

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-1
Subject Name- Accounting for Business Leaders.
Subject Code- MBA011010

➤ **Course Overview:**

Management Accounting is essential part of management education inculcating analytical skills in post graduates which can make them industry ready. Students will be able to read, interpret & analyze various reports & available accounting information. In addition, they will be well equipped with the up-to-date knowledge & skills to perform their role in managerial decision-making.

Subject name:	Management Accounting	Subject Code:	MBA011010
Semester	I	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Compile & Assess Financial & Cost statements in accordance with nationally & Globally accepted Principles.
LO2	Analyse & Evaluate data from Financial Statements & Cost-Volume-Profit techniques to determine Optimal managerial decisions.
LO3	Present, Justify & communicate a variety of managerial decisions based on analysis of financial statements & data.
LO4	Understand the business environment likely to be operating in.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	1	-	3	1	-	1	1
LO2	3	1	3	1	2	1	1	3	1
LO3	2	3	-	3	-	2	1	1	1
LO4	3	1	-	-	1	-	-	2	1

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)

I	<p>Basic understanding of Management Accounting:</p> <ul style="list-style-type: none"> • Meaning and definition • Comparison among Financial Accounting, Management Accounting and Cost Accounting. • Accounting Principles – concepts and conventions • Overview of Accounting Process • Journal Entries, Ledger-Posting and Preparation of Trial Balance, Accounting records and balance sheet equations • Basic overview of IFRS and Indian Accounting Standards (Ind.AS) • Introduction to Forensic Accounting & Carbon Accounting. <p>Understanding and Preparing Corporate Financial Statements:</p> <ul style="list-style-type: none"> • Corporate Profit & Loss Account and Corporate Balance Sheet (Schedule III of the Companies Act, 2013). • Cash Flow Statement (AS-3). 	10	12
II	<p>Inventory valuation(AS-2):</p> <ul style="list-style-type: none"> • FIFO, Weighted Average Method & LIFO (Preparation of stock register card only) <p>Depreciation(AS-6):</p> <ul style="list-style-type: none"> • Straight line method, written down value method • Retrospective effect (Only Theoretical Perspective) <p>Intangible Assets Accounting (AS-26)</p> <p>Revenue recognition (AS-9)</p> <p>Financial Statement Analysis:</p> <ul style="list-style-type: none"> • Horizontal analysis • Vertical Analysis • Trend Analysis • Ratio Analysis 	10	13
III	<p>Cost Accounting:</p> <ul style="list-style-type: none"> • Meaning and definition of cost • Cost concepts and classification <p>Costing Methods: Unit Costing, Process costing (excluding equivalent unit of production)</p> <p>Profit Planning & Decision Making:</p> <ul style="list-style-type: none"> • Marginal costing & CVP Analysis. Its managerial implications. • Short term decision making 	10	13
IV	<p>Contemporary issues in management accounting</p> <ul style="list-style-type: none"> • Activity based costing • Activity based budgeting • Value Chain analysis • Target and life cycle costing • Quality costing • Balanced Score card and Strategic profitability analysis 	10	12

V	<p>Students should select Small & Medium Enterprise and Perform Financial Statement Analysis / Cost Analysis of any product /Service of that company. Students have to Prepare a report.</p> <p>Tally ERP 9: Learn & understand different facets of it & give the presentation in the class.</p> <p>Hint: Use online sources e.g. YouTube, etc. Also can enroll in NPTEL courses)</p>	---	
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4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	Marks
A	• Continuous Evaluation Component	70
	• Class Presence & Participation	
	• Quiz	
B	Mid-Semester examination	30
C	End –Semester Examination	50

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	M.Y. Khan & P.K. Jain	Management Accounting	McGraw Hill	6 th / Latest
2	Ambrish Gupta	Financial Accounting for Management	Pearson	5 th / Latest
3	Horngren, C.T., Sundem G.L., Stratton, W.O.	Introduction to Management Accounting	Prentice Hall of India	Latest Edition
4	P. C. Tulsian	Financial Accounting	Pearson	Latest Edition
5	V. Rajasekaran & R. Lalitha	Financial Accounting	Pearson	Latest Edition
6	P. C. Tulsian	Cost Accounting	S Chand	Latest Edition

