



ST. VINCENT PALLOTTI COLLEGE OF ENGINEERING & TECHNOLOGY, NAGPUR

(An autonomous institution affiliated to Rashtrasant Tukadoji Maharaj Nagpur University)

MBA Scheme of Examination & Syllabus 2026-27

SECOND SEMESTER

Sr.No	Course Category	Course Code	Course Title	L	T	P	Credits	Mid-Sem Exam	Continual Assessment	End-Sem Exam	Total Marks	No.of Hours for ESE
1	DSE	26MBA201T	Financial Management	2	1	-	3	20	20	60	100	3
2	DSE	26MBA202T	Marketing Management	2	1	-	3	20	20	60	100	3
3	DSE	26MBA203T	Human Resource Management	2	1	-	3	20	20	60	100	3
4	DSE	26MBA204T	Operations & Supply Chain Management	2	1	-	3	20	20	60	100	3
5	PCC	26MBA205T	International Business	2	1	-	3	20	20	60	100	3
6	PCC	26MBA206T	Cost Accounting	2	1	-	3	20	20	60	100	3
7	PCC	26MBA207T	Business Analytics Fundamentals	2	1	-	3	20	20	60	100	3
8	PCC	26MBA208T	Entrepreneurship & Intrapreneurship	2	1	-	3	20	20	60	100	3
9	PCC	26MBA209T	Business Law, Ethics & Corporate Governance	2	1	-	3	20	20	60	100	3
Total				18	9	12	27	180	180	540	900	

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA201T	Financial Management	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> To understand the objectives and scope of financial management in value creation. To apply time value of money concepts in financial decision-making. To evaluate investment decisions using capital budgeting techniques. To analyse financing decisions, including capital structure and cost of capital. To understand working capital management and risk-return trade-offs. 	<ol style="list-style-type: none"> Calculate the specific cost of capital and the weighted average cost of capital for any specific given firm. Analyse the effect of operating and financial leverage by applying EBIT-EPS analysis, Indifference Level of EBIT and Financial Break-even Analysis. Estimate projects' cash flows using DCF and Non-DCF techniques Ascertain the components of current assets and current liabilities and determine the gross and net operating working capital requirement. Compute the value of a share using various dividend discount models and illustrate whether the dividend is relevant for firm valuation or not.

Unit I Cost of Capital	[6Hrs]
Concept and Importance; Measurement of Specific Costs – Redeemable and Irredeemable Debt, Redeemable and Irredeemable Preference shares, Equity and Retained Earnings; Computation of Overall Cost of Capital using book value and market value weights.	
Unit II Leverage	[6Hrs]
Operating, Financial and Combined Leverage; EBIT-EPS Analysis; Indifference Level of EBIT and Financial Break-even Analysis.	
Unit III Capital Budgeting	[6Hrs]
Concept of Capital Budgeting, Discounted and Non-discounted Cash Flow Techniques – NPV, IRR, PI, Discounted PBP, ARR & PBP.	
Unit IV Working Capital Management	[6Hrs]
Concept of Gross and Net Working Capital, Working Capital Approaches, Estimation and Calculations of Working Capital requirements.	
Unit V Dividend Policy	[6Hrs]
Walter's Model; Gordon's Model and MM Hypothesis for Dividend Policy and Firm Valuation, Determinants and constraints of dividend decision	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Financial Management	M. Y. Khan & P. K. Jain	6th Edition	McGraw-Hill Publications
2.	Financial Management,	I M Pandey,	10th Edition,	Vikas Publishing House Pvt Ltd

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Financial Management: Theory and Practice,	Prasanna Chandra	9th Edition	Pearson

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA202T	Marketing Management	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> To understand core marketing concepts and the role of marketing in value creation. To analyse consumer behaviour and market segmentation strategies. To develop effective product, pricing, distribution, and promotion strategies. To evaluate branding and digital marketing initiatives. To integrate marketing analytics into strategic decision-making. 	<ol style="list-style-type: none"> Develop a suitable marketing mix for a company's given marketing objective. To apply the three steps of target marketing: market segmentation, target marketing, and market positioning. To recommend a suitable pricing strategy for various stages in the life cycle of the product. to evaluate different distribution channel options and their suitability for the company's product Develop a suitable promotion mix (advertising, sales promotion, public relations, personal selling, and direct marketing, etc.) for the product.

