITY, VAPI**

**Programme Name: Master of Business Administration**  
**Level: PG**  
**Branch: MBA – SEM II**  
**Course / Subject Code: MBA026062**  
**Course / Subject Name: Indian Knowledge Systems**

W.e.f. Academic Year:	2024-26
Semester:	II
Category of the Course:	IKS

<b>Prerequisite:</b>	<b>PG Course</b>
<b>Rationale:</b>	This course explores the rich and diverse traditions of Indian Knowledge Systems (IKS) and their relevance to contemporary management practices. It aims to provide students with an understanding of the principles and philosophies underpinning IKS and how these can be applied in various aspects of business management, including leadership, ethics, strategy, and decision-making.

**Course Outcome:**

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
C01	Analyze and articulate the foundational concepts, historical development, and key philosophies of Indian Knowledge Systems (IKS), including major texts and their relevance to modern management.	U,N
C02	Understand different ethical theories and concepts in business, distinguishing between morals, values, and ethics, and apply these principles to ethical decision-making and leadership in a business context.	U,E,A
C03	Understand the principles of sustainability within IKS and their application to corporate governance and business practices	E,U
C04	Integrate concepts from IKS, such as yoga and mindfulness, into contemporary business practices to foster innovation, creativity, and corporate social responsibility (CSR).	A,C,U

*\*Revised Bloom's Taxonomy (RBT)*

**Teaching and Examination Scheme:**

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks			Total Marks
L	T	PR	C	Theory		Tutorial / CCE	
				End Sem Exam	Internal Exam	CCE	
2	0	0	2	25	--	50	75

**Course Content:**

Module No.	Content	No. of Hours	% of Weightage
1.	<b>Introduction to Indian Knowledge Systems:</b> <ul style="list-style-type: none"> <li>• Definition and scope of Indian Knowledge Systems</li> <li>• Historical development and major texts</li> <li>• Relevance of IKS in modern management</li> <li>• Key philosophies: Vedanta, Samkhya, Yoga, Nyaya, Vaisheshika, Mimamsa, Buddhism, and Jainism</li> <li>• Concepts of Dharma, Karma, and Yuga</li> <li>• Arthashastra by Kautilya: Governance and economic policies</li> <li>• Management lessons from Bhagavad Gita</li> </ul>	10	33%
2.	<b>Introduction to Business Ethics:</b> <ul style="list-style-type: none"> <li>• Nature of Ethics</li> <li>• Ethical Concepts and Theories</li> <li>• Morals and Values</li> <li>• Importance and need of ethics in business</li> <li>• Distinction between values and ethics</li> <li>• Application of philosophical concepts in leadership and ethical decision-making</li> </ul>	10	33%



3.	<b>Sustainability and Ethics in IKS</b> <ul style="list-style-type: none"> <li>Principles of sustainability in IKS</li> <li>Corporate governance</li> <li>Case studies of Indian companies applying IKS</li> </ul>	10	34%
	<b>Contemporary Applications of IKS in Business</b> <ul style="list-style-type: none"> <li>Innovation and creativity inspired by IKS</li> <li>Integrating yoga and mindfulness in corporate culture</li> <li>Role of IKS in corporate social responsibility (CSR)</li> </ul>		
<b>Total</b>		<b>30</b>	<b>100</b>

**Suggested Specification Table with Marks (Theory):**

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
<b>0</b>	<b>50</b>	<b>20</b>	<b>10</b>	<b>20</b>	<b>0</b>

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

**References/Suggested Learning Resources:**

**(a) Books:**

- "Arthashastra" by Kautilya
- "Bhagavad Gita" with commentary by Swami Vivekananda
- "Indian Philosophy: An Introduction" by M. Hiriyanna
- "Ethics in Business and Corporate Governance" by S K Mandal Tata McGraw Hill

**(b) Open source software and website:**

- Indian Journal of Philosophy
- Business Ethics Quarterly
- International Journal of Indian Psychology

**Suggested Project List, if any:**

Students are suggested to study Research papers on the application of IKS in management.

**Suggested Activities for Students, if any:**

Students to come up with presentations on real life examples of Organizations' Ethical Practices & degree to which they're implementing IKS Principles

**CO- PO Mapping:**

Semester 2	Indian Knowledge Systems : MBA026062				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	1	1	3	1
CO2	1	2	3	3	2
CO3	3	2	2	2	2
CO4	2	2	3	3	2

*Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.*

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