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

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. Business Standard/Economic Times/Financial Times/ Financial Express

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-1
Subject Name- Business Economics (BE)
Subject Code- MBA011020

➤ **Course Overview:**

Economics subject knowledge will ensure sound & timely decision making to future managers & entrepreneurs. The subject knowledge facilitates decision making in areas such as capital investment, Capacity planning & utilization, pricing, industry competitiveness & related decisions, Economic growth, country's global position, etc.

Subject name:	Managerial Economics.	Subject Code:	MBA011020
Semester	I	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Define and explain basic concepts of microeconomics used to explain the behaviour of individuals, household or firms.
LO2	Evaluate the relationship between Production & Cost function. Analyse & Evaluate different market structures ,equilibrium & market operations under varying competitive conditions for different industries.
LO3	Evaluate the influence of economic policies on the socio-economic welfare of a country's citizens.
LO4	Recommend competitive strategies according to the nature of products, market structures and business cycles.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “- “= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	1	1	2	-	-	1	-	1
LO2	2	2	1	-	-	-	-	2	2
LO2 (Analysis)	3	2	1	-	1	2	-	2	1
LO2 (Evaluation)	1	3	1	1	3	1	-	3	1
LO3	2	-	1	-	3	-	3	-	1
LO4	2	2	-	3	-	3	-	2	2

1. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

2. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	Ten principles of economics Micro Economics The market forces of supply and demand Elasticity and its applications The costs and economics of production, Economies of	10	12

	scale.		
II	Market structure and Pricing: <ul style="list-style-type: none"> • Perfect competition • Monopoly competition • Oligopoly competition • Monopolistic competition 	10	13
III	Macro Economics Measuring a nation's income Measuring the cost of living Savings and investment Production and growth, Concepts of GDP, GNP, PPP The monetary system, Money growth and inflation Open-economy macroeconomics – Basic concepts	10	13
IV	Macro Economics Aggregate demand and aggregate supply The influence of monetary and fiscal policy on aggregate demand The short-run trade-off between inflation and Unemployment	10	12
V	Analysis of Union Budget, Monetary policy, Economic Survey to study its impact on major economic parameters. Price Leadership and Market Leadership Model application in real world. Basics of Game Theory and the relevance of the same in the real world scenario.	---	

3. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

4. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	Marks
A	• Continuous Evaluation Component	70
	• Class Presence & Participation	
	• Quiz	
B	Mid-Semester examination	30
C	End –Semester Examination	50

5. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Gregory Mankiw	Economics: Principles & Applications	Cengage	Latest Edition
2	Dr D. M. Mithani	Managerial Economics: Theory & Applications	Himalaya	2010, Latest

3	R.L. Varshney and K.L. Maheswari	Managerial Economics	Sultan Chand	19th / Latest
4	Samuelson and Nordhaus	Economics	TMH	16 th ed. /Latest

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

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Management Review
4. Business Standard/Economic Times/Financial Times/ Financial Express/
5. Economic & Political Weekly
6. Asian Journal of Research in Business Economics
7. Indian Journal of Economics and Development

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-1
Subject Name- Managerial Communication.
Subject Code- MBA011030

➤ **Course Overview:**

Communication is a very essential skill for the managers to be successful in their professional Career. The objective is to acquaint the students with the basic concepts and techniques of Communication which will be useful in developing skills of communicating effectively.

