



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

FIRST 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	PCC	26MBA101T	Principles of Management	2	1	--	3	20	20	60	100	3
2	PCC	26MBA102T	Managerial Economics	2	1	--	3	20	20	60	100	3
3	PCC	26MBA103T	Organizational Behaviour	2	1	--	3	20	20	60	100	3
4	PCC	26MBA104T	Financial Accounting	2	1	--	3	20	20	60	100	3
5	PCC	26MBA105T	Business Statistics and Analytics for Decision Making	2	1	--	3	20	20	60	100	3
6	PCC	26MBA106T	Legal and Business Environment	2	1	--	3	20	20	60	100	3
7	SEC	26MBA107P	Management of Digital Business Systems / IT for Managers	1	-	2	2	25	25	50	100	1.5
8	SEC	26MBA108P	Managerial Skills for Effectiveness	1	-	2	2	25	25	50	100	1.5
9	AEC	26MBA109P	Business Communication	1	-	2	2	25	25	50	100	1.5
Total				15	6	6	24	195	195	510	900	

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA101T	Principles of Management	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Build Foundational Management Knowledge Develop Managerial Decision-Making Skills Understand Organisational Structure and Design Strengthen Leadership and Managerial Effectiveness Integrate Ethics and Social Responsibility 	<ol style="list-style-type: none"> Explain the evolution of management thought. Apply planning, organising, leading and controlling functions. Develop ethical management strategies Demonstrate managerial competencies Evaluate decision-making approaches. Analyse organisational structures.

Unit I Nature and Functions of Management	[6Hrs]
Management: meaning, nature, and scope, Management functions: Planning, Organizing, Staffing, Directing, Controlling, Managerial roles and skills, Management as art, science, and profession.	
Unit II Evolution of Management Thought	[6Hrs]
Classical theories (Taylor, Fayol), Human Relations approach (Mayo), Systems and Contingency approach	
Unit III Planning and Strategy	[6Hrs]
Strategic planning process, Environmental scanning (SWOT, PESTLE), Decision-making models	
Unit IV Organising and Leadership	[6Hrs]
Organisational structures, Authority, responsibility, delegation, Leadership theories.	
Unit V Control and Contemporary Issues	[6Hrs]
•Control techniques, Ethics and corporate governance, Innovation and change management	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Essentials of Management	Koontz & Weihrich	1 st Edition	McGraw-Hill
2.	Principles of Management	L.M. Prasad	11th Edition	Sultan chand & Sons

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Principles of Management –	Pravin Durai	2006	Pearson

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA102T	Managerial Economics	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
1. Develop Economic Decision-Making Ability 2. Analyse Demand and Market Behaviour 3. Understand Cost, Production & Pricing Strategies 4. Evaluate Competitive Business Environments 5. Interpret Macroeconomic Indicators	1. Interpret price elasticity, income elasticity and cross-price elasticity of demand, and demand forecasting techniques. 2. Analyse various aspects of empirical production 3. Determine the optimal price and output for firms under different market structures. 4. Interpret the role and importance of each component with regard to the factor market and the product market, and will also be able to comment on the implications and control of inflation. 5. To calculate and explicate the gross domestic product using expenditure and income approaches, and given the details about a phase of the business cycle,

Unit I Demand Analysis	[06 Hrs]
Introduction; Demand Analysis: The Consumer, Demand Concepts, Own-Price Elasticity of Demand, Income Elasticity of Demand, Cross-Price Elasticity of Demand. Substitution and Income Effects. Normal and Inferior Goods. Indifference Curve Analysis. Demand Forecasting: Need, Techniques and Procedures	
Unit II Supply And Production Decisions	[06 Hrs]
The Law of Supply, Theory of Production: Factors affecting production, production function, short run analysis, law of variable proportions, Isoquant Curves, Long run production function, Cobb-Douglas production function, Cost-Output Function, Economies and Diseconomies of Scale	
Unit III Market Structures And Pricing Practices:	[06 Hrs]
Introduction: Analysis of Market Structures: Factors That Determine Market Structure. Perfect Competition, Perfect Competition, Monopolistic Competition, Oligopoly, Monopoly.	
Unit IV Macro Economic Fundamentals	[06 Hrs]
Macro Economics – Meaning, Nature and Scope, Circular Flow Model of Economy. Inflation: Demand-Pull and Cost-Push Inflation, CPI vs. WPI, Causes, Effects and Remedies of Inflation, Theories of Inflation and Policy measures to control inflation	
Unit V National Income And Business Cycle	[06 Hrs]
National Income – Concept and Measurement, Theory of National Income Determination – Multiplier and Accelerator Theories. Overview of the Business Cycle: Phases of the Business Cycle; Factors causing swings in business activity and measures to control business cycles.	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Managerial Economics	D.N. Dwivedi	8th	Vikas Publishing
2.	Modern Economic Theory	K.K. Dewett	2005	S. Chand Publisher
3.	Industrial Management	Dr.I.K. Chopde, Dr.A.M. Sheikh	Revised edition	S. Chand Publisher

