



GURU NANAK INSTITUTIONS TECHNICAL CAMPUS (AUTONOMOUS)



Approved by
AICTE - New Delhi



Affiliated to
JNTU - Hyderabad



Accredited by
National Assessment &
Accreditation Council



Courses Accredited by
National Board of
Accreditation

AUTONOMOUS

under Section
2(f) & 12(b) of
University Grants
Commission Act

School of Management Studies

Board of Studies (BOS)

R25

Approval

Course Structure & Detailed Syllabus

For

Master of Business Administration (MBA) (Effective from Academic Year 2025-26)



SCHOOL OF MANAGEMENT STUDIES

PART-C

(R25 MBA Syllabus)

For

Master of Business Administration (MBA) Degree Course

(Applicable from the batch admitted on and after 2025-26)

DETAILED SYLLABUS OF SEMESTER-I

Course Title	MANAGEMENT & ORGANIZATIONAL BEHAVIOR			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25CC1MB01	Category	Professional Core Course	
Scheme and Credits	L	T	P	Credits
	4	0	0	4
Pre requisites (if any)				

SDG 8 (Decent Work and Economic growth) SDG 5 (Gender Equality)

Course Objectives:

1. To familiarize the students with key concepts, functions, and theories of management.
2. To explain the importance and process of planning and decision-making by using various approaches, styles and models.
3. To identify the principles of organizing and controlling in business operations.
4. To analyze individual and group behaviors in the organizational context.
5. To evaluate different leadership styles and motivational strategies for effective management.

Course Outcomes: Students will be able to

1. Interpret fundamental management concepts and functions and theories of management.
2. Apply the process of planning and decision-making by using various models in the organizational context.
3. To apply and analyze the principles of organizing and controlling in the managerial context.
4. To examine the impact of individual and group behaviors in organizations.
5. To assess effective leadership styles and motivational strategies in the workplace for effective management.

Unit – I: Introduction to Management: The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory.

Unit – II: Planning and Decision Making: Planning and Goal Setting. Organizational Planning. Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision-making Model.

Unit – III: Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and Challenges.

Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.

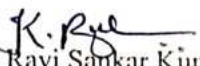
Unit – IV: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

Unit – V: Leadership and Motivation: Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.

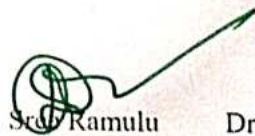
Motivation: Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor's Theory, ERG theory, McClelland's Needs Theory, Valance Theory.


Suggested Readings:

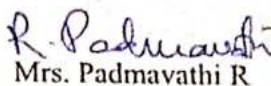
- Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 18e, 2018.
- Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Chandrani Singh, Aditi Ktri, Principles and Practices of Management and Organizational Behaviour, Sage Publications, 1e, 2016.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 1e, 2015.
- K. Aswathappa, Organisational Behaviour, Himalaya Publications, 14e, 2024.


Dr. Ravi Sankar Kummeta
Chairman – BOS



Dr. Sindhu
JNTUH Nominee

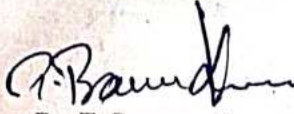

Dr. D. Sri Ramulu
Academic Council
Nominee – 1

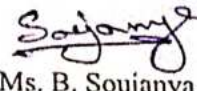

Dr. Mary Jessica
Academic Council
Nominee – 2

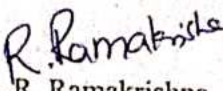

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkamreddy Prakash
Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	BUSINESS ECONOMICS			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25CC1MB02	Category	Professional Core Course	
Scheme and Credits	L	T	P	Credits
	4	0	0	4
Pre requisites (if any)	-			

SDG 8 (Decent Work and Economic Growth) SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. Identify the core principles and basic concepts of business economics.
2. Explain the key determinants of demand and supply and their interaction in establishing market equilibrium.
3. Calculate and interpret various measures of production and cost to identify optimal production levels and cost efficiencies.
4. Explain various market structures and their impact on firm conduct, performance and pricing decisions.
5. Justify optimal pricing strategies for different market conditions, considering both economic theory and practical business implications.

Course Outcomes: Students will be able to

1. Examine the basic concepts of business economics and its role in managerial decision-making.
2. Analyze the impact of demand and supply in establishing market equilibrium.
3. Analyze the relationship between production output and cost structures to identify optimal production levels and cost efficiencies.
4. Assess the characteristics of various market structures and their impact on firm conduct, performance and pricing decisions.
5. Design effective pricing strategies for products and services based on market conditions and economic analysis.