Subject name:	Management Communication	Subject Code:	MBA011030
Semester	I	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Analyse the role of different communication tools / theories in the organizational and global context.
LO2	Design an appropriate communication tool — business letters and reports, resume / CV for a given context.
LO3	Recommend the appropriate communication skills - personal communication, verbal and non-verbal, formal and informal in different business scenarios.
LO4	Determine and propose the appropriate use of different communication channels for collaborating in teams.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	-	1	3	1	-	-	-	2
LO2	2	2	2	-	3	-	-	1	1
LO3	2	-	3	3	-	-	-	1	1
LO4	1	1	3	3	-	3	1	1	1

2.Course Duration: The course duration is of 40 sessions of 60 minutes each

3. Course Contents:

ModuleNo	Contents	No. of Sessions	(External Evaluation)
I	Communication in Organization: <ul style="list-style-type: none"> • Importance of Communication • Types of Communication • Communication Process • 7Cs of Communication • Types of Non Verbal Communication • Organizational Communication Networks • Barriers to Effective Communication • Ethics in Communication • Legal Aspects of Business Communication 	10	20
II	Enhancing Listening and Speaking Skills <ul style="list-style-type: none"> • Listening-Active and Passive • Strategies for effective listening • Barriers to effective listening • Importance and types of oral communication • Public Speaking • Different types of speeches • Role of non-verbal communication 	10	15
III	Written Communication Skills <ul style="list-style-type: none"> • Business Letter Writing and Types • Email Writing • Resume and Cover letters • Business proposals • Report writing • Minutes of Meeting • Notices and Memos 	10	15
IV	Interpersonal and Cross –Cultural Communication <ul style="list-style-type: none"> • Interpersonal communication • Communication in Teams • Negotiation Skills • Social Media Communication • Cultural Variables and Communication • Cross Cultural communication strategies 	10	20
V	Practical: Project/ presentation on any of the following- Circulars, Drafting Notices, Handling Complaints, Evaluating Interview Performance, Articles, Formal Invitations. Performa for Performance Appraisals, Letters of Appointment, Captions for Advertising, Company Notice related Shares/dividends, MoA, AoA, Annual Reports, Minutes of Meetings, Action taken on Previous Resolution. Use of google groups and google sheet. Preparing job applications	---	70

4. Pedagogy:

- a. ICT enabled Classroom teaching

- b. Case study
- c. Practical / live assignment
- d. Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	Marks
A	<ul style="list-style-type: none"> • Continuous Evaluation Component 	70
	<ul style="list-style-type: none"> • Class Presence & Participation 	
	<ul style="list-style-type: none"> • Quiz 	
B	Mid-Semester examination	30
C	End –Semester Examination	50

6.Reference Books:

No	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Raymond V. Lesikar & M. E. Flatley	Basic business Communication	TMH	Latest Edition
2	Lehman	B. Com (Business Communication)	Cengage	Latest Edition
3	Murphy, Hildebrandt & Thomas	Effective Business Communication	TMH	Latest Edition
4	Bovee, Thill & Schatzman	Business Communication Today	Prentice Hall	Latest Edition
5	Mary Ellen Guffey	Essentials of Business Communication	South-Western Educational	Latest Edition
6	Asha Kaul	Professional Communication	Tata McGraw-Hill	Latest Edition

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

1. Cases will be provided from Meenakshi Raman and Prakash Singh, Business Communication, Oxford University Press
2. Economic Times
3. Financial Express
4. Business Standard

Designed By-

Dr. Nupur Angirish

Faculty: Marketing & H.R.

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-1
Subject Name- Organisational Behaviour (OB)
Subject Code- MBA011040

➤ **Why should you learn Organisational Behaviour?**

Learning organizational behaviour gives you better insight into how humans interact and react, creating insight into management and relating to people well beyond the classroom. For this reason, it is one of the best ways to prepare for a career in the business world

1. Learning Outcome:

Learning Outcome (Learner will be able to)
1. Describe how individual personality and behaviour impacts professional work experience.
2. Discuss the impact of organizational culture has on individuals and the workplace.
3. Understand the unethical practices prevalent in motivating individuals and compare and contrast the influence of leadership styles on employee motivation and satisfaction.
4. Discuss and propose solutions for issues of conflict negotiation, stress, power and politics in a given situation