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Industrial Organization and Industrial economics	T.R. Banga, S.C. Sharma	2006	Khanna Publishers
2.	Industrial economics and entrepreneurship development	A.M.Sheikh	2015	S Chand & Co Ltd

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA103T	Organizational Behaviour	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> To understand human behaviour in organisations To enhance leadership and team effectiveness Enhance Group Dynamics and Interpersonal Effectiveness Develop Behavioural Competencies for Managerial Effectiveness 	<ol style="list-style-type: none"> 1. Explain the concept of Organisation Design and determine the factors that affect Organisation Design. 2. Identify the components of Individual Behaviour and apply the concept of Learning, Perception, Attitudes and values. 3. Distinguish between the various theories of motivation and their application in organisations, and also be able to apply these theories to practical problems in organisations. 4. Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour and demonstrate skills required for working in groups 5. Justify how organisational change and conflict affect working relationships within organizations and demonstrate how to apply relevant theories to solve problems of change and conflict within organisations

Unit I: Organisation Design	[06 Hrs]
Understanding organisations, Basics of an organisational design, Organisation and stakeholders, Organisations and environmental influences- Organisational strategy, Organisational design, Alternative structures-Management process, Authority and Responsibility Relationship; organisational control mechanisms; Organisational decision making	
Unit II Organisational Behaviour	[06 Hrs]
Introduction, Foundations of individual behaviour, Ability, Attitudes, Job Satisfaction, Personality, Values, Perception	
Unit III Motivation & Leadership	[06 Hrs]
Motivation- Concept, types of motivation and Theories-Maslow, Herzberg, Mc Gregor. Leadership- Concept, Leadership styles and Theories- Trait Theory, Path Goal Theory, Blake Mouton-Managerial Grid	
Unit IV: Group and Team Behaviour-Foundations of Group behavior	[06 Hrs]
Group development; Group properties: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, Team Type and Team Dynamics.	
Unit V Conflict and Change	[06 Hrs]
Understanding organisations- Managing organisational culture, Managing organisational conflict, power & politics; Organisational life cycle and Organisational change	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Organisational Behavior	Stephen Robbins; Timothy Judge, Seema Sanghi	3 rd	Prentice Hall Publication,
2.	Principles of Management	T. Ramaswamy,	1 st	Himalaya Publishing House pvt Ltd

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Organisational Behaviour	Margie Parikh, Rajen Gupta,	1st Edition	McGraw-Hill Education (India) Private Limited,

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FIRST SEMESTER

Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA104T	Financial Accounting	2	1	-	3				
						20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> To understand financial statements and analysis To enable financial decision-making Understand Financial Reporting Framework Evaluate Business Performance Support Strategic and Investment Decisions 	<ol style="list-style-type: none"> Evaluate selected accounting standards and perform their application in actual practice. to prepare the financial statements and calculate the profit or loss of a firm as at the end of the financial year. Prepare a Cash Flow statement to evaluate whether a firm is doing well financially and has sufficient cash to meet its obligations and support its growth. Perform ratio analysis and comment on the performance of the firm. to formulate a common-size statement, trend analysis, as well as inter-firm and intra-firm comparison

