Chaudhary Bansi Lal University, Bhiwani (Haryana)

Syllabus of the Programme

for

Post Graduate Programme (MBA)

As per NEP 2020

Curriculum and Credit Framework for Postgraduate Programme

With effect from the Session 2025-26

DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
CHAUDHARY BANSI LAL UNIVERSITY, BHIWANI
HARYANA, INDIA

16/7/2025

Chaudhary Bansi Lal University, Bhiwani

Scheme of Examination for Postgraduate Programme (MBA)
As per NEP 2020 Curriculum and Credit Framework for Postgraduate Programme (CBCS LOCF) with effect from the session 2025-26

Semester	Course Type	Course Code	Nomenclature of course	Theory (T)/ Practical (P)	Credits		Contact hours per week L: Lecture P: Practical T: Tutorial				Internal Assessment Marks	End Term Examination Marks	Total Marks	Examination hours
					Subject wise	Total	L	T	P	Total				
1	CC-1	MBA-CC-101	Management Process and Organizational Behavior	T	4	22	3	1	0	4	30	70	100	3
	CC-2	MBA-CC-102	Managerial Economics	T	4		3	1	0	4	30	70	100	3
	CC-3	MBA-CC-103	Business Statistics and Operation Research	T	4		3	1	0	4	30	70	100	3
	CC-4	MBA-CC-104	Business Eco-System and Environment	T	4		3	1	0	4	30	70	100	3
	DEC-1	MBA-DEC-101	Accounting for Manager	T	4		3	1	0	4	30	70	100	3
	VAC	MBA-VAC-1	Artificial Intelligence in Business	S	2		2	0	0	2	15	35	50	3

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Management Process & Organizational Behaviour (CC-1) with 4 Credits
(3 Theory +1 Tutorial)

Session: 2025-26			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Management Process and Organizational Behaviour		
Course Code	MBA-CC-101		
Course Type	CC-1		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 101.1: Understand evolution and basic concepts of management. CLO 101.2: Understand the behavioral dynamics in an organizational setting. CLO 101.3: Understand individual behaviour like personality, emotions, perception and learning and apply this knowledge in people management at workplace. CLO 101.4: Apply the understanding of group dynamics and its importance in organisational development.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 small questions covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Management: Meaning, Nature, Significance; Evolution of Management Thought; Managerial Processes, Principles, Functions, Roles of Manager; Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence in Contemporary business Environment.	8
II	Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures).	12

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III	Organisational Behaviour: Concept, nature, conceptual foundations, History of Organisational Behaviour, disciplines that contribute to the field of OB, Contemporary challenges & opportunities for OB. Understanding and Managing Individual Behavior: Personality; Perception, Emotions & Emotional Intelligence.	20
IV	Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power & Politics at work, Organizational Culture; Learning Organizations and Organizational Learning.	20
	Total Contact Hours	60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
Theory	**30**	**Theory:**	**70**
lass Participation:	5	Written Examination	
eminar/presentation/assignment/quiz/class test etc.:	10		
Iid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

Robbins, S.P., Coulter, M., Fernandez, A. (2019). *Management*. Pearson Education India, New Delhi.
Weihrich, H., Cannice M.V., Koontz, H. (2019). *Management: A Global and Entrepreneurial Perspective*. McGraw Hill, New Delhi.
Jones, G.R., & George J.M. (2021). *Contemporary Management*. McGraw Hill, New Delhi.
Daft, R.L. (2016). *The New Era of Management*. Cengage India, Noida.
Mullins, J.L. (2013). *Management and Organizational Behavior*. Pearson Education, New Delhi.
Stoner, J.A.F., Freeman, R.E., & Gilbert, D.R. (2018). *Management*. Pearson Education, New Delhi.
Koontz, H., & Weihrich, H. (2015). *Essentials of Management*. McGraw-Hill, New Delhi.
Chandan, J.S. (1997). *Management Concepts and Strategies*. Vikas Publishing House, New Delhi.