Unit – I: Introduction to Business Economics: Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-Marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty.

Unit – II: Theory of Demand and Supply: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Demand Schedule and Demand Curve. Movement along and shift in Demand Curve. Types of Demand, Exceptions to the Law of Demand. Elasticity of Demand, Types of Elasticity of Demand, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium.

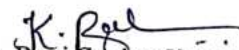
Unit – III: Production and Cost Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquant and Isocost curves, Returns to Scale, Economics of Scale, Indifference Curve. Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis (with problems).


Unit – IV: Market Structures- Pricing and Output decisions: Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run.


Unit – V: Pricing Strategies: Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioral Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping.


Suggested Readings:


- Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e, 2018.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
- Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e, 2020.
- P L Mehta, Managerial Economics, Sultan Chand & Sons,
- Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
- Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.


Dr. Ravi Sankar Kummeta
Chairman – BOS



Dr. Sindhu
JNTUH Nominee



Dr. D. Sri Ramulu
Academic Council
Nominee – 1

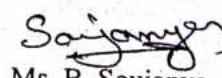

Dr. Mary Jessica
Academic Council
Nominee – 2

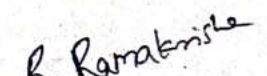

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkamreddy Prakash
Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	FINANCIAL REPORTING AND ANALYSIS			
Branch	MBA	Year & Semester		I Year & I Semester
Course Code	25CC1MB03	Category		Professional Core Course
Scheme and Credits	L	T	P	Credits
	4	0	0	4
Pre requisites (if any)	-			

SDG 8 (Decent Work and Economic Growth) SDG 16 (Peace, Justice and Strong Institutions)

Course Objectives:

1. To acquaint the students with various fundamental concepts and principles of accounting.
2. To know the accounting process including journal entries, ledger posting and trial balance preparation in various managerial decisions.
3. To compute depreciation and goodwill using appropriate valuation methods.
4. To analyze financial statements using horizontal and vertical analysis techniques.
5. To evaluate the financial performance of a company using various accounting ratios.

Course Outcomes: Students will be able to

1. Understand the various fundamental concepts and principles of accounting.
2. Apply the accounting process including journal entries, ledger posting and trial balance preparation.
3. Analyze the depreciation and goodwill using appropriate valuation methods and assess their financial impact on organization.
4. Examine financial statements using horizontal and vertical analysis to interpret financial performance.
5. Assessing the firm's financial performance using ratio analysis for effective decision-making.

Unit – I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and Conventions. Generally Accepted Accounting Principles (GAAP), their Implications on Accounting System, Double Entry System. Recording Business Transactions, Classification of accounts. Accounting cycle.

Unit – II: The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading; P&L Account, Balance Sheet with Adjustments, Rectification of Errors. Accounting from Incomplete Records, Advantages and Disadvantages of Single Entry and Double Entry System, Preparation of Accounts, and Ascertainment of Profit from Incomplete Records,

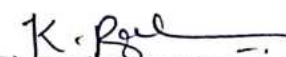
Unit – III: Valuation Models: Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.


Unit – IV: Financial Statement Analysis-I: Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs. Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement, Horizontal Analysis and Vertical Analysis of Company.


Unit – V: Financial Statement Analysis-II: Analysis and Interpretation of Financial Statements, Liquidity, Leverage, Solvency and Profitability Ratios, Valuation Ratios, Du Pont Chart, Accounting Standards Issued by ICAI, Focus on INDAS, International Financial Reporting Standards (IFRS).


Suggested Readings:

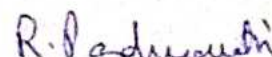
- S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, Vikas Publishing House, 5e, 2022.
- Narayanaswamy, R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.
- Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
- Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.
- Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, 2015.
- V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.