Unit I Accounting Standards	[06 Hrs]
Introduction to Indian Accounting Standards. AS 2 (Valuation of Inventories), AS 3 (Cash Flow Statement), AS 6 (Depreciation Accounting), AS 10 (Accounting for Fixed Assets). Practical Questions on these accounting standards.	
Unit II Financial Statement Reporting – I	[06 Hrs]
Preparation of Financial Statement – Profit & Loss, Balance Sheet (as per Companies Act 2013)	
Unit III Financial Statement Reporting – II	[06 Hrs]
Cash Flow Analysis – introduction, Meaning, features, objectives, importance, concept of cash and cash equivalents, cash flow from operating activities, investment activities & financing activities. Preparation of Cash Flow Statement (as per Companies Act 2013)	
Unit IV Analysis of Financial Statement – I	[06 Hrs]
Introduction, Assessment of Business Performance through Ratio Analysis: Concept of Ratio, Significance of Ratio Analysis, Interpretation of Financial Performance Using Ratios. Profitability Ratio, Liquidity Ratio, Solvency Ratio, Activity Ratio & Efficiency Ratio,	
Unit V Analysis of Financial Statement – II	[06 Hrs]
Techniques of Financial statement Analysis (Common size statement, Trend Analysis, Inter Firm Comparison, Intra Firm Comparison) DuPont Analysis	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Financial Accounting for Management	N. Ramchandran, Ram Kumar Kakani –	Second Edition	Tata Mac-Graw- Hill Publishing Co. Ltd. .
2.	Financial Accounting & Analysis	Narender Ahuja & Varun Dawar,	1st Edition,	Taxmann Publication (2015),

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Financial Accounting Management An Analytical Perspective	Ambrish Gupta	2009	Pearson Education

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA105T	Business Statistics and Analytics for Decision Making	2	1	-	3	20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> To develop analytical thinking, Quantitative Decision-Making Skills Strengthen Data Interpretation Ability Apply Inferential Techniques Build Predictive & Analytical Competence Integrate Analytics with Managerial Practice 	<ol style="list-style-type: none"> Estimate the dispersion/variance & symmetry of the data using various measures and draw inferences to facilitate decision making. Assess the level of association between given variables in the data using various types of correlation analysis techniques, and predict the values of a variable using regression analysis techniques. Determine the various probabilities arising out of the situation and make use of probability theory and appropriate probability distributions for the purpose of decision making. Construct appropriate hypotheses and draw conclusions to address the research problem in question. Differentiate between various forms of analytics and will also be able to choose suitable analytics for decision-making.

Unit I Measures of Dispersion (Variation) & Symmetry	[06 Hrs]
Significance of measuring Dispersion, Requisites and classification of measures of Dispersion, Distance measures - Range, Inter-quartile range. Average Deviation measures - Mean Absolute Deviation, Variance and Standard deviation, Chebyshev's Theorem, Coefficient of variation & its significance. Concept of Skewness & Kurtosis	
Unit II Measures of Association	[06 Hrs]
Correlation, Types & Methods of Correlation analysis - Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Probable error, Coefficient of Determination, Standard error of the coefficient of correlation. Introduction to regression analysis and its advantages; types of regression models; methods to determine regression coefficients (normal equations).	
Unit III Probability	[06 Hrs]
Basic terminology, types of probability, probability rules, conditional probabilities, and Bayes' Theorem. Random Variables, Probability distributions; Binomial distribution, Poisson distribution, Normal distribution. Choosing the correct probability distribution.	
Unit IV Hypothesis Testing	[06 Hrs]
: Introduction, Hypothesis testing procedure, errors in hypothesis testing. Power of a statistical test. t-test, ANOVA and Chi-Square test (Students should be able to perform testing on spreadsheets)	
Unit V Business Analytics	[06 Hrs]
Introduction to analytics, Differentiating descriptive, predictive, and prescriptive analytics, data mining vs data analytics, Industrial problem solving process, Decision needs and analytics, stakeholders and analytics, SWOT analysis, Business analytics in decision making, Categorisation of Analytical Methods and Models. Introduction & applications of SPSS, R, Python, etc.	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Business Statistics,	J. K. Sharma	Second Edition	Pearson, ,
2.	Statistics for Management,	Levin & Rubin	Seventh Edition	PHI
3.	Essentials of Business Analytics,	Jeffery Camm,	First Edition	Cengage,

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Quantitative Methods for Business",	Anderson	First	Thomson Learning Books

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA106T	Legal and Business Environment	2	1	-	3	MSE	CA	ESE	Total
						20	20	60	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Develop understanding of the legal framework Familiarise students with regulatory and compliance requirements Enable analysis of the economic, political, technological, socio-cultural, and environmental factors. Enhance awareness of ethical, governance, and sustainability issues Equip students to interpret policy changes, regulatory reforms, and government initiatives 	<ol style="list-style-type: none"> Infer legal aspects of doing business & plan business activities, and make use of provisions of the Contract Act to evaluate a contract used in commercial practice. Distinguish between various types of Companies and the legal process involved in the formation of a company, and understand the relationships amongst the various stakeholders of the company. Understand various components of IPR and differentiate between them. The learner can also identify the uses of IPR in business Describe various provisions of the IT Act and will be able to use various provisions of the Consumer Protection Act. Analyse the elements of the Social, political, and economic environment around a firm.