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	2	3	3	2	3	2	1	1	3
LO2	2	3	3	3	2	3	2	1	2
LO3	3	3	3	2	3	3	3	1	2
LO4	3	3	3	3	2	3	3	-	3
LO5	2	2	3	3	1	3	2	-	2

2. Course Duration:

Subject name:	Organizational Behaviours	Subject Code:	MBA011040
Semester	I	Credits	4
Teaching Hors	40		

3. Course Contents:

Module	Content	No.of Hours	Marks (Out of _____)
1. Foundation of Organisational Behaviour	Organisational Behaviour- <ul style="list-style-type: none"> • Nature • Concept • Types of Business Organisations • Model of OB • Disciplines contributing to the field of OB • Managers- • Managerial roles and skills • Overview of management process 	8	
2. Foundation	<ul style="list-style-type: none"> • Understanding Emotional and 	10	

of Individual Behaviour	Social Intelligence <ul style="list-style-type: none"> • Understanding Personality and its impact on work • Understanding Perception and its impact on work • Understanding Attitude and Values and its impact on work • Understanding Motivation and its impact on work • Stress Management at Workplace • Learning Styles • Knowledge Management 		
3. Foundation of Group Behaviour	Group- <ul style="list-style-type: none"> • Nature and Dynamics of Group, Stages of Group Team- <ul style="list-style-type: none"> • Team Dynamics and Synergy • Types of Team Power & Politics Transactional Analysis Leadership- <ul style="list-style-type: none"> • Leadership Styles and Theories Workplace Behaviour- <ul style="list-style-type: none"> • Conflict • Negotiation • Trust • Decision Making • Communication 	10	
4. Foundations of Organisational Structure	Organisational Design and Structure- <ul style="list-style-type: none"> • Developing Organisational Culture, Creativity and Innovation • Organisational Change 	8	
Culture and Change	Ethics and Social Responsibility International Organisational Behaviour- <ul style="list-style-type: none"> • Managing across culture Emotional intelligence: a factor that governs Organisation Behaviour Assertiveness skills FIRO - B		
5. Practical Assignments	Small project on individual Role Model (famous Indian or International Leaders) <ul style="list-style-type: none"> • Case studies on Leadership Styles • Organizational study on Monetary and Non-Monetary Motivation given to their employees at all levels • Making students understand Group Dynamics by assigning group & team building exercises 	4	

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation (Internals)	Total Marks 70
	50% passing Marks	
	Visit to any two company	
	Literature Review (any 10) for a mini research project	
	Case Study (any 2)	
	Quiz (MCQ based)	
	Presentations on the Current topic and Trends	
	Behaviour of the student	
B	Mid Semester Examination (Mid Term) 35% Passing Marks and 25% weightage	30 Marks
C	End Semester Examination (Final Examination) 35% passing marks and 50% weightage	50 Marks

Reference Books:

Sr.No.	Author	Name of the Book	Publisher	Edition
1	Stephen Robbins	Organizational Behaviour	Pearson Education	Latest Edition
2	K. Aswathappa	Organizational Behaviour	Himalaya	Latest Edition

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.

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

1. Journal of Organizational Behaviour
2. Research in organizational behavior
3. Organizational behavior & Human Decision processes
4. Harvard Business Review
5. Journal of Management

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-1
Subject Name- Technology in Business
Subject Code- MBA011050

➤ **Course Overview:**

Technology in Business is an essential part of management education inculcating analytical skills in post graduates which can make them industry ready. Students will be able to understand the importance of various Information systems that play a crucial role in today's business era. It'll help them analyze how these systems help in day to day functioning as well as the decision making in an organization.