Dr. Ravi Sankar Kummeta
Chairman – BOS



Dr. Sindhu
JNTUH Nominee

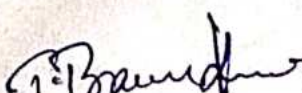

Dr. D. Sree Ramulu
Academic Council
Nominee – 1

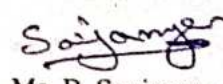

Dr. Mary Jessica
Academic Council
Nominee – 2

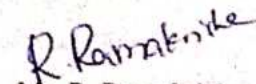

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkamreddy Prakash
Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25CC1MB04	Category	Basic Science Course	
Scheme and Credits	L	T	P	Credits
	4	0	0	4
Pre requisites (if any)	-			

SDG 4 (Quality Education), SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. To introduce the basic concepts of research and measurement of variables.
2. To impart knowledge on research design and various data collection tools and methods for research process.
3. To describe Tabulation and graphical representation of One, Two, Three-Dimensional Data and various small sample tests.
4. To study the significance of statistical tools for analysis and interpretation of Qualitative & Quantitative data
5. To introduce the concepts of time series analysis and report writing.

Course Outcomes: Students will be able to

1. Summarize the basic concepts of research and measurement of variables.
2. Interpret various types of research design and data collection tools and methods for research process.
3. Apply different methods of representing data through Graphs and Tables and various small sample tests used for hypothesis testing.
4. Analyze the application of suitable statistical tools for interpretation of Qualitative & Quantitative data
5. Examine time series data analysis and importance of writing research report.

Unit – I: Introduction to Research: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research.

Unit – II: a) Research Design: Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications. **b) Data Collection Methods & Tools:** Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

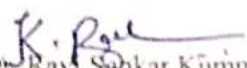
Unit – III: a) Data Presentation and Basics Statistics: Tabulation of Univariate, Bivariate and Multivariate Data, Data Classification and Tabulation, Diagrammatic and Graphical Representation of Data. One-Dimensional, Two-Dimensional and Three-Dimensional Diagrams and Graphs. Introduction to Statistics, Measurement of Central Tendency and Dispersion. **b) Small Sample Tests:** t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing.

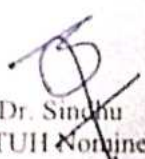
Unit – IV: a) Analysis of Variance: One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. **b) Correlation Analysis:** Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Linear and Multiple Regression Analysis, Discriminant Analysis, Exploratory Factor Analysis.


Unit – V: Time Series Analysis and Report Writing: Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Report Formulation, Guides for Effective Documentation, Research Briefings, Referencing Styles and Citation in Business Management Research.


Suggested Readings:

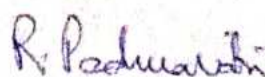
- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e, 2021.
- Gerald Keller, Statistics for Management and Economics, Cengage, 12e, 2025
- S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 8e, 2023
- P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand Publishing, 2016.
- Shashi K. Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, Kalyani Publishers, 6e, 2020.
- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
- Deepak Chawla, Neena Sondhi, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods Cengage Learning, 8e, 2016.



Dr. Ravi Shankar Kummeta
Chairman – BOS



Dr. Sindhu
JNTUH Nominee

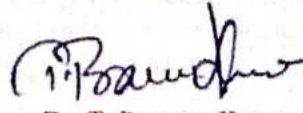

Dr. D. Sree Ramulu
Academic Council
Nominee – 1

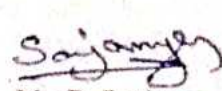

Dr. Mary Jessica
Academic Council
Nominee – 2

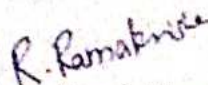

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkamreddy Prakash
Member – BOS


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Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	LEGAL AND BUSINESS ENVIRONMENT			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25CC1MB05	Category	Professional Core Course	
Scheme and Credits	L	T	P	Credits
	4	0	0	4
Pre requisites (if any)	-			

SDG 8 (Decent Work & Economic Growth), SDG16 (Peace, Justice & Strong Institutions)

Course Objectives:

1. To impart knowledge on the Legal and Regulatory Framework for incorporating business in India.
2. To familiarize students with the key principles of Law of Contract and the Sale of Goods Act.
3. To study Negotiable Instruments and RBI guidelines on Digital Transactions.
4. To interpret the reforms undertaken by the Government with respect to the challenges in business environment.
5. To impart the knowledge of different Legal Regulations and Environmental Laws related to business.

Course Outcomes: Students will be able to

1. Understand the Legal and Regulatory Framework for incorporating a company in India.
2. Apply the Law of Contract & Sale of Goods Act in business transactions.
3. Analyze the salient features of Negotiable Instruments Act and RBI guidelines on Digital Transactions.
4. Analyze the reforms undertaken by the Government with respect to the challenging business environments.
5. Examine different Legal Regulations and Environmental Laws related to business.

Unit – I: Introduction: Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, & Liabilities of Directors, Role of Audit and Auditors, Change of Auditors, Related Party Transactions, Company Meetings, Resolutions, Winding-up of a Company.