Unit I Introduction to Marketing	[06 Hrs]
Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning	
Unit II Product Decisions	[06 Hrs]
Concept of a product; Classification of products; levels of product, Major product decisions; Product line strategies and product mix strategies; Product life cycle – strategic implications; New product development and consumer adoption process. Packaging and labelling.	
Unit III Pricing Decisions	[06 Hrs]
Pricing objectives, Factors affecting price determination; Pricing policies, methods and strategies, Initiating and responding to price change	
Unit IV Distribution Channels and Physical Distribution Decisions	[06 Hrs]
Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.	
Unit V Promotion Decisions	[06 Hrs]
Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion –tools and techniques.	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Principles of Marketing	Philip Kotler, Gary Armstrong, Prafulla Agnihotri and Ehsan-Ul-Haq	13th Edition	Pearson
2.	Marketing Management	Philip Kotler and Keven Lane Keller	15th Edition	Pearson Education

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Introduction to Marketing	Adrian Palmer	3rd Edition	Oxford Publishing

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA203T	Human Resource Management	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Understand the strategic role of HRM in organisational effectiveness. Develop knowledge of recruitment, selection, training, and performance management systems. Analysis of compensation, employee engagement, and retention strategies. Application of various techniques of Training Apply HR analytics and contemporary HR practices in decision-making. 	<ol style="list-style-type: none"> Explain the importance of Human Resource Management for an organisation and also distinguish between Personnel and HR Management. Conduct job analysis and produce a job description and job specification. Design a Human Resource Plan for an organisation and construct its Selection Process Justify the applicability of various techniques of Training Outline the performance appraisal process and identify and explain the utility of various modern and traditional methods of Performance Appraisal.

Unit I Introduction to HRM	[06 Hrs]
Introduction, nature, scope, objectives, importance and functions of HRM, Human resource as an asset in organisation; Difference between Personnel Management and Human Resource Management, Roles and Qualities of HR Manager; Human Resource Management in a dynamic environment; Introduction to Strategic HRM. Organisational and HR Strategies.	
Unit II Job Analysis	[06 Hrs]
Job Analysis – Meaning, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications & Role Analysis, Concept of Job Design, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.	
Unit III Human Resources Planning:	[06 Hrs]
Need, importance & Objectives of Human Resources Planning; Factors affecting HRP; Recruitment and Selection—Meaning, Sources and Process; Induction and Placement	
Unit IV Training and Development	[06 Hrs]
Introduction of Training; Objectives and Importance of Training; Training Process, Training Needs Identification. Types and Techniques of Training and Development; Evaluation of Training, Management/Executive Development Programs-Need and Importance & Objectives	
Unit V Performance Appraisal & Compensation Management	[06 Hrs]
Performance Appraisal- concept, objectives, Importance, Methods; Potential Appraisals Compensation Management- Concept and components; Job Evaluation; Components of salary, incentives, bonus, ESOPs, Fringe Benefits Ancillary Topics- Career Planning & Development, Employee Separations, Downsizing & Outplacement, HRIS, Industrial Relations.	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Human Resource and Personnel Management – Text and cases,	K. Aswathappa	1 st Edition	McGraw- Hill Publishing co. Ltd.
2.	Essentials of Human Resource Management & Industrial Relations	P.Subba Rao	3rd revised edition	Himalaya Publication

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Human Resource Management			

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA204T	Operations & Supply Chain Management	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Understand the strategic role of operations management in organisational competitiveness. Develop analytical skills for production planning, process design, capacity planning, and facility location decisions. Apply Maintenance management practices for efficient operations and Industrial Safety Apply materials management tools in inventory control, supply chain networks, logistics systems, and vendor management practices. Apply Industrial Engineering tools for increasing productivity 	<ol style="list-style-type: none"> Apply the concept of operations management in production and service-related decisions. Plan production schedules and plan resources (material and machine) required for production. Design maintenance schedules in manufacturing units, identify and propose material handling equipment and implement industrial safety rules Apply the concepts of purchase, stores and inventory management and analyse and evaluate material requirement decisions Measure performance related to productivity, and conduct basic industrial engineering studies on men and machines.