Subject name:	Technology in Business	Subject Code:	MBA011050
Semester	I	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Analyze how various information systems work together to accomplish the information needs and objectives of an organization
LO2	Analyze the role played by types of information systems at various levels and functional areas of the organizations across the world.
LO3	Illustrate the impact of information systems in society in context of ethical, social and security concerns
LO4	Explain relationships between concepts of information systems, organization, management and strategy.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	2	1	1	1	-	1	2
LO2	2	2	1	1	3	-	-	2	2
LO3	1	-	-	2	-	-	3	1	1
LO4	2	2	2	3	-	-	2	-	1

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
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I	<p>Organization and Information Systems:</p> <ul style="list-style-type: none"> • The Organization: <ul style="list-style-type: none"> -Structure, Managers and activities. -The level of people and types of decisions and their information needs. -Changing Environment and its impact on Business • Information Systems: <ul style="list-style-type: none"> -Data, information and its attributes. -Information Systems – meaning, functions and dimensions and need. -Categorization of Organizational Information Systems – hierarchical and functional perspective. • Strategic business use of IS: <ul style="list-style-type: none"> - Interdependence between organization and IS - IS strategies for competitive advantage using Porter’s Five Forces Model and Value Chain Model 	10	12
II	<p>Types of Information systems - I: Meaning, functions and applications of:</p> <ul style="list-style-type: none"> • Transaction Processing Systems • Management Information Systems • Decision Support Systems • Executive Support / Information Systems <ul style="list-style-type: none"> -Digital Dashboards -Artificial Intelligence and Machine Learning • Expert Systems 	10	13
III	<p>Types of Information systems - II: Meaning, functions and applications of: Functional system:</p> <ul style="list-style-type: none"> • Financial • Human Resource • Marketing • Production and Operations <p>Enterprise Systems: Business Process integration</p> <ul style="list-style-type: none"> • ERP • Supply chain management systems • CRM • Business Intelligence 	10	13
IV	<p>Ethical Issues pertaining to IS:</p> <ul style="list-style-type: none"> • Ethical responsibilities of business professionals • Computer crime – hacking & cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware <p>Information Security:</p> <ul style="list-style-type: none"> • First line of defence – People / employees • Second line of defence – Technology for authorization, prevention, detection and response <p>Contemporary/ emerging technologies:</p> <ul style="list-style-type: none"> • Cloud and mobile computing • E-commerce, m-commerce • Internet of Things 	10	12

V	Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	
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4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	Marks
A	• Continuous Evaluation Component	70
	• Class Presence & Participation	
	• Quiz	
B	Mid-Semester examination	30
C	End –Semester Examination	50

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Kenneth Laudon, Jane Laudon	Essentials of Management Information Systems	PHI	10th
2	James A O'Brien, George M Marakas, Ramesh Behl	Management Information Systems	TMH	Latest Edition
3	Stephen Haag, Amy Philips	Business Driven Technology	McGraw Hill	Latest Edition
4	EfraimTurban, Dorothy Leidner, Ephraim McLean and James Wetherbe	Information Technology for Management: Transforming Organizations in Digital Economy	Wiley	Latest Edition

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

- MIS Quarterly, University of Minnesota
- CIO
- Computer Express
- Digichip
- PC World
- Computer Shopper
- Dataquest

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-1
Subject Name - Governance, Ethics & Sustainability
Subject Code- MBA011060

➤ **Course Overview:**

The aim of the course is to equip the students with the following:

- Understanding the firms & its types as per the Companies Act 2013
- Critically evaluate the theory of corporate governance and apply this theory in analyzing corporate structures, board composition and how boards of directors conduct their affairs.
- Understanding the importance of CSR & it's know how
- A brief background of ethical, moral and value based issues in evaluation of society and its impact on business relationship
- Understand how concepts of sustainability are connected to issues of social justice, the environment, and the economy at local, regional, and global levels
- Critically analyze different, often competing, definitions and models of sustainability and interests of societal stakeholders driven by perspectives

Subject name:	Governance, Ethics & Sustainability	Subject Code:	MBA011060
Semester	I	Credits	4
Teaching Hours	40		