Unit – II: Law of Contract: Nature and Types of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object. Unlawful and illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract. **Contracts-II:** Indemnity and Guarantee, Contract of Agency, Sale of Goods Act-1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction Sale and E-Auctions.

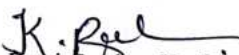
Unit – III: Negotiable Instruments Act - 1881: Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, Parties to Negotiable Instruments, Types of Endorsements, Holder, Holder in Due-course, Dishonor and Discharge of Negotiable Instruments, Offences by the Companies, Amendments, RBI Guidelines on Digital Transactions.


Unit – IV: Business Environment: Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions. Green Business Initiatives.

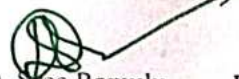
Unit – V: Business Regulations and Environment Laws: a) Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights. b) **Environmental Law:** Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices.


Suggested Readings:

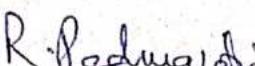
- Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 6e, 2024.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
- Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.
- MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 9e, 2024.
- Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e, 2022.
- Parul Gupta, Legal aspects of Business, 2e, Vikas Publishing, 2019.
- V Balachandran, Legal Aspects of Business, 2e, Vijay Nicole Imprints, 2023


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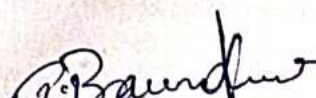

Dr. D. Sree Ramulu
Academic Council
Nominee – 1

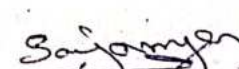

Dr. Mary Jessica
Academic Council
Nominee – 2

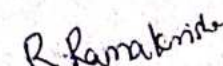

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkamreddy Prakash
Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	ESG AND SUSTAINABILITY MANAGEMENT (OE)			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25OE1MB01A	Category	Professional Core Course	
Scheme and Credits	L	T	P	Credits
	3	0	0	3
Pre requisites (if any)	-			

SDG 12 (Responsible Consumption & Production), SDG 13 (Climate Action), SDG 17 (Partnerships for Goals)

Course Objectives:

1. To explain the significance and evolution of ESG and sustainability in modern business.
2. To orient on environmental challenges and sustainability strategies.
3. To examine social responsibility and stakeholder engagement strategies.
4. To explain governance principles and ethical practices in organizations.
5. To Integrate ESG strategies and emerging trends with business vision.

Course Outcomes: Students will be able to

1. Understand ESG concepts and sustainability in modern business.
2. Analyze the impact of environmental, social, and governance factors on business performance and stakeholder value.
3. Develop strategies for integrating ESG principles into business operations and decision-making.
4. Evaluate global frameworks, standards, and regulations related to ESG and sustainability.
5. Apply governance structures and formulate ethical decision-making frameworks.

Unit-I: Introduction to ESG and Sustainability: The definition and importance of ESG in business; Historical evolution of ESG and sustainability concepts and the rise of ESG in corporate and investor agendas; Key concepts such as sustainability, corporate social responsibility (CSR), and the triple bottom line (people, planet, profit); Global frameworks and standards including the UN Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Business Responsibility & Sustainability Reporting (BRSR)

Unit-II: Environmental Management and Climate Strategies: Climate change and its impact on business operations and strategy. Sustainable practices in manufacturing and operations, Environmental Management Systems (EMS), ISO 14001, Environment Impact assessment (EIA); Resource Management: focusing on water, energy, and waste reduction strategies; The concept of a circular economy: the Ellen MacArthur Foundation, Circular business models and value creation, Life cycle assessment (LCA); Carbon foot-printing and GHG Protocols: measure, report, and reduce greenhouse gas emissions; Scope 1, Scope 2 and Scope 3 emissions; environmental regulations and compliances, such as carbon taxes and emissions trading systems; Renewable energy and their applications, decarbonization, energy transition strategies

Unit-III: Social sustainability and Stakeholder Management: Social Responsibility and Community Engagement: Pyramid of corporate social responsibility (CSR), Community development and impact, stakeholder engagement, Stakeholder theory, Legitimacy theory; Human rights and ethical labour practices in global supply chains, Modern slavery and child

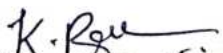
labour prevention, Worker safety and occupational health management; Diversity, Equity, and Inclusion (DEI) in the workplace, Importance of DEI in the workplace and strategies for promoting DEI and gender gap in senior management; Employee wellbeing and development: Employee engagement and retention strategies, Learning/Training and development programs, Mental health and work-life balance initiatives.