Unit I Legal aspects of business and contracts	[06 Hrs]
Concept of law. Types of Law. Definition, Nature and types of contracts. Essentials of a valid contract. Consideration and essentials of consideration. Free Consent. Legality and Validity of Contracts. Discharge of contracts. Arbitration: Meaning, Essentials and Effects. Conciliation: Meaning, Procedure and Effect.	
Unit II Companies Act 2013	[06 Hrs]
Characteristics and types of companies. Formation of companies, documents, and the registration process. Directors: Appointment, Powers, Duties and Liabilities. Company Meetings. Oppressions and Mismanagement	
Unit III IPR	[06 Hrs]
Types of IPR, overview and definitions. Patents and Patentability, working of a patent, compulsory licensing, infringement. Meaning of copyright, ownership and assignment, licenses, and Infringement. Meaning of Trademark, grounds of registration, infringement and passing off, assignment of trademark, collective trademark, certification marks. Definition of design, difference between copyright and design, Piracy of registered design. Trade secrets, meaning and essentials. Advantages and disadvantages of trade secrets	
Unit IV IT Act 2000	[06 Hrs]
Objectives & Scope, Important definitions, E-Governance and offences & Penalties. Consumer Protection Act: Definitions: Consumer, Defect and Deficiency. Unfair and Restrictive trade practices. Role and Functions of Consumer Protection Councils. Rights of Consumer. Consumer Forum; Structure and jurisdiction. Power of the consumer forum. Remedies under act.	
Unit V Socio-Political-Economic Environment	[06 Hrs]
Socio-Political-Economic Environment: Economic systems. Financial systems. Economic policies and macro-economic scenario. Components of the political environment. Constitutional provisions: Freedom of Trade and Reasonable Restrictions. Economic roles of government. Demographic structure of India. Socio-Cultural environment of India	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Legal Aspects of Business Concepts and Application,	Parul Gupta	1 st Edition	Vikas Publishing House
2.	Elements of Company Law,	N.D. Kapoor,	30th Edition,	Sultan Chand & Sons,
3.	Business Legislation for Management	M C Kuchhal & V Kuchhal	5th Edition,	Vikas Publishing House
4.	Economic Environment of Business,	V.K. Puri; S.K. Misra,	9th Edition	Himalaya Publishing House.

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Business Law	N. D. Kapoor	1st Edition	S. Chand & Co.
2.	Essentials Of Business Environment	K.Aswathappa,	1st Edition	Himalaya Publishing House

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA107P	Management of Digital Business Systems / IT for Managers	1	-	2	2	25	25	50	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Understand the Role of Digital Technologies in Business Integrate IT with Business Strategy Analyze Enterprise Systems and Data Management Develop Digital Decision-Making Competence Address Cybersecurity and Ethical Concerns 	<ol style="list-style-type: none"> to describe different types of management information systems from a management activity point of view, and will also be able to identify and work out KRAs, BOPs and BPPs for various organisations/systems. Identify the master data, draw the report format and the interface matrix while making a model of DSS. Suggest the conceptual model of PMS, and will also be able to draw a system model of an integrated system (PMS+SCM+Accounting and Billing) Describe the key features of ERP, SCM and CRM and will also be able to draw functional flow and process flow diagrams for various transactions. Enumerate the factors affecting system performance, and will also be able to comment on the operational feasibility of the IT system under consideration

Unit I Basic Concepts	[06 Hrs]
Concepts & Types of Information Systems. Components of MIS. Information Activities. Strategic Management of Business. Balance Score Card, Scorecard and Dashboard, measures of business operations and business performance. Steps for strategic design of MIS.	
Unit II Applications of MIS in Manufacturing Sector	[06 Hrs]
Applications of MIS in Manufacturing Sector: Model of Information Processing System. Application of Model to personnel management, financial management, production management, marketing management.	
Unit III MIS in Service Sector	[06 Hrs]
Introduction to Service Sector, creating distinctive service, service concept, service process cycle, service management system, MIS application in Service industry – banking & insurance.	
Unit IV Enterprise Management System.	[06 Hrs]
ERP Systems, Models of business functions integration. ERP Model and Modules. Business organization model. ERP product characteristics. Benefits of ERP. ERP Product evaluation. ERP implementation. SCM & CRM. EMS Model.	
Unit V Technology of Information Systems	[06 Hrs]
Introduction, data processing, Transaction processing, Application processing, information system process, OLAP, TQM of Information system. Real time systems. Case tools and I-CASE.	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Management Information Systems	Waman S Jawadekar	4th Edition	McGraw Hill Publication
2.	Management Information Systems	Giridhar Joshi	1st Edition	Oxford University