1. Learning Outcome:

LO1	Critically evaluate the theory of corporate governance and apply this theory in analyzing corporate structures, board composition and how boards of directors conduct their affairs
LO2	Suggest a hypothetical CSR plan for a social cause in culturally diverse territories
LO3	Explain the external reporting requirements relating to corporate governance which applies to organizations
LO4	Compare and analyze the role of stakeholders and corporate managers' moral obligations in business decision making
LO5	Critically analyze different, often competing, definitions and models of sustainability and interests of societal stakeholders driven by perspectives

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	3	3	1	1	2	1	-	3
LO2	2	2	-	2	2	1	2	2	1
LO3	1	-	1	3	-	-	2	1	1
LO4	2	2	3	3	1	3	1	2	2
LO5	3	2	2	2	2	-	-	-	2

(3- High Correlation, 2- Medium Correlation, 1- Low Correlation, -- No Correlation)

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Unit No.	Contents	No. of Sessions	50 Marks (External Evaluation)
I	<p>Companies Act 2013:</p> <ul style="list-style-type: none"> • Formation of Firms • Nature of Governance in various firms <ul style="list-style-type: none"> - Mandatory norms as per Companies Act 2013 • Corporate Governance: Purpose of Good governance • Stakeholder & balanced scorecard approach • Good vs Bad Governance <ul style="list-style-type: none"> - Cases for Bad Governance - Satyam, Kingfisher, Union Carbide cases - Cases for Good Governance – Tata, Infosys, Wipro cases • Overview of Anglo-American, Japanese & German model of CG • New trends with respect to CG –Uday Kotak Committee report 	10	12
II	<p>Strengthening CG & CSR:</p> <ul style="list-style-type: none"> • Role and composition of the board, remuneration of directors and senior executives • Rights and responsibilities of shareholders • Ownership of independent directors • Corporate Social Responsibility <ul style="list-style-type: none"> -Overview -Advantages & Scope -Indian Scenario • CSR Types <ul style="list-style-type: none"> -Financial Responsibility -Environmental Responsibility -Legal Responsibility -Social Responsibility • CSR Reporting • Corporate Governance Rating – Introduction to CGR Agencies 	10	13

III	<p>Business Ethics:</p> <ul style="list-style-type: none"> • Definition & evolution of Business Ethics • Morals & Values • Importance and need of ethics in business • Kohlberg’s six stages of moral development (CMD) • Ethical Problems-Dilemma at Work-Sources and Resolutions • Ethical Issues in various sectors <ul style="list-style-type: none"> - Marketing Management - Financial Management - Human Resources Management - Operations & Productions Management • Corporate Ethical Leadership – SFEL Model; Top Leaders cases • Whistle Blowing 	10	12
IV	<p>Organizational Sustainability Models:</p> <ul style="list-style-type: none"> • Introduction to Sustainability • Six Criteria of Corporate Sustainability, Sustainable Entrepreneurship Model, Four Dimensions of Organizational Sustainability, 360-degree sustainability Model, SEEE Model • Sustainability Reporting – ESG Reporting • Global Reporting initiative, OECD Guidelines United Nations Global Compact, UN Goals of Sustainability Development Business Responsibility Reports, Sustainability reporting in India 	10	13

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	Marks
A	• Continuous Evaluation Component	70
	• Class Presence & Participation	
	• Quiz	
B	Mid-Semester examination	30
C	End –Semester Examination	50

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	S K Mandal	Ethics in Business and Corporate Governance	Tata McGraw Hill	Latest
2	Murthy C.S.V.	Business Ethics and Corporate Governance	Himalaya Publishing	Latest
3	Nayan Mitra and René Schmidpeter	Corporate Social Responsibility in India: Cases and Developments After the Legal Mandate (CSR, Sustainability, Ethics & Governance)	Springer International Publishing	Latest
4	A.C. Fernando	Business Ethics: An Indian Perspective	Pearson	Latest
5	Lars Moratis, Frans Melissen Samuel O. Idowu	Sustainable Business Models	Springer International Publishing	2018