Unit-IV: Governance and Ethics: Corporate governance principles; Board composition, diversity and executive accountability; Anti-corruption, ethical decision-making and leadership in business, whistle-blower policies; Data privacy and cybersecurity governance; Corporate disclosure and transparency, practices. Stakeholder communication strategies, Greenwashing; Third-party assurance and verification; Risk management and investor perspectives and opportunities


Unit-V: Strategic ESG and Future Trends: Aligning ESG with corporate mission, vision, and business strategy; Embedding ESG across value chains and decision-making; Technological Innovations in ESG: Utilizing technology to advance ESG goals: data analytics for ESG metrics, blockchain for supply chain transparency, Digital transformation and sustainability: smart grids, IoT for resource efficiency; Future Trends and Challenges: ESG in emerging economy


Suggested Readings:

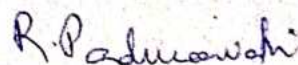
- Kristyn Noeth, The ESG and Sustainability Desk book for Business: A Guide to Policy, Regulation, and Practice, Apress; 1st edition, July 2024
- Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe, Implementing Environmental, Social and Governance (ESG) Principles for Sustainable Businesses: A Practical Guide in Sustainability Management (Responsible Leadership and Sustainable Management) Springer International Publishing AG; 1st ed. 2024 edition
- Crane, A., Matten, D., & Spence, L. Corporate Social Responsibility: Readings and cases in a global context (4th ed.), Routledge, 2019
- Eccles, R. G., & Klimenko, S. The investor revolution: Shareholders are getting serious about sustainability. Harvard Business Review Press, 2019
- Serafeim, G., Purpose and profit: How business can lift up the world. HarperCollins Leadership, 2020
- O'Connor, B., The ESG investing handbook: Insights and developments in environmental, social and governance investment. Harriman House, 2021.
- C.V. Baxi and Ajit Prasad, Corporate Social Responsibility: Concepts and Cases – The Indian Experience, Excel Books.



Dr. Ravi Sankar Kummata
Chairman – BOS



Dr. Sindhu
JNTUH Nominee

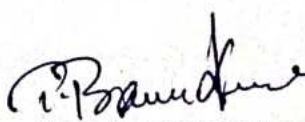

Dr. D. Sree Ramulu
Academic Council
Nominee – 1

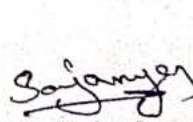

Dr. Mary Jessica
Academic Council
Nominee – 2

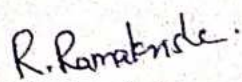

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkamreddy Prakash
Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	CYBERSECURITY (OE)			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25OE1MB01B	Category	Professional Core Course	
Scheme and Credits	L	T	P	Credits
	3	0	0	3
Pre requisites (if any)	-			

SDG9 (Industry, Innovation and Infrastructure) SDG 16 (Peace, Justice and Strong Institutions)

Course Objectives:

1. Understand the fundamental principles and objectives of cybersecurity in modern organizations.
2. Identify and assess types of cyber threats and understand the role of cyber laws and ethics.
3. Evaluate management practices, policies, and control mechanisms for cybersecurity.
4. Analyze tools, technologies, and frameworks used in cybersecurity.
5. Apply cybersecurity knowledge to current trends and personal practices in digital environments.

Course Outcomes: Students will be able to

1. Define and explain key cybersecurity concepts, terminologies, and frameworks.
2. Identify and classify cyber threats, threat actors, and legal considerations.
3. Apply organizational security practices, controls, and incident response plans
4. Evaluate the effectiveness of cybersecurity technologies and frameworks.
5. Formulate strategies to protect data and privacy in evolving tech contexts

Unit-I: Foundations of Cybersecurity: Introduction to Information Systems, Cyberspace and Cybersecurity, Cybersecurity vs. Information Security. Key Concepts of Cybersecurity: definition, meaning and scope of cybersecurity. Key objectives of cybersecurity: confidentiality, integrity & availability (CIA triad). Essential Security and Privacy Goals. Cybersecurity Vulnerabilities and Challenges, Common Vulnerabilities and Exposures (CVE).