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Management Information System	A.K. Gupta	1st Edition	S. Chand & Co
2.	Management Information Systems	Oz	3rd Edition	Thomson Learning Books

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA108P	Managerial Skills for Effectiveness	1	-	2	2	25	25	50	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> Enhance Emotional Intelligence & Self-Management Develop Interpersonal & Communication Skills Build Leadership & Team Effectiveness Improve Negotiation & Conflict Resolution Skills Strengthen time and stress management Skills 	<ol style="list-style-type: none"> Demonstrate professional ethics and emotional intelligence Design personal development strategies. Demonstrate leadership and teamwork Apply negotiation Conflict Management frameworks Apply time and stress management tools

Unit I Self-Management & Emotional Intelligence	[06 Hrs]
Personality assessments and self-evaluation tools, Emotional intelligence and managerial effectiveness, Personal values, ethics, and professional identity	
Unit II Interpersonal Skills	[06 Hrs]
Verbal and non-verbal communication, Active listening and feedback techniques, Business presentation and public speaking skills	
Unit III Leadership & Team Building	[06 Hrs]
Leadership styles and situational leadership, Team building and collaborative problem solving	
Unit IV Negotiation & Conflict Management	[06 Hrs]
Conflict management and negotiation skills, Workplace ethics and corporate responsibility, Career planning and professional networking	
Unit V Time & Stress Management	[06 Hrs]
Structured decision-making frameworks, Creative thinking and innovation techniques, Time management and productivity tools Stress management and resilience building	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Emotional Intelligence	Daniel Goleman	2005	Bantam Books
2.	The 7 Habits of Highly Effective People	Stephen Covey		Simon & Schuster

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Harvard Business Review Articles on Leadership and Managerial Effectiveness			Harvard Press

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Course Code	Course Name	Th	Tu	Pr	Credits	Evaluation			
						MSE	CA	ESE	Total
26MBA109P	Business Communication	1	-	2	2	25	25	50	100

Course Objectives	Course Outcome
<ul style="list-style-type: none"> To develop effective written and oral communication skills for business contexts. To enhance presentation, public speaking, and persuasion skills. To build competencies in professional correspondence and corporate documentation. To understand cross-cultural and digital communication dynamics. To strengthen negotiation and interpersonal communication abilities. 	<ol style="list-style-type: none"> Demonstrate clarity and professionalism in written business communication. Prepare professional reports, proposals, and corporate correspondence. Deliver structured and persuasive business presentations. Apply effective communication strategies in cross-cultural settings. Exhibit negotiation and interpersonal communication competence in digital settings.

Unit I Foundations of Business Communication	[06 Hrs]
Communication process and barriers, Business etiquette and professional ethics, Listening and non-verbal communication.	
Unit II Written Business Communication	[06 Hrs]
Business letters, emails, and memos, Report writing and executive summaries, Proposal and policy document preparation	
Unit III Oral Communication and Presentation Skills	[06 Hrs]
Public speaking and presentation structuring, Visual aids and storytelling techniques, Persuasive communication and influence	
Unit IV Interpersonal and Cross-Cultural Communication	[06 Hrs]
Team communication and feedback mechanisms, Cross-cultural communication dynamics, Negotiation and conflict resolution	
Unit V Digital and Corporate Communication	[06 Hrs]
Digital communication platforms and netiquette, Corporate communication and media management, Personal branding and professional networking	

Text Books

S. N	Title	Authors	Edition	Publisher
1.	Business Communication Today	Bovee & Thill	1 st Edition	Pearson Education
2.	Business Communication	Meenakshi Raman	1 st Edition	Oxford University Press

Reference Books

S. N	Title	Authors	Edition	Publisher
1.	Harvard Business Review Articles on Leadership Communication			Havard Press

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