

M.B.A. DEGREE PROGRAMME

Curriculum & Syllabi – 2024

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BANNARI AMMAN INSTITUTE OF TECHNOLOGY

An Autonomous Institution Affiliated to Anna University - Chennai • Approved by AICTE • Accredited by NAAC with "A+" Grade

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VISION OF THE SCHOOL OF MANAGEMENT STUDIES

- To be a Center of Excellence for developing corporate leaders who make a difference in the globally competitive market through their professional competence blended with due social concern and a high value system.

MISSION OF THE SCHOOL OF MANAGEMENT STUDIES

- Offer quality management education through appropriate pedagogy.
- Equip students with strong analytical foundations for better decision making in a challenging environment.
- Expose the students to international best business practices evolved in the business world.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

- I** Graduates are bestowed with managerial, problem solving and decision-making skills applying appropriate management concepts, practices, and theories to handle business problems and challenges.
- II** Acquire competitive edge with strong analytical skills, research acumen and the ability to apply the right management research tools to arrive at objective solutions for functional managerial situations.
- III** Competence in contemporary business practices in the global scenarios enabling to take up managerial and entrepreneurial roles demanding the application of managerial skills in a global and cross-cultural scenario.
- IV** Exhibit an ideal situational leadership style entwined by values, ethics, societal concern and imbedding inquisitiveness for continuous learning.

GRADUATE ATTRIBUTES

1. Profound Domain Knowledge
2. Research Competency
3. Critical, Creative and Innovative Thinking
4. Problem Solving
5. Effective Communication
6. Teamwork and Leadership
7. Cross Cultural and Global Adaptability
8. Societal Concern and Ethics
9. Entrepreneurship

PROGRAMME OUTCOMES

PO1: Business Environment and Domain Knowledge: Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.

PO2: Business Analysis: Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.

PO3: Critical Thinking: Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.

PO4: Problem Solving and Innovative Solutions: Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

PO5: Effective Communication: Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.

PO6: Leadership and Teamwork: Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.

PO7: International Exposure and Cross-Cultural Understanding: Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.

PO8: Social Responsiveness and Ethics: Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.

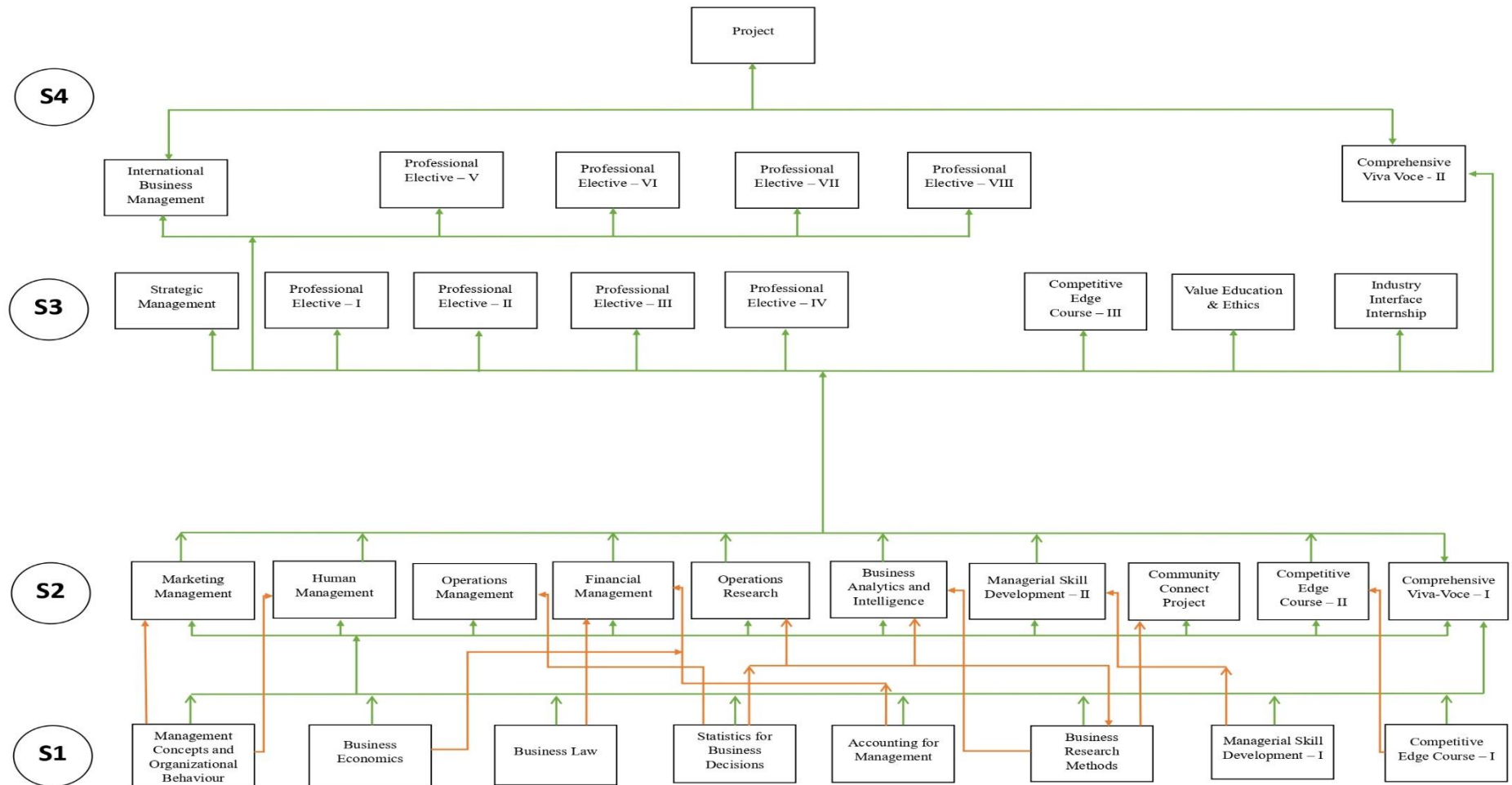
PO9: Entrepreneurship: Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