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

- Journal of Sustainability by MDPI
- Journal of cleaner production by Elsevier
- Journal of Business Ethics by Springer
- UN Sustainable Development Goals, the Paris Agreement
- ESG Reporting framework

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-1
Subject Name-Business Statistics
Subject Code-MBA011070

➤ **Course Overview :**

This course will introduce several statistical methods that are used for a wide variety of applications. It covers making inference based on two samples, analysis of variance, simple linear regression, categorical data analysis and nonparametric statistics.

After the students complete this course, they should be able to use the statistical methods to analyze certain data and interpret the results in a practical meaning. This course will provide the students with a fundamental tool for their future major course study and research.

Subject name:	Business Statistics	Subject Code:	MBA011070
Semester	I	Credits	4
Teaching Hours	40		

2. Learning Outcome:

LO1	Explain basic statistical concepts such as statistical collection, species characteristics, statistical series, tabular and graphical representation of data, measures of central tendency, dispersion and asymmetry.
LO2	Analyze data and information with the use of globally accepted basic tools/techniques and derive solutions for appropriate business problems using correlation and regression analysis.
LO3	Interpret the results of quantitative analysis and justify the analytical conclusions in written and visual formats.(Charts & Graphs)
LO4	Discuss and undertake the various stages of a statistical investigation, beginning with the design of a study to the analysis and presentation of results.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	-	1	3	1	-	-	-	2
LO2	2	2	2	-	3	-	-	1	1
LO3	2	-	3	3	-	-	-	1	1
LO4	1	1	3	3	-	3	1	1	1

3. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

4. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
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I	<p>Introduction to Business Statistics:</p> <ul style="list-style-type: none"> Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode Charts and Graphs. <p>Measures of dispersion:</p> <p>Range – Quartile Deviation – Mean Deviation -Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion.</p>	10	20
II	<p>Correlation and Regression</p> <p>Scatter Diagram, Karl Pearson correlation, Spearman’s Rank correlation (one way table only), simple and multiple regressions (problems on simple regression only).</p>	10	15
III	<p>Probability Distribution</p> <p>Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Bayes’ theorem (No derivation) (Problems only on Binomial, Poisson and Normal).</p>	10	15
IV	<p>Hypothesis Testing</p> <p>Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, (problems on all tests). Normality and reliability of hypothesis. Statistical analysis- ANOVA-one-way.</p>	10	20
V	<p>Practical:</p> <p>Students should apply the statistical hypothesis testing on assumed/ hypothesized data using statistical software & EXCEL.</p>	---	70

5. Pedagogy:

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

6. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	Marks
A	<ul style="list-style-type: none"> Continuous Evaluation Component 	70
	<ul style="list-style-type: none"> Class Presence & Participation 	
	<ul style="list-style-type: none"> Quiz 	
B	Mid-Semester examination	30
C	End-Semester Examination	50

7. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication /Edition
1	Ken Black	Business Statistics for Contemporary Decision making	Wiley	Latest Edition
2	Sanjiv Jaggia, Alison Kelly	Business Statistics	McGraw Hill	Latest Edition
3	Richard I. Levin And David S. Rubin	Statistics for Management	Pearson	Latest Edition
4	D.P. Apte	Statistics for Managers	Excel	Latest Edition
5	Gerald Keller & Hitesh Arora	Business Statistics	Cengage	Latest Edition
6	JosephFrancis	Business Statistics	Cengage	Latest Edition
7	T N Srivastavaand Shailaja Rego	Statistics for Management	TMH	Latest Edition
8	K.B. Akhilesh& S. B. Balasubrahmanyam	Mathematics and Statistics for Management	Vikas	Latest Edition
9	Naval Bajpai	Business Statistics	Pearson	Latest Edition
10	D.P. Apte	M.S. Excel: Statistical Tools for Managers	Excel	Latest Edition
11	Qazi Zameerudin, VijayK.Khara, S.K.Bhamri	Business Mathematics	Vikas	Latest Edition