Unit-II: Cyber Threats, Crimes, and Legal Frameworks: Types of Cybercrime and Threat Actors, Motives of attackers, Cyberattack Tools and Methods, Cyber Kill Chain and Response, National and International Cybersecurity Policies, Cybersecurity Laws and Ethics, Role of Law Enforcement and Cyber Forensics, Cybercrime Investigation and Evidence Handling.

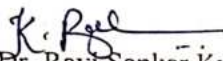
Unit-III: Cybersecurity Management and Controls: Information Security Governance and Risk Management. Cybersecurity Management Practices, Security Policies, Procedures, and Controls, Security Incident Response and Business Continuity, Data and Application Security. Overview of Technical Controls, Physical and User Access Security, Internet of Things (IoT) Security.


Unit-IV: Cybersecurity Tools, Technologies, and Emerging Frameworks: Cybersecurity Frameworks and Industry Standards, Cyber Resilience and Human Factor, Cryptography and Digital Signatures, Identity and Access Management (IAM), Antivirus, Email Security, Role of AI, Blockchain, and Quantum Computing in Cybersecurity.

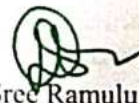
Unit-V: Contemporary Applications and Personal Cybersecurity: Personal Cybersecurity Best Practices, Privacy and Data Protection Regulations, Cybersecurity. Emerging Technologies: Web 3.0, 5G, APTs, Secure-by-Design and Supply Chain Security, Ethical Use of Technology and Digital Trust.


Suggested Readings:

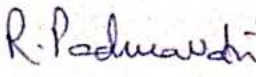
- Ajay Singh. Introduction to Cybersecurity: Concepts, Principles, Technologies and Practices.
- Universities Press (India) Pvt. Ltd. 2023.
- Jocelyn O. Padallan. Cybersecurity. Arceler Press. 2020. (e-book)
- Susan Lincke. Information Security Planning: A Practical Approach. Springer. 2024
- Susanne Chishti and Janob Barberis. The Fintech Book, Wiley
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Dr. Ravi Sankar Kummata
Chairman – BOS



Dr. Sindhu
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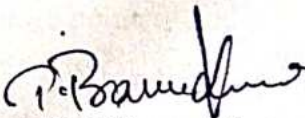

Dr. D. Sree Ramulu
Academic Council
Nominee – 1

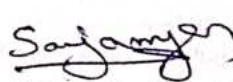

Dr. Mary Jessica
Academic Council
Nominee – 2

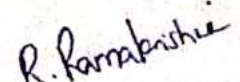

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkamreddy Prakash
Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	CROSS CULTURAL MANAGEMENT (OE)			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25OE1MB01C	Category	Professional Core Course	
Scheme and Credits	L	T	P	Credits
	3	0	0	3
Pre requisites (if any)	-			

SDG 9 (Industry, Innovation & Infrastructure), SDG 16 (Peace, Justice and Strong Institutions)

Course Objectives:

1. To explain the importance of cross culture in the conduct of business.
2. To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
3. To explain the culture and organizations.
4. To impart knowledge on cross-cultural business communications and identify barriers to intercultural interactions and international negotiations.
5. To learn the processes in international settings and approaches to cross cultural team management.

Course Outcomes: Students will be able to

1. Understand the importance of cross culture in the conduct of business.
2. Analyze various value orientations and dimensions of management.
3. Assess culture and leadership, culture and strategy, cultural change in organizations.
4. Analyze the impact of cross-cultural business communications to identify barriers to intercultural interactions and international negotiations.
5. Evaluate the processes in international settings and approaches to cross cultural team management.

Unit – I: Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context. The Influence of National Culture on Business Culture. Business Cultures: East and West.

Unit – II: Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.


Unit – III: Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.


Unit-IV: Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.


Unit –V: Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.


Suggested Readings:

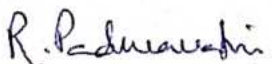
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- David C. Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
- Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz, Cross-cultural Management Textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012). Oakland, USA.


Dr. Ravi Sankar Kummeta
Chairman – BOS



Dr. Sindhu
JNTUH Nominee



Dr. D. Sree Ramulu
Academic Council
Nominee – 1



Dr. Mary Jessica
Academic Council
Nominee – 2

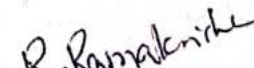

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkanthreddy Prakash
Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	BANKING AND INSURANCE (OE)			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25OE1MB01D	Category	Professional Core Course	
Scheme and Credits	L	T	P	Credits
	3	0	0	3
Pre requisites (if any)	-			

SDG 10 (Reduced Inequalities), SDG 17 (Partnerships for the Goals)

Course Objectives:

1. To understand the fundamentals of banking.
2. To understand banking operations and practices.
3. To familiarize fundamentals of Insurance.
4. To analyze the regulatory frameworks governing banking and insurance.
5. To explore contemporary risk management practices, technological innovations, and trends transforming the financial services sector.