Unit I Introduction	[06 Hrs]
Concept of Operations Management, Difference between Manufacturing & Services, Capacity and equipment selection decisions. Types of Production, Plant Location Factors, Types of Manufacturing & Service Layouts	
Unit II Production Planning and Control	[06 Hrs]
PPC - Concept of Production Planning and Control, Planning Premise, Make to Stock, Make to Order and Assemble to Order, Process Planning, MPS (Master Production Schedule), MRP (Material Requirement Planning), MRP II, Material Handling	
Unit III Maintenance Management	[06 Hrs]
Types of Maintenance, Maintenance Costs, OEE (Overall Equipment Efficiency), Material Handling – principles, types of MHE (Material Handling Equipment), Industrial Safety, Ergonomics.	
Unit IV Materials Management & Supply Chain	[06 Hrs]
Purchase management, Stores management, Vendor Selection, Inventory Management, Inventory Costs, Inventory management tools, Concept of EOQ. Supply Chain, Supply Chain Performance Drivers and Metrics, Supply Chain Network Design, Supply Chain Coordination and Bullwhip Effect, Strategic Alliances in Supply Chain, Supply Chain Integration	
Unit V Industrial Engineering	[06 Hrs]
Concepts of productivity, tools of increasing productivity, labour and machine productivity. Introduction to work-study, work measurement, method study, motion study and time study.	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Operations Management	B Mahadevan,	1 st Edition	Pearson Publication
2.	Production and Materials Management	K. Shridhara Bhat,	1 st Edition	Himalaya Publishing House
3	Industrial Engineering and Production Management	Martand Telsang,		S.Chand Publications

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Production and Operations Management,	S.Anil Kumar, N.Suresh	Second Edition	New Age International Publishers

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA205T	International Business	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none">Understand the theoretical foundations and drivers of international trade and investment.Evaluate foreign market entry strategies and internationalisation approaches.Analyse global business environments, including political, legal, economic, cultural, and technological dimensions.Identify and select Government Agencies that support foreign trade and their roles.Awareness of government policies related to Foreign Direct Investment	<ol style="list-style-type: none">Apply various concepts and terminologies involved in International Business.Evaluate various modes of entry into International business and be able to select the best mode of entry given a situation.Correlate and discuss the presence of macro factors (PESTEL) in the international business environmentExamine and elaborate on the role of various Government institutions in India which support International trade.Perceive the concepts in the recent EXIM policy of India and relate them to the flow of FDI as well as the direction of Indian foreign trade.

Unit I: Introduction to International Business	[06 Hrs]
Introduction to International business, its importance and various concepts involved in it, such as: entrepot trade, various tariff and non-tariff barriers, regional trading blocs and types of trade agreements.	
Unit II Internationalisation process	[06 Hrs]
Modes of entry into International Business, Internationalisation process and managerial implications, case studies related to the internationalisation process. International business approaches: ethnocentric, polycentric, regiocentric, geocentric.	
Unit III: Factors Affecting the International Business	[06 Hrs]
Various Macro factors affecting the International Business Environment: Political, economic, Socio-cultural, Technological, Environmental, and legal.	
Unit IV Government Agencies	[06 Hrs]
Various Government Institutes supporting foreign trade and their role: DGFT, Export Promotion Council, ECGC, SEZs, EPZs and EOUs, EXIM Bank and FEMA	
Unit V Foreign Direct Investment	[06 Hrs]
Drivers of FDI, Flow of FDI in India, EXIM Policy of India, Direction of India's Foreign Trade (imports and exports scenario), Role of RBI in exchange rate management	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	International business	P. Subba Rao	4th edition	Himalaya Publishing House
2.	International Business	Soniya Gupta	1st Edition	Tata McGraw-Hill

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	International Business	K. Aswathappa,	6th Edition	McGraw Hill Education

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
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26MBA206T	Cost Accounting	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Classification of cost elements, and prepare cost sheets and quotations for various business proposals. Decision-making through BEP Analysis. Calculate Operating Costs Preparation of Functional Budgets Perform Standard Costing & Variance Analysis 	<ol style="list-style-type: none"> Identify and classify cost elements, and prepare cost sheets and quotations for various business proposals. to compute the Break-even point, Margin of safety, Profit volume ratio, desired profit / desired sales, as well as evaluate the decision-making proposals. Classify the cost by nature and estimate the cost of operating a service prepare relevant functional-level budgets for an organisation, to determine Direct Material and Direct Labour Variances.