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

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

Designed by,
Dr. Aabha S Singhvi
Faculty: Finance

Rajju Shroff ROFEL University
Syllabus for Master of Business Administration, SEM-1
Subject Name- Attitude, Skills & Knowledge - I (ASK – I)
Subject Code – MBA015080

➤ **Course Overview:**

Attitude, skills & knowledge are an essential part of management education inculcating analytical skills in post graduates which can make them develop critical thinking practice for decision-making. Students will be able to understand the importance of developing a Positive Attitude, Corporate Etiquette and Manners, learn important MS Office tools, illustrate listening, speaking and writing skills backed by creative, critical and lateral thinking.

Subject name:	Attitude, Skills & Knowledge - I	Subject Code:	MBA015080
Semester	I	Credits	2
Teaching Hours	20		

9. Learning Outcome:

LO1	Develop critical thinking practice for decision-making.
LO2	Adapt MS Office tools (Word, PowerPoint & Excel) to enhance work productivity.
LO3	Illustrate listening, speaking and writing skills backed by creative, critical and lateral thinking & illustrating professional behaviour along with norms of business etiquettes.
LO4	Solve a case or a problem situation through creative and critical thinking in a group.

LO- PO Mapping: Correlation Levels:

1= Slight (Low); 2= Moderate (Medium); 3= Substantial (High); “-“= no correlation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1	3	-	1	2	-	2	-	2	3
LO2	3	-	-	2	2	1	-	1	1
LO3	1	-	1	3	-	2	-	2	1
LO4	1	2	2	3	1	3	-	1	1

10. Course Duration: The course duration is of **20 sessions of 60 minutes each.**

11. Course Contents:

Module No:	Contents	No. of Sessions	(External Evaluation)
I	Creative & Critical Thinking Creative Thinking <ul style="list-style-type: none"> • Meaning • Top creative thinking skills • Ways to develop creative thinking skills Critical Thinking <ul style="list-style-type: none"> • Meaning • Critical thinking characteristics • Barriers to critical thinking • Ways to improve critical thinking 	05	06

II	MS Office MS Word <ul style="list-style-type: none"> • Home, Insert, Design, Layout, References MS PowerPoint <ul style="list-style-type: none"> • Home, Insert, Design, Transitions, Animations, Slideshow MS Excel <ul style="list-style-type: none"> • Home, Insert, Page Layout, Formula, Data, Review 	05	06
III	Listening, speaking and writing skills <ul style="list-style-type: none"> • Enhance capabilities to listen, speak & improve written communication skills Business Etiquettes <ul style="list-style-type: none"> • Introductions, telephone, e-mail, meetings 	05	06
IV	Case Study Learning <ul style="list-style-type: none"> • Introduction to Case Study • Types of cases • Case Elements • Preparing for case based learning 	05	07
V	Continuous Evaluation Includes Presentations, Quiz, Field work, Classroom interactions, overall behavior	---	50

12. Pedagogy:

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

13. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	Marks
A	<ul style="list-style-type: none"> • Continuous Evaluation Component 	50
	<ul style="list-style-type: none"> • Class Presence & Participation 	
	<ul style="list-style-type: none"> • Quiz 	
B	Mid-Semester examination	---
C	End –Semester Examination	25

14. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Daniel Kahneman	Thinking, Fast and Slow	Penguin	Latest Edition
2	Mary Poatsy, Keith Mulbery, Lynn Hogan, Jason Davidson	Exploring Microsoft Office 2019 Introductory	Pearson	Latest Edition
3	Barbara Pachter	The Essentials of Business Etiquette	McGraw Hill	Latest Edition
4	William Ellet	Case Study Handbook: How to Read, Discuss	Harvard Business Review	Latest Edition

		and Write Persuasively About Cases	Press	
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