MAPPING OF PEOs AND POs

PEO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
I	3	2		3	2				
II		3	3		2				
III					2		3		3
IV					3	3		2	

CONNECTIVITY CHART

CURRICULUM OF M.B.A. PROGRAMME – INTERLINKING OF COURSES



LIST OF ABBREVIATIONS

Category	Abbreviation
Audit Course	AC
Competitive Edge Courses	CEC
Continuous Assessment	CA
Core Courses	CC
Course Outcomes	COs
Credits	C
Employment Enhancement Courses	EEC
Lecture hours per week	L
Practical, Project Work, Internship, Employment Enhancement Course	P
Professional Electives	PE
Programme Educational Objectives	PEOs
Programme Objectives	POs
Semester End Examinations	SEE
Social Science Course	SSC
Tutorial Hours Per Week	T
Value Added Courses	VAC

CURRICULUM BREAKDOWN STRUCTURE

Summary of Credit Distribution

Category	Credit Distribution				Total Credits
	I	II	III	IV	
Core Courses (CC)	24	24	04	04	56
Professional Electives (PE)	-	-	16	16	32
Social Science Course (SSC)	-	01	-	-	01
Employment Enhancement Courses (EEC)	01	02	03	07	13
Total	25	27	23	27	102

STREAMS OFFERED

1. Marketing
2. Finance
3. Human Resource
4. Operations
5. Business Analytics
6. Banking and Insurance
7. Entrepreneurship

CURRICULUM OF M.B.A.
Minimum Credits to be Earned – 102

FIRST SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB101	Management Concepts and Organizational Behaviour	I	1, 2, 3, 4, 5,6,9	3	1	0	4	4	40	60	100	CC
24MB102	Business Economics	I	1,2,3, 4, 6, 8, 9	3	1	0	3	4	40	60	100	CC
24MB103	Business Law	I, IV	1, 2, 4, 6, 8, 9	4	0	0	3	4	40	60	100	CC
24MB104	Statistics for Business Decisions	I, II	1, 2, 3, 4, 6, 7	4	1	0	4	5	40	60	100	CC
24MB105	Accounting for Management	I	1, 2, 3, 4, 6,7, 9	3	1	0	4	4	40	60	100	CC
24MB106	Business Research Methods	I, II	1, 2, 3, 4, 8, 9	3	0	2	4	5	50	50	100	CC
24MB107	Managerial Skill Development – I	III	1, 3, 4, 5, 6, 9	0	0	4	2	4	60	40	100	CC
	Competitive Edge Course-I	III	-	0	0	2	1	2	100	-	100	EEC
Total				20	4	8	25	32	410	390	800	-
SECOND SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB201	Marketing Management	I	1,2,3,4, 6, 7, 9	3	0	0	3	3	40	60	100	CC
24MB202	Human Resource Management	I	1,2,3,4, 5, 6, 7	3	0	0	3	3	40	60	100	CC
24MB203	Operations Management	I, II	1,2,3,4, 5, 6,8,9	3	1	0	4	4	40	60	100	CC
24MB204	Financial Management	I, II	1, 2, 3, 4,5,8,9	3	0	2	4	5	50	50	100	CC
24MB205	Operations Research	I,II	1,2,3,4, 5,6,8,9	3	0	2	4	5	50	50	100	CC
24MB206	Business Analytics and Intelligence	I, II	1, 2, 3, 4, 8, 9	3	0	1	4	4	50	50	100	CC
24MB207	Managerial Skill Development – II	III	1, 2, 3, 4,5,8,9	0	0	4	2	4	60	40	100	CC
24MB208	Community Connect Project	IV	1,2,3,4, 6,7,8,9	0	0	2	1	2	100	-	100	SSC
	Competitive Edge Course – II	III	-	0	0	2	1	2	100	-	100	EEC
24MB209	Comprehensive Viva Voce – I	I	1, 5, 9	-	-	-	1	-	100	-	100	EEC
Total				18	1	13	27	32	630	370	1000	-