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Managerial Economics (CC-2) with 4 Credits (3 Theory +1 Tutorial)

Session: 2025-26			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Managerial Economics		
Course Code	MBA-CC-102		
Course Type	CC-2		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 102.1: To make students understand the nature of managerial decision making, demand, types of demand and demand elasticity. CLO 102.2: To make students understand the concept of utility, consumer equilibrium and demand estimation and forecasting. CLO 102.3: To make them understand the production and Cost behavior of a firm. CLO 102.4: To help students analyze the firm's decision making in different situations arising from different market structures and competitive pressures, pricing decisions and assess the macro-economic variables impacting firm's decisions.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 small questions covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Nature and Scope of Managerial Economics. Marginal and Incremental analysis. Understanding demand and demand function: Law of demand, Elasticity of demand and its significance in Managerial decision-making	14

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II	Consumer Equilibrium- Cardinal utility analysis; Law of diminishing marginal utility and equi-marginal utility. Indifference curve approach; Price, income and substitution effects; Essentials of demand estimation and forecasting.	16
III	Theory of Production: Production function, Law of diminishing returns, increasing returns, variable proportions and their applicability. Cost Analysis: Types of cost, short run and long run cost curves, economics and diseconomies of scale.	12
IV	Market structures: Types of market structures and their features, Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly. Pricing strategies and tactics. Inflation— types, measurement and control	18
	Total Contact Hours	60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
Theory	**30**	**Theory:**	**70**
lass Participation:	5	Written Examination	
eminar/presentation/assignment/quiz/class test etc.:	10		
lid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

Ahuja, H.L. (2011). *Managerial Economics*. S. Chand & Company Pvt. Ltd.
Dwivedi, D.N. (2018). *Managerial Economics*. Vikas Publishing House, New Delhi.
Mehta, P.L. (2016). *Managerial Economics*. Sultan Chand & Sons, New Delhi.
Peterson, C.H., Lewis, W.C., & Jain, S.K. (2005). *Managerial Economics*. Pearson India, New Delhi.
Salvatore, D. (2014). *Managerial Economics in Global Economy*. Oxford Higher Education, New Delhi.

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Statistics for Business Decisions (CC-3) with 4 Credits (3 Theory +1 Tutorial)

Session: 2025-26			
Part A - Introduction			
Name of Programme	MBA (2 years)		
Semester	First		
Name of the Course	Business Statistics and Operation Research		
Course Code	MBA-CC-103		
Course Type	CC-3		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 103.1: Understand the measures of central tendency and dispersion. CLO 103.2: Understand the significance of sampling in the statistical data collection and applications in business decision-making. CLO 103.3: Understand the application of correlation and regression analysis in business decision-making. CLO 103.4: Understand the application of statistical tests for decision-making.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 small questions covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will
carry equal marks.

Unit	Topics	Contact Hours
I	Statistics-Meaning, reasons for learning statistics, types of statistical methods; Sources of data - Primary data sources and secondary data sources; Classification, Tabulation and Presentation of Data. Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Quartiles and Percentiles; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variation.	15

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II	Fundamentals of Probability: Definition, concepts, rules, probability tree diagram and Bayes' Theorem. Correlation Analysis: Concepts, Scatter Diagram, Coefficient of Correlation -Karl Pearson's and Spearman's Rank Correlation; Regression Analysis - Assumptions for regression models, regression lines.	15
III	Operations Research: History, meaning, features, models, scope and applications in business organisations. Linear programming: Meaning, structure, scope and application areas. Linear programming: Formulation of industrial and business problem as linear programming problems and solution by graphical and simplex methods. Duality and sensitivity analysis in linear programming problems.	15
IV	Decision theory: Decision making under uncertainty and risk, posterior probabilities and Bayesian analysis, and decision trees. Theory of games: Games with pure strategies and mixed strategies. Rule of dominance and solution of games without saddle point. Simulation: Meaning, process, types, advantages, limitations and applications.	15
	Total Contact Hours	60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
Theory	**30**	**Theory:**	**70**
lass Participation:	5	Written Examination	
eminar/presentation/assignment/quiz/class test etc.:	10		
Iid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

Elhance, D.N., Elhance, V., & Aggarwal, B.M. (2017). *Fundamentals of Statistics*. Kitab Mahal.
Srivastava, T.N., & Rego, S. (2017). *Statistics for Management*. McGraw Hill.
Gupta, S.C. (2018). *Fundamental of Statistics*. Himalaya Publishing House.
Sharma, J. K. (2010). *Fundamentals Business Statistics*. Pearson Publication.
Levine, R.I., Rubin, D.S., Siddiqui, M.S., & Rastogi, S. (2017). *Statistics for Management*. Pearson Publication.
Gupta, S.P. (2021). *Statistical Methods*. Sultan Chand & Sons.

7. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Martin, K. (2012). *An introduction to management science: Quantitative approaches to decision making*. Cengage Learning.

8. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling: Business analytics with spreadsheets*. De Gruyter.

9. Hillier, F. S., Lieberman, G. J., Nag, B., & Basu, P. (2017). *Introduction to operations research*. McGraw-Hill Education.

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Business Eco-System and Environment (CC-4) with 4 Credits

(3 Theory +1 Tutorial)

Session: 2025-26			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Business Eco-System and Environment		
Course Code	MBA-CC-104		
Course Type	CC-4		
Pre-requisite for the course (if any)	A Business Newspaper in Hand of All Tutees on Daily Basis		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 104.1: To make students understand various environmental factors Influencing Business. CLO 104.2: To make students comprehend Business Ecosystem. CLO 104.3: To make Students understand current dynamics and future outlook of Indian business environment. CLO 104.4: To make students assess how domestic and global policies are shaping up environment for business.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 small questions covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	**Topics**	**Contact Hours**
I	Business environment- Nature, Scope and Components. Global and Indian macro environmental forces influencing Indian business environment at this juncture. Entrepreneurship and start-up drive in India-Issues and challenges. Creation of Innovation culture for businesses in India. A brief overview of business regulations and facilitation in India	12

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II	Current business fundamentals in India- ıdian GDP- constituents and its growth rate at various stages with special emphasis on recent trends. Indian trade-direction and balance of trade since independence with special emphasis on recent trends. FDI inflows in India - prominent sectors and recent trends. Inflation- trends and impact on Indian business in recent times. Most dynamic Indian industries with a global showcasing.	15
III	Indian policy framework and Indian businesses- Industrialization phases since independenceand a bird's eye-view of various industrial policies. Recent initiatives in industrialization like make in India and Atamanirbhar Bharat. Policy framework for PSUs and small scaleindustries in India. Role of PSUs and small scale industries in India with recent policies towards them such as disinvestment. Fiscal and monetary policies Indian trade policy and institutional infrastructure for export promotion in India.	17
IV	Global scenario and Indian business- Impact of recent global happenings such as wars, global economic scenario etc. on Indian business. WTO provisions and their impact on Indian business. Impact of other international organizations like IMF, IFC, Unido and world bank on Indian businesses. Regional economic groupings like BRICS, SAARC, EU and their influence on Indian business.	16
	Total Contact Hours	60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
Theory	**30**	**Theory:**	**70**
lass Participation:	5	Written Examination	
eminar/presentation/assignment/quiz/class test etc.:	10		
Iid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

att, G., & Nag, B. (2024). *Datt & Sundharam's Indian Economy*. S.Chand.

ıri, V.K., Misra, S.K., & Garg, B. (2023). *Indian Economy*. Himalaya Publication.

conomic Survey, The Government of India Publication.

ıe Indian Economic Journal. Sage Publication.

conomic Times, The Times Group.

The Hindu Business Line, The Hindu Group.

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Financial Statements and Analysis (DEC-1) with 4 Credits (3 Theory +1 Tutorial)

Session: 2025-26			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Accounting for Managers		
Course Code	MBA-DEC-101		
Course Type	DEC-1		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 101.1: Develop an insight of postulates, principles and techniques of accounting. CLO 101.2: Understand the steps involved in preparation and analysis of financialstatements. CLO 101.3: Understand the concept of Marginal costing and Responsibility Accounting. CLO 101.4: Know the preparation of Budgets and its applications.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 questions covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will
carry equal marks.