Course Outcomes: Students will be able to

1. Describe how banking started and grew in India, the different types of banks, and the work of RBI and commercial banks.
2. Explain how banks work, including opening accounts, payment methods, and checking credit risk.
3. Understand what insurance is, how it works, and how policies are issued and claims are handled.
4. Understand the rules and regulations for banks and insurance companies, including anti-money laundering and KYC.
5. Discuss how banks and insurance companies manage risks and use new technology like fintech, digital wallets, and AI.

Unit-I: Banking: Introduction to Banking, Structure of Indian Banking System, Types of Banks - retail, commercial, cooperative, development banks. Role of Commercial Banks, Banking Sector Reforms and Financial Intermediation.

Unit-II: Banking Operations and practices: Account types, payment systems -NEFT, RTGS, UPI, payment gateways. Types of Loans and Advances, Loan portfolio and credit risk assessment, Non- Performing Assets (NPAs): Causes and Recovery, Priority Sector Lending.

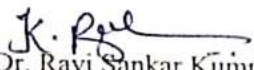
Unit -III: Insurance Fundamentals: Insurance, Advantages, disadvantages, principles, elements of insurance contract, Types of Insurance: Life, General, Health. Policy structure, underwriting process, claims management and customer service in insurance.


Unit -IV: Regulatory framework for Banking and Insurance: Role and functions of RBI, RBI guidelines and monetary policy. Role and functions of IRDAI, IRDAI regulations 2002, Anti-money laundering (AML) measures and KYC norms.


Unit -V: Risk and technology in banking and Insurance: Risk management in banking and insurance, Cyber security concerns in financial services, Role of fintech, digital wallets, insurtech, AI applications, Financial Inclusion and Microfinance, Innovations in banking.


Suggested Readings:

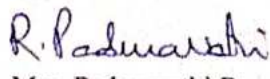
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- O.P. Agarwal, Banking and Insurance, Himalaya Publishing House, 6e, 2024
- E. Gordon & P.K. Gupta, Banking and Insurance, Himalaya Publishing House, 2023 Edition.
- M.N. Mishra & S.B. Mishra, Principles and Practice of Insurance, S. Chand Publishing, 22nd Edition.
- Michael W. Brandl, Money, Banking, Financial Markets & Institutions, Cengage, 2e, 2025
- Bharati V. Pathak, Indian Financial System, Pearson Education, 5e, 2018.



Dr. Ravi Sankar Kummata
Chairman – BOS



Dr. Sindhu
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Dr. D. Sree Ramulu
Academic Council
Nominee – 1



Dr. Mary Jessica
Academic Council
Nominee – 2

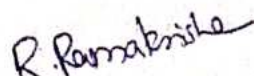

Mrs. Padmavathi R
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Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	BUSINESS COMMUNICATION LAB			
Branch	MBA	Year & Semester	1 Year & 1 Semester	
Course Code	25CC1MB06	Category	Humanity and science Course	
Scheme and Credits	L	T	P	Credits
	1	0	2	2
Pre requisites (if any)	-			

SDG1 (No Poverty) SDG 8 (Decent Work & Economic Growth)

Course Objectives:

1. To explain the various modes of communication and their application in business.
2. To impart knowledge on business writing skills and improving the readability of written communication.
3. To outline the importance of writing business reports and proposals.
4. To explain the necessary employable skills.
5. To orient on the contemporary aspects of business communication.

Course Outcomes: Students will be able to

1. Interpret the various modes of communication and its application in business.
2. Categorize the various business writing skills and improve the readability of written communication.
3. Justify the importance of writing business reports and proposals.
4. Examine the necessary skills to enhance employability.
5. Exemplify the need for upskilling on the contemporary aspects of business communication.

Unit – I: Introduction: Introduction to Business Communication, Business Communication Models, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication: Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings.

Unit – II: Developing Business Writing Skills: Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.

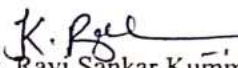
Unit – III: Business Reports and Proposals: Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.


Unit – IV: Oral and Employment Communication: The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.