Unit I Cost Accounting Basics	[06 Hrs]
Conceptual framework of Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost. Unit & Output Costing - Preparation of Cost Sheet and Tender/ Quotations.	
Unit II Marginal Costing and Profit Volume Relationship and Decision Making	[06 Hrs]
Introduction, Application of Marginal Costing in terms of cost control, profit planning, dropping a product line, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, level of activity planning- Break-even-analysis: Application of BEP for various Business problems	
Unit III Operating Costing	[06 Hrs]
Concept of Operating Costing Features of operating costing: Transport costing (Standing charge, Repair and Maintenance Charge and Running charges and log sheet), Canteen, Hospital and hotels costing.	
Unit IV Budgeting and Budgetary Control	[06 Hrs]
Budgeting and Budgetary Control – Concept of Budgeting and Budgetary Control, Essential features, Merits and Limitations of Budgetary Control. Types of Budgets, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget and Master Budget	
Unit V Standard Costing & Variance Analysis:	[06 Hrs]
Introduction, Meaning and limitations of Standard Costing, Standard costing as a management Tool, Historical costing, Estimated Costing and Standard Costing, Standard Cost and Budgeted Cost, Determination of Standard Cost for Direct Material, Direct Labour Cost. Variance Analysis: Direct Material Variance – Material Cost Variance, Material Rate Variance, Material Quantity Variance, Material Mix Variance, and Material Yield Variance, Direct labour Variance – Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Idle Time Variance and Labour Yield Variance.	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Cost Accounting – Principles & Practices	M N Arora	12th edition	Vikas Publishing House Pvt. Ltd
2.	Cost Accounting: Texts and Problems	M C Shukla, T S Grewal, Dr. M P Gupta,		S Chand & Company,

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Cost Accounting,	M Y Khan P K Jain	2 nd Edition	McGraw Hill Education

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA207T	Business Analytics Fundamentals	2	1	-	3				
						20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Understand the role of business analytics in data-driven decision-making. Develop skills in data collection, preparation, and visualisation techniques. Apply statistical and quantitative methods for business problem-solving. Interpret predictive models and analytical results for managerial decisions. Integrate analytics into functional areas such as marketing, finance, HR, and operations. 	<ol style="list-style-type: none"> Explain fundamental concepts of business analytics and data-driven decision-making. Apply descriptive statistical techniques and data visualisation tools. Analyse business datasets using regression and correlation methods. Evaluate predictive models for forecasting and decision-making. Develop data-driven solutions for real-world business problems

Unit I: Introduction to Business Analytics	[06 Hrs]
Evolution of analytics, Types of analytics (Descriptive, Diagnostic, Predictive, Prescriptive), Data-driven decision-making, Role of analytics in functional areas	
Unit II Data Management & Visualisation	[06 Hrs]
Types of data, Data collection & cleaning, Data summarisation, Data visualisation (Charts, dashboards), Introduction to Excel / Power BI / Tableau	
Unit III Statistical Tools for Analytics	[06 Hrs]
Measures of central tendency & dispersion, Probability concepts, Sampling & estimation, Hypothesis testing, Correlation & regression analysis	
Unit IV Predictive Analytics & Forecasting	[06 Hrs]
Time series analysis, Forecasting techniques, Classification methods, Introduction to machine learning concepts, Decision trees	
Unit V Analytics Applications in Business	[06 Hrs]
Marketing analytics, Financial analytics, HR analytics, Operations analytics, Ethical issues in data analytics	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Business Analytics: Data Analysis & Decision Making	S. Christian Albright & Wayne L. Winston	7 th Edition	Cengage publications
2.	Business Analytics	James R Evans	3 rd Edition	Pearson Education

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Data Analytics.	Anil Maheshwari	2nd Edition.	Mc Graw Hill

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA208T	Entrepreneurship & Intrapreneurship	2	1	-	3	MSE	CA	ESE	Total
						20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Understand the entrepreneurial ecosystem and the role of entrepreneurship in economic development. Develop opportunity identification and business model design skills. Apply tools for feasibility analysis and business planning. Evaluate financing options and resource mobilisation for startups. Analyse innovation and intrapreneurship within established organisations. 	<ol style="list-style-type: none"> Identify the concept of entrepreneurship and Intrapreneurship. to justify the role of EDPs in growth of entrepreneurship Apply feasibility analysis and business planning tools Examine the impact of different financial aspects on entrepreneurship and evaluate his/her own ability to set up a small-scale venture. Apply an Innovation mindset to different entrepreneurship models

Unit I: Introduction to Entrepreneurship	[06 Hrs]
Evolution of the concept of entrepreneurship. The entrepreneur: characteristics and functions, types of entrepreneurs, distinction between a manager and an entrepreneur. Intrapreneur: concept, characteristics, barriers, intrapreneurial climate and culture. Factors contributing to entrepreneurship development. Theories of entrepreneurship. Indian entrepreneurs and their ventures (cases).	
Unit II Entrepreneurship development programs and competencies	[06 Hrs]
Post-independence growth of entrepreneurship in India, the role of entrepreneurship in economic development. Entrepreneurship development programs: objectives, phases, evaluation and problems of EDPs. Entrepreneurial competencies: meaning, major competencies and developing competencies.	
Unit III Business Model & Feasibility studies	[06 Hrs]
Steps for starting a small-scale industry, ownership pattern, Idea generation techniques, Opportunity recognition, Market research for startups, Business Model Canvas, Value proposition design. Feasibility studies, Technical feasibility, Financial feasibility, Market feasibility, Legal considerations, Business plan preparation	
Unit IV Financing & Entrepreneurial Support Systems	[06 Hrs]
Financial analysis: Ratio analysis, investment process, break-even analysis, profitability analysis, budget and planning process. Sources of finance: development finance, project financing, benefits in taxation to entrepreneurs, Government policy and support to SSI, Institutional finance to entrepreneurs (various institutions), institutional support to entrepreneurs (various institutions)	
Unit V Intrapreneurship & Innovation	[06 Hrs]
Corporate entrepreneurship, Innovation management, Managing change & creativity, Lean startup methodology, Social entrepreneurship & sustainability	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Entrepreneurial Development	S.S. Khanka,		S. Chand & Co
2.	Dynamics of entrepreneurial development and management	Vasant Desai	6 th Edition	Himalaya Publishing House

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Small-scale industries & entrepreneurship	Vasant Desai		Himalaya Publishing House

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA209T	Business Law, Ethics & Corporate Governance	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Understand the foundational principles of business law governing commercial transactions and corporate functioning. Analyse the ethical frameworks guiding managerial decision-making and organisational behaviour. Examine the mechanisms, structures, and processes of corporate governance in modern organisations. Evaluate legal and ethical issues affecting businesses in domestic and global contexts. Apply legal knowledge, ethical reasoning, and governance principles to real managerial and organisational problems. 	<ol style="list-style-type: none"> Demonstrate knowledge of essential business laws and regulatory frameworks applicable to organisations. Apply ethical theories to resolve managerial dilemmas and organisational conflicts. Critically assess corporate governance practices adopted by Indian and global corporations. Interpret statutory requirements and compliance obligations for sound corporate functioning. Integrate legal, ethical, and governance principles into strategic and operational decision-making.

Unit I Introduction to Business Law & Legal Framework	[06 Hrs]
Nature, scope, and importance of business law, Sources of Indian business law, Basics of contract law: Essentials of a valid contract, offer, acceptance, consideration, free consent, Legality of object, void agreements, performance, breach, and remedies, Overview of the Indian Contract Act, 1872, Role of law in business decision-making	
Unit II Corporate & Commercial Laws	[06 Hrs]
Companies Act, 2013: Types of companies, incorporation, MOA, AOA, shareholders & directors, Corporate legal compliance requirements, Negotiable Instruments Act: Cheque, promissory notes, dishonour, Intellectual Property Rights (IPR): Trademarks, patents, copyrights, designs, Competition Act and consumer protection framework	
Unit III Business Ethics & Ethical Decision-Making	[06 Hrs]
Nature, role, and significance of business ethics, Theories of ethics: Utilitarianism, rights, justice, virtue ethics, Ethical dilemmas and frameworks for decision-making, Ethical leadership and corporate culture, Corporate Social Responsibility (CSR): Concepts, CSR under Companies Act, 2013, Sustainability and stakeholder theory	
Unit IV Corporate Governance Frameworks & Practices	[06 Hrs]
Concept, evolution, and significance of corporate governance, Corporate governance mechanisms: Board, committees, independent directors, SEBI (LODR) regulations, corporate governance codes (India and global), Role of audit committees, remuneration committees, whistleblowing systems, Governance failures and corporate scandals (Satyam, Enron, IL&FS – conceptual only)	
Unit V Emerging Issues in Law, Ethics & Governance	[06 Hrs]
Technology, digital transformation, and business law, Data protection, privacy laws, and compliance (overview of DPDP Act), Ethical issues in AI, machine learning, automation, Environmental, Social & Governance (ESG) frameworks, Sustainability reporting & non-financial disclosures, Global governance challenges and future directions	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Elements of Business Law	N D Kapoor	1 st edition	Sultan Chand & Sons
2.	Business Ethics and Corporate Governance,	B. N. Ghosh	1 st Edition	McGraw Hill Education
3	Corporate Governance: Principles, Mechanism & Practice	Singh & Parthasarathy	3 rd Edition	Wiley India

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Business Ethics and Corporate Governance	A.C. Fernando	3 rd Edition	Pearson

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