Unit	Topics	Contact Hours
I	Accounting: meaning, branches, principles, concepts and conventions, accounting process; Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting Standards	15
II	Financial statements: elements, preparation of financial statements; Financial Reporting: reporting practices, IFRS; Financial statement analysis: meaning, significance, and the analytical tools: Ratio analysis, Du Pont analysis, Cash flow analysis	15

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III	Marginal costing: Cost Volume Profit and Break-even analysis, contribution margin, profit volume graph; Budgeting: conceptual framework, types of budget: Master budget, fixed and flexible budgets, Zero-base budgeting, and Performance budgeting	15
IV	Responsibility accounting and segmental analysis: meaning, types; Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting and the Life Cycle Costing	15
	Total Contact Hours	60

Suggested Evaluation Methods

Internal Assessment: 30		**End Term Examination: 70**	
Theory	**30**	**Theory:**	**70**
lass Participation:	5	Written Examination	
eminar/presentation/assignment/quiz/class test etc.:	10		
Iid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

Anthony, R. N., Hawkins, D.F., & Merchant, K. A. (2006). *Accounting: Text and Cases*. McGraw Hill.
Albrecht, W.S., Stice, J.D., Stice, E.K., & Swain, M.R. (2010). *Accounting: Concepts and* applications. Cengage Learning.
Needles, B.E., & Powers, M. (2010). *Principles of Financial Accounting*. South Western Publication.
Garrison, R.H., & Noreen, E.W. (2007). *Managerial accounting*. McGraw Hill.
Anthony, R.N., Hawkins, D.F., & Merchant, K.A. (2017). *Accounting: Text and Cases*. McGraw Hill.
Khan, M.Y., & Jain, P.K. (2017). *Management Accounting: Text, Problems, and cases*. McGraw Hill.

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Template for VAC with 2 Credits

Session: 2025-26	
Part A - Introduction	
Name of Programme	MBA (2 Years)
Semester	First
Name of the Course	**Artificial Intelligence in Business**
Course Code	MBA-VAC-101
Course Type	VAC
Pre-requisite for the course (if any)	None
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 101.1: Understand basic AI concepts, tools, and technologies. CLO 101.2 Identify business functions where AI can provide competitive advantage. CLO 101.3 Analyze case studies on AI-driven business models and digital transformation. CLO 101.4 Evaluate the challenges and risks involved in AI deployment. CLO 101.5 Create AI strategy outlines for business use cases.
Credits	Seminar/Presentation
	2
Teaching Hours per week	2
Internal Assessment Marks	15
End Term Exam Marks	35
Max. Marks	50
Examination Time	3 hours

Instructions for Examiner: Evaluation of the Seminar will be done by the Internal Examiner (s) on the parameters as decided by Staff Council of the Department. There will be no external examination/viva-voce examination.

Unit	Topics	Contact Hours
I	**Introduction to AI in Business (Hours:** 2) What is AI? ML, Deep Learning, NLP basics, Evolution of AI and its relevance to business, AI vs Automation, Overview of AI tools and platforms (ChatGPT, Power BI, Google AI, etc.)	5

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II	**AI in Functional Areas of Business (Hours:** 4) **Marketing & Sales:**, Customer segmentation, Chatbots, Recommendation systems, Predictive analytics for consumer behaviour. **Finance:**Algorithmic trading, Credit risk modelling, Fraud detection, Robo-advisors, **Human Resource Management:** Talent acquisition (AI in resume screening), Employee engagement analytics, Learning & development personalization, **Operations & Supply Chain:**, Demand forecasting, Inventory optimization, AI in logistics & route planning	15
III	**AI Strategy and Implementation (Hours:** 3) Building AI strategy for a business, Data requirements and data governance, Organizational readiness for AI adoption, Role of leadership and change management	5
IV	**AI Ethics, Risks & Regulation(Hours:** 2) Ethical concerns: Bias, transparency, accountability, Privacy and data protection (GDPR, Indian context), Regulatory trends in AI, Social impact of AI in the workplace, **Case Studies and Industry Applications**	5

Recommended Readings:

Prediction Machines by Ajay Agrawal, Joshua Gans, and Avi Goldfarb
Human + Machine by Paul R. Daugherty and H. James Wilson
Harvard Business Review articles on AI
Research papers and reports by McKinsey, Deloitte, and BCG on AI trends

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