Unit – V: Contemporary Aspects in Communication: Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

Suggested Readings:

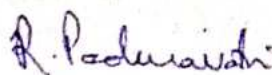
- Mary Ellen Guffey and Dana Loewy, Business Communication, Cengage, 11e, 2025
- Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
- Lehman and Dufrene, Business Communication, Cengage, 10e, 2022
- Dr. V.K. Jain, Dr. Omprakash Biyani, Business Communication, S.Chand, 2022
- Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6e, 2019.
- R K Madhukar, Business Communication, Vikas, 3e, 2018
- Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
- Rebecca Moore Howard, Writing Matters, 3e, Mc Graw Hill Education, 2018.
- Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
- Elevate English, McGraw Hill, www.ellevateenglish.com.


Dr. Ravi Sankar Kummata
Chairman – BOS



Dr. Sindhu
JNTUH Nominee

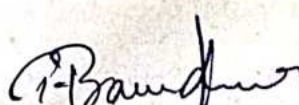

Dr. D. Sree Ramulu
Academic Council
Nominee – 1

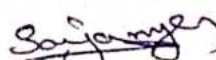

Dr. Mary Jessica
Academic Council
Nominee – 2

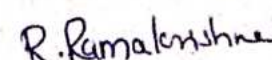

Mrs. Padmavathi R
Industry Nominee


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Member – BOS


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Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member

Course Title	STATISTICAL DATA ANALYSIS LAB			
Branch	MBA	Year & Semester	I Year & I Semester	
Course Code	25CC1MB07	Category	Basic Science Course*	
Scheme and Credits	L	T	P	Credits
	1	0	2	2
Pre requisites (if any)	-			

SDG 4 (Quality Education), SDG 9 (Industry, Innovation and Infrastructure)

Course Objectives:

1. To impart knowledge on the functions of MS Excel and SPSS for data analysis.
2. To understand the various templates and formatting techniques to organize and manipulate data in Excel/SPSS.
3. To understand data analysis using charts, graphs, tables, worksheets, pivot tables and pivot charts.
4. To demonstrate data analysis using statistical tools like correlation, regression and other techniques.
5. To impart knowledge on various statistical tests for data-driven decisions.

Course Outcomes: Students will be able to

1. Identify the functions of MS Excel and SPSS for data analysis.
2. Examine the practice of data management and formatting using templates and tools in Excel/SPSS.
3. Analyze data using charts, graphs, analysis of data using graphs, tables, worksheets, pivot tables, pivot charts for meaningful insights.
4. Justify the usage of suitable statistical tools and techniques for data analysis.
5. Evaluate the usage of various statistical tests for effective decision-making.

Unit – I: Introduction to Statistical Packages: MS – EXCEL or SPSS: Introduction, Uses, Functions and Features of Statistical Packages, getting started with Excel/SPSS, Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function, Customizing the Quick Access Toolbar.

Unit – II: Creating and Using Templates: Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, Using Data Names and Ranges, Filters and Sort and Validation Lists.

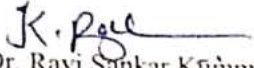
Unit – III: Data from External Sources: Using and Formatting Tables, Basic Formulae and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulae and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

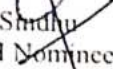
Unit – IV: Data Analysis – I: Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Standard Deviation, Coefficient of Variation, Correlation and Regression Lines.


Unit -V: Data Analysis – II: t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes. **Time series:** Forecasting Method of Least Squares, Moving Average Method, Inference and Discussion of Results.


Suggested Readings:

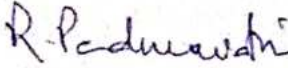
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- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel. PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
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Dr. Ravi Sankar Kummata
Chairman – BOS



Dr. Sindhu
JNTUH Nominee

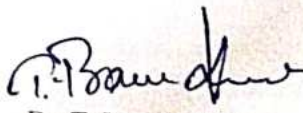

Dr. D. Sree Ramulu
Academic Council
Nominee – 1

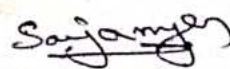

Dr. Mary Jessica
Academic Council
Nominee – 2

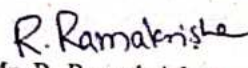

Mrs. Padmavathi R
Industry Nominee


Dr. Chokkamreddy Prakash
Member – BOS


Dr. Ch. Naresh
Member – BOS


Dr. T. Praveen Kumar
Member – BOS


Ms. B. Soujanya
Member – BOS


Mr. R. Ramakrishna
Alumni Member