THIRD SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB301	Strategic Management	I, II	1,2,3,4,6,9	4	0	0	4	5	40	60	100	CC
	Professional Elective I	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective II	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective III	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective IV	-	-	4	0	0	4	4	40	60	100	PE
24MB302	Industry Interface Internship	III	1, 2, 4,7,9	-	-	6	2	6	100	-	100	EEC
24MB303	Value Education and Ethics	IV	1,2,5,7,8,9	1	0	0	-	1	100	-	100	SSC
	Competitive Edge Course – III	III	-	0	0	2	1	2	100	-	100	EEC
Total				21	0	8	23	30	500	300	800	-
FOURTH SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB401	International Business Management	I, III	1,2,3,4,7,8,9	4	0	0	4	4	40	60	100	CC
	Professional Elective V	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective VI	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective VII	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective VIII	-	-	4	0	0	4	4	40	60	100	PE
24MB402	Project (Independent Study / Problem Study / IDP based Study)	II, III	1,2,3,4,5,9	-	-	12	6	12	60	40	100	EEC
24MB403	Comprehensive Viva Voce – II	I	1,2,3,4,5,9	-	0	-	1	0	100	-	100	EEC
Total				20	0	12	27	32	360	340	700	-
Total Credits							102					

LIST OF PROFESSIONAL ELECTIVES												
Stream / Specialization: Marketing												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO (s)	PO(s)						CA	SEE	Total	
24MBM01	Brand Management	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM02	Customer Relationship Management	I, III	1, 4, 7, 9	4	0	0	4	4	40	60	100	PE
24MBM03	Digital Marketing	I, II	1, 3, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM04	Event Management and Marketing	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM05	Integrated Marketing Communications and Promotion	I, III	1, 5, 7, 9	4	0	0	4	4	40	60	100	PE
24MBM06	Marketing Metrics and Analytics	I, II	1, 2, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM07	Neuromarketing	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM08	Omni Channel Retail Management and Analytics	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM09	Rural Marketing	I, III	1, 2, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM10	Sales and Distribution Management	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM11	Semiotics in Marketing Communications and Branding	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBM12	Services Marketing	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
Stream / Specialization: Finance												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO (s)	PO(s)						CA	SEE	Total	
24MBF01	Banking System and Practices	I, IV	1, 7, 9	4	0	0	4	4	40	60	100	PE
24MBF02	Equity Derivatives and Risk Management	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBF03	Merchant Banking and Financial Services	I, IV	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBF04	Mergers, Acquisitions and Restructuring	I, II	1, 4	4	0	0	4	4	40	60	100	PE
24MBF05	Project Finance	I, II	1, 4	4	0	0	4	4	40	60	100	PE
24MBF06	Investment Analysis and Portfolio Management	I, II	1, 4	4	0	0	4	4	40	60	100	PE
24MBF07	Goods and Services Tax	I, II	1, 8, 9	4	0	0	4	4	40	60	100	PE
24MBF08	Financial Modeling	I, II	1, 2, 4	4	0	0	4	4	40	60	100	PE

24MBF09	Behavioural Finance	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBF10	Corporate Accounting	I, III	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBF11	Corporate Valuation	I, II	1, 4	3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Human Resource**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO (s)	PO(s)						CA	SEE	Total	
24MBH01	Industrial Relations and Labour Laws	I, III	5, 7	4	0	0	4	4	40	60	100	PE
24MBH02	Managerial Behaviour and Effectiveness	I, III	1, 6	4	0	0	4	4	40	60	100	PE
24MBH03	Organisational Change and Intervention Strategy	I, III	6, 8	4	0	0	4	4	40	60	100	PE
24MBH04	Performance Management	I, III	6, 8	4	0	0	4	4	40	60	100	PE
24MBH05	Behaviour Modification and Management	I, III	6, 8	4	0	0	4	4	40	60	100	PE
24MBH06	Learning and Development	I, II	1, 6	4	0	0	4	4	40	60	100	PE
24MBH07	Competency Mapping and Development	I, III	1, 6	4	0	0	4	4	40	60	100	PE
24MBH08	Social Psychology	I, IV	6, 8	4	0	0	4	4	40	60	100	PE
24MBH09	HR Analytics	I, II	1, 6	4	0	0	4	4	40	60	100	PE
24MBH10	Political Behaviour and Impression Management	I, IV	1, 6	4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Operations**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO (s)	PO(s)						CA	SEE	Total	
24MBP01	Business Process Reengineering	I, III	1, 7, 9	4	0	0	4	4	40	60	100	PE
24MBP02	Advanced Maintenance Management	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBP03	Lean Manufacturing	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBP04	Purchase and Materials Management	I, III	1, 4	4	0	0	4	4	40	60	100	PE
24MBP05	Service and Operations Management	I, II	1, 4	4	0	0	4	4	40	60	100	PE
24MBP06	Supply chain and logistics Management	I, II	1, 4	4	0	0	4	4	40	60	100	PE
24MBP07	Total Quality Management	I, II	1, 8, 9	4	0	0	4	4	40	60	100	PE
24MBP08	Six Sigma	I, II	1, 7, 9	4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Business Analytics**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO (s)						CA	SE E	Total	
24MBB01	Big Data Analytics	I, II	1, 2, 4	4	0	0	4	4	40	60	100	PE
24MBB02	Data Mining for Business Intelligence	I, II, III	1, 2, 4	4	0	0	4	4	40	60	100	PE
24MBB03	Deep Learning and Artificial Intelligence	I, II, III	1, 2, 4	4	0	0	4	4	40	60	100	PE
24MBB04	Python Programming	I, II	1, 2, 4	4	0	0	4	4	40	60	100	PE
24MBB05	R Programming	I, II	1, 2, 4	4	0	0	4	4	40	60	100	PE
24MBB06	Social Media Web Analytics	I, II	1, 2, 4	4	0	0	4	4	40	60	100	PE
24MBB07	Stochastic Modeling	I, II	1, 2, 4	4	0	0	4	4	40	60	100	PE
24MBB08	Time Series Analysis	I, II	1, 2, 4	4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Banking and Insurance**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SE E	Total	
24MBI01	Indian Economy and Indian Financial System	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBI02	Principles and Practices of Banking	I, II, III	1, 4, 7, 9	4	0	0	4	4	40	60	100	PE
24MBI03	Accounting and Financial Management for Bankers	I, II, III	1, 3, 4, 9	4	0	0	4	4	40	60	100	PE
24MBI04	Retail Banking and Wealth Management	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBI05	Principles and Practices of Life Insurance	I, II	1, 5, 7, 9	4	0	0	4	4	40	60	100	PE
24MBI06	Principles and Practice of General Insurance	I, II	1, 2, 4, 9	4	0	0	4	4	40	60	100	PE
24MBI07	Risk management and Insurance	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Entrepreneurship**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SE E	Total	
24MBE01	Entrepreneurship and Small Business Management	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBE02	Creativity, Innovation and Entrepreneurship	I, II, III	1, 4, 7, 9	4	0	0	4	4	40	60	100	PE
24MBE03	Legal and Regulatory framework for	I, II, III	1, 3, 4, 9	4	0	0	4	4	40	60	100	PE

	Entrepreneurship											
24MBE04	Soft Skills for Entrepreneurship	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE
24MBE05	Business Plan	I, II	1, 5, 7, 9	4	0	0	4	4	40	60	100	PE
24MBE06	Building a Sustainable Enterprise	I, II	1, 2, 4, 9	4	0	0	4	4	40	60	100	PE
24MBE07	Intellectual Property Rights	I, II	1, 4, 9	4	0	0	4	4	40	60	100	PE

COMPETITIVE EDGE COURSES

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hour s/ Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBX01	Power BI – I	I, II	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX02	Power BI – II	I, II	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX03	Python for Business Decision Making – I	I, II	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX04	Python for Business Decision Making – II	I, II	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX05	R Programming I	I, II	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX06	R Programming II	I, II	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX07	Visual Analytics I	I, II	1, 2, 4	0	0	2	1	2	100	-	100	EEC
24MBX08	Visual Analytics II	I, II	1, 2, 4	0	0	2	1	2	100	-	100	EEC
24MBX09	Digital Banking	I, II, IV	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX10	FinTech	I, II	7, 9	0	0	2	1	2	100	-	100	EEC
24MBX11	Wealth Management	I, II	7, 9	0	0	2	1	2	100	-	100	EEC
24MBX12	E-Recruitment & Virtual Onboarding	I, III	5, 6	0	0	2	1	2	100	-	100	EEC
24MBX13	Applied Psychology	I, II	5, 6, 9	0	0	2	1	2	100	-	100	EEC
24MBX14	Creativity, Innovation and Design Thinking	I, III	3, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX15	Zoho – CRM	I, II	3, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX16	Zoho – HRM	I, II	3, 4, 9	0	0	2	1	2	100	-	100	EEC
24MBX17	Indian Ethos and Values	I, IV	3, 4, 9	0	0	2	1	2	100	-	100	EEC

AUDIT COURSE

1. 24MB303 Value Education and Ethics*

VALUE ADDED COURSES

2. 24MBY01 Selling Skills[#]
3. 24MBY02 Mutual Funds[#]
4. 24MBY03 Principles of Insurance[#]

* - Categorized under “Social Science Courses (SSC)”

- Categorized under “Employment Enhancement Courses (EEC)”

FIRST SEMESTER

24MB101	Management Concepts and Organizational Behaviour				L	T	P	C	
					3	1	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Understanding the need for Management					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To provide insights on the fundamental concepts and theories of management.To acquaint with the concepts required to manage individual behaviour in work settings.To give inputs on how individual’s behaviour is influenced by group.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Apply management concepts and underlying principles of management theories in taking better managerial decisions.								
CO2	Design business process and organizational set-up with the understanding the functions of management.								
CO3	Discover the factors influencing individual’s behaviour in organizations and manage individual behaviour effectively.								
CO4	Assess the people’s behaviour and adopt suitable motivation strategies to contribute to organization’s goals.								
CO5	Choose appropriate conflict resolution strategy to resolve conflicts and reap the best results of group effort.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2	2		1				1
2	3								1
3	2		3						1
4	2		2	3	3				1
5			3	2	3	3			1
UNIT I		INTRODUCTION TO MANAGEMENT						8 Hours	
Management: Meaning, Levels, Evolution – Management Theories – Manager: Roles, Functions, Skills,									

Changing Role of a Manager. Gamification for experiential learning: <ul style="list-style-type: none"> Functions of Management – A game “Play with Cards” to learn about the functions of management. Roles of a Manager – The “Fast and Furious” activity to explore the roles of a manager. 		
UNIT II	FUNCTIONS OF MANAGEMENT	8 Hours
Planning: Importance, Types, Steps, Management by Objectives (MBO) – Organizing: Organizational Structure, Types, Span of Control – Decision Making: Process, Types of Decisions, Techniques. Gamification for experiential learning: <ul style="list-style-type: none"> Planning – The “Fish and Fisherman” activity to learn the planning process. Decision Making – The “Balance Yourself” activity to grasp the intricacies of decision making. 		
UNIT III	MANAGING INDIVIDUAL BEHAVIOUR	8 Hours
Organizational Behaviour: Meaning, Importance – Personality: Types, Traits, Determinants – Values – Beliefs – Attitude: Components, Functions, Types (Job Related Attitudes). Gamification for Experiential Learning: <ul style="list-style-type: none"> Personality – “Burst Your Anger” activity for identifying the one’s personality Attitude – Activity for understanding about attitude and realizing the importance of positive attitude. 		
UNIT IV	MOTIVATION, PERCEPTION & LEADERSHIP	8 Hours
Motivation: Meaning, Theories, Motivation and Job Performance – Perception: Meaning, Importance, Process, Managing Perceptions – Leadership: Meaning, Traits, Styles & Leadership Theories. Gamification for Experiential Learning: <ul style="list-style-type: none"> Motivation – “Sacrifice Game” activity aimed to enhance motivation among team members. Leadership – “Blind Fall Activity” designed to bring out leadership qualities of the participants. 		
UNIT V	MANAGING GROUP BEHAVIOUR	8 Hours
Groups: Types, Stages in formation, Group Dynamics, Group Cohesiveness – Conflict: Meaning, Sources, Types, Resolution Techniques – Introduction to Organizational Culture – Change Management: Types, Process. Gamification for Experiential Learning: <ul style="list-style-type: none"> Performing in Groups – An activity “Fill the Empty” to unveil the importance of group cohesiveness for enhanced performance. Change Management – “Board Game” to experience the nuances of change management in varied situations. 		
Suggested Self-Study Topics: Line vs. Staff authority, Centralization vs. Decentralization in organizational structure, Strong vs. Weak organizational culture, John Holland’s Theory of career choice, Emotions, Felt vs. Expressed emotions, Classical conditioning, Operant conditioning, Group Thinking		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2020. Stephen P Robbins, Timothy A Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 2022. Steven L McShane, Mary Ann Von Glinow, Himanshu Rai, Organizational Behaviour, Tata McGraw Hill, Latest Edition, 2022. 		

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| <ol style="list-style-type: none">4. Dr Neeru Vasishth, Dr Vibhuti Vasishth, Principles of Management, Texmann Publications Pvt Ltd, 2022.5. J.S. Chandan, Organizational Behaviour, Vikas Publication, 3rd Edition, 2018. |
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Online Resources

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| <ol style="list-style-type: none">1. https://onlinecourses.nptel.ac.in/noc23_mg33/preview2. https://elearning.uou.ac.in/pluginfile.php/108550/mod_page/content/6/PrinciplesofManagement-OP_ulIS5L6.pdf3. https://www.udemy.com/course/principles-of-management-j/4. https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management5. https://onlinecourses.nptel.ac.in/noc22_mg78/preview |
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24MB102	Business Economics				L	T	P	C		
					3	1	0	4		
Pre-requisite					Assessment Pattern					
<ul style="list-style-type: none">Understanding of Economic Concepts and Frameworks.Critical Thinking and Problem-Solving Skills and basic financial literacy.					Mode of Assessment		Weightage (%)			
					Continuous Internal Assessment		40			
					Semester End Examinations		60			
Course Objectives										
<ul style="list-style-type: none">To provide basic knowledge of production, demand forecasting, supply, and demand.To give inputs of analysing different market conditions.To explicate the basic decision-making process and the role of psychology and behavioural approaches to studying economics.										
Programme Outcomes (POs)										
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.									
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.									
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.									
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.									
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.									
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.									
Course Outcomes (COs)										
The students will be able to										
CO1	Indicate the advantages of Internal Economies of Scale.									
CO2	Assess the demand and supply functions for creating a favorable impact on business operations.									
CO3	Integrate the different strategies of perfect and imperfect market.									
CO4	Compare the role of monetary policy and fiscal policy to control inflation.									
CO5	Illustrate the behavioural perspectives on economic rationality.									
Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	3	3		2						
2	3									
3									1	
4			2				1	2		
5		3	2	3		1			1	
UNIT I		INTRODUCTION TO BUSINESS ECONOMICS							4 Hours	
Nature and Scope of Business Economics, Macro and Microeconomics, Basic problems of an Economy, Organization and Economy – Objectives of business, Production Possibility Curve, Production and Cost analysis Opportunity Cost principle, Economics of Information.										

UNIT II	CONCEPT OF DEMAND AND SUPPLY	6 Hours
Different Concepts of Demand, Demand Curve, Determinants of Demand, Law of Demand, Demand Forecasting Methods, Market Equilibrium, Concepts of Elasticity. Concept of Supply, Supply Curve, Conditions of Supply, Elasticity of Supply, Economies of Scale.		
UNIT III	MARKET STRUCTURE	6 Hours
Perfect Competition, Monopoly, Sources of Monopoly Power, Monopolistic Competition, Oligopoly, Oligopolistic Market, Price rigidity, Cartels and Price Leadership Models, Economic Inefficiency, Price Determination Under Perfect Competition, Monopolistic Competition and Monopoly.		
UNIT IV	MACRO-ECONOMIC INDICATORS	6 Hours
Price Indices, Inflation-Types of inflation, Deflation, Business Cycle and Stabilization Policies, Monetary and Fiscal Policy, National Income and its Components- GNP, NNP, GDP, NDP, Tax Regime.		
UNIT V	INTRODUCTION TO BEHAVIOURAL ECONOMICS	8 Hours
Origins of Behavioural Economics, Nature of Behavioural Economics, Principles of Behavioural Economics- Loss Aversion, Anchoring, Nudging, Discounting, Social Proof, Decision Fatigue.		
Suggested Self-Study Topics: Utility Analysis, Barometric Indicators, Price Discrimination, Economical aspects of taxation, Self-evaluation and projection bias.		
Total		30 Hours
References		
1. N. Gregory Mankiw, Principles of Macroeconomics, 7 th Edition, Cengage Learning, 2018. 2. Geetika, Piyali Ghoshand, Purba Roy Chowdhury, Managerial Economics, 3 rd Edition, Tata McGraw Hill, 2017. 3. Nick Wilkinson, Matthias Klaes, An Introduction to Behavioural Economics, 3 rd Edition, The Red Globe Press, 2018. 4. Paul Krugman and Robin Wells, "Microeconomics" 5 th Edition, Worth Publishers, 2018. 5. R. Glenn Hubbard and Anthony P. O'Brien, "Microeconomics", 9 th Edition, Pearson, 2021.		
Online Resources		
1. https://www.coursera.org/specializations/managerial-economics-business-analysis . 2. https://www.coursera.org/learn/macroeconomics-for-business-management . 3. Principles of Economics - Course (nptel.ac.in) 4. An Introduction to Microeconomics - Course (nptel.ac.in) 5. Principles of Macroeconomics - I - Course (swayam2.ac.in)		

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24MB103	Business Law				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basics in Business Administration and Economics.					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To instil in students an awareness of the legal framework of a Contract.To understand the basics of special contracts and Sale of Goods Act.To gain an insight into Negotiable Instruments Act and Companies Act.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the fundamental aspects of a legal Contract.								
CO2	Assess the need of Special Contracts and their implementation in Commercial Transaction.								
CO3	Differentiate the Rights of Buyers and Sellers under the Sale of Goods Act.								
CO4	Outline the functional aspects of Negotiable Instruments.								
CO5	Show the various aspects involved in forming a Company.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2						2	
2	3	3		2				2	
3				2					
4				2					
5		2		2		2			2
UNIT I		LAW OF CONTRACT						6 Hours	
Meaning and Essentials of a Valid Contract, Classification, Offer and Acceptance, Free Consent, Capacity, Consideration, Performance of Contract, Discharge and Remedies for Breach.									
UNIT II		SPECIAL CONTRACTS						6 Hours	
Indemnity and Guarantee, Bailment and Pledge, Contract of Agency, Partnership – Formation of Partnership, Registration of Firms, Relations of Partners, Dissolution of Partnership and Firm, Introduction to Cyber Law.									

UNIT III	SALE OF GOODS	6 Hours
Formation of Contract of Sale of Goods, Conditions and Warranties, Transfer of Property, Performance of Contract, Rights of an Unpaid Seller, Sale by Auction, Introduction to Consumer Protection Act.		
UNIT IV	NEGOTIABLE INSTRUMENTS	6 Hours
Features of Negotiable Instruments, Promissory Note, Cheque, Bill of Exchange, Holder in Due Course, Types of Negotiation, Presenting Negotiable Instruments.		
UNIT V	COMPANIES ACT	6 Hours
Nature, Kinds, Formation, Articles and Memorandum of Association, Prospectus, Board of Directors – Appointment and Powers, Company Management.		
Suggested Self-Study Topics: Implication of Contract with Minor, Limited Liability Partnership, Caveat Emptor, Foreign Bills, One Man Company.		
Total		30 Hours
References		
1. Kapoor N D, Elements of Mercantile Law, Sultan Chand & Sons Pvt. Ltd, 2020. 2. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 2018. 3. P. C. Tulsian, Business and Corporate Law for CA PE – II, New Delhi: Tata McGraw Hill, 2017. 4. Padhi, P. K., Legal Aspects of Business, PHI Learning, 2015. 5. S. Yatindra, Cyber Laws, Universal Law Publishing Co, 2016.		
Online Resources		
1. https://www.edx.org/learn/business-law 2. https://onlinecourses.nptel.ac.in/noc22_mg52/preview 3. https://onlinecourses.swayam2.ac.in/nou22_cm16/preview 4. https://iica.nic.in/scl_about.aspx 5. https://iblonline.com/		

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24MB104	Statistics for Business Decisions				L	T	P	C	
					4	1	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basics of Statistics or Business MathematicsAnalytical skills					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To enable the students to have an insight into basic statistical techniques.To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis, and non-parametric tests.To enable the students to draw conclusions from the analysis for better decision making.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
Course Outcomes (COs)									
The students will be able to									
CO1	Analyze the collected information using descriptive and inferential statistics to interpret the collected data.								
CO2	Generate Hypothesis to draw meaningful conclusions.								
CO3	Analyze the collected data using univariate and bivariate statistical tools.								
CO4	Produce the future sales / profit and other variables forecast using correlation and regression.								
CO5	Apply non-parametric tests for drawing meaningful conclusions.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		2	3			1		
2	2						1		
3							1		
4		3	2			1	1		
5	3	3	2	3		1	1		
UNIT I		DESCRIPTIVE STATISTICS						8 Hours	
Introduction to Statistics, Measures of Central Tendency - Mean, Median, Mode, Weighted Mean, Geometric Mean, Harmonic Mean, Measures of Position – Percentiles, Quartiles, Decile. Measures of Variability- Range, Inter-Quartile Range, Variance, Standard Deviation, Coefficient of Variation.									
UNIT II		EXPERIMENTS AND SAMPLE SPACE						7 Hours	
Basic Probability concepts –Events and Sample Spaces, Contingency Tables and Venn diagrams, Simple Probability, Joint Probability, Marginal Probability, General Additional Rule, Conditional Probability – Computing Conditional Probabilities, Independence, Multiplication rules, Bayes theorem.									

UNIT III	COVARIANCE, CORRELATION AND REGRESSION	8 Hours
Dependent vs. Independent Variables, Covariance, Correlation Coefficient (Pearson and Spearman's Rank Correlation), Simple Linear Regression.		
UNIT IV	DISTRIBUTION, ESTIMATION & PARAMETRIC TESTS	9 Hours
Distribution – Probability Distribution, Normal Distribution. Point Estimates, Interval Estimates and Confidence Intervals. Hypothesis Testing, Level of Significance, Type I, Type II Error, Z- Test, t-test (One Sample and Two Sample) and ANOVA (One Way) – Basic computation.		
UNIT V	NON-PARAMETRIC TESTS	8 Hours
Chi-Square Test, Mann-Whitney U Test/Wilcoxon Rank Sum Test, Wilcoxon Rank Signed Test and Kruskal-Wallis Test, Friedman Test.		
Suggested Self-Study Topics		
Counting Rules, Binomial Distribution, Poisson distribution, Rectangular distribution, Triangular distribution		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Mark L Berenson, David M. Levine, Kathryn A. Szabat, David F. Stephan, Basic Business Statistics: Concepts and Applications, 14th Edition, Pearson Education, 2019. 2. Andy P. Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers, 2019. 3. James T. McClave, P. George Benson, Terry Sincich, Statistics for Business and Economics, 13th Edition, Pearson Education, 2018. 4. Robert Stine, Dean Foster, Statistics for Business: Decision Making and Analysis, 3rd Edition, Pearson Education, 2020. 5. Bruce Bowerman, Richard O'Connell, Emilly Murphree, Business Statistics in Practice using Data, Modelling and Analytics, 8th Edition, Tata McGraw Hill, 2019. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://archive.nptel.ac.in/courses/110/107/110107114/ 2. https://www.hbsp.harvard.edu/product/6007-HTM-ENG 3. https://iimbx.iimb.ac.in/statistics-for-business-i/ 4. https://www.edx.org/learn/statistics/indian-institute-of-management-bangalore-statistics-for-business-ii 5. https://www.managementconcepts.com/course/id/4680 		

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24MB105	Accounting for Management				L	T	P	C	
					3	1	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basic Accounting Environment					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To acquaint the students with the fundamental principles of accounting.To enable the students to read and understand financial statements.To enhance the knowledge of students in costing, budgeting and decision making.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Generate the financial statements by applying accounting principles.								
CO2	Analyze and interpret the financial statements for effective decision making.								
CO3	Describe the fundamental concepts of cost accounting and Analyze reports to make sound pricing decisions.								
CO4	Evaluate the overheads and other costs across various products.								
CO5	Gain insights about Break Even Analysis and applications of marginal costing.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2	3		2						2
3			2				1		
4		3		3		1	1		1
5		3		3		1	1		2
UNIT I		INTRODUCTION TO FINANCIAL ACCOUNTING						8 Hours	
Introduction, Meaning, Branches and Objectives of Accounting, Concepts and Conventions of Accounting, An Overview of Journal, Ledger and Trial Balance, Depreciation Accounting, Preparation of financial statements, Financial reporting (IGAAP and IFRS)									

UNIT II	FINANCIAL STATEMENT ANALYSIS	8 Hours
Financial Statements, Characteristics, Limitations, Methodical Classification, Analysis of financial statements with managerial perspective: Comparative Balance Sheet, Common Size Statement, Ratio Analysis, Trend Analysis, Fund Flow Statement and Cash Flow Statement (Basic problems)		
UNIT III	COST ACCOUNTING	8 Hours
Cost Accounting, Meaning & Objectives, Classification & Elements of Costs, Cost Concepts, Preparation of Cost Sheet, Apportionment of Cost, An Overview of Activity Based Costing.		
UNIT IV	BUDGET AND BUDGETARY CONTROL	8 Hours
Budget and Budgetary Control, Cash Budget, Functional Budgets and Flexible Budget.		
UNIT V	CVP AND ALTERNATIVE BUSINESS DECISIONS	8 Hours
Cost Volume Profit Analysis, Break Even Analysis, Application of Marginal Costing Techniques in Managerial Decision Making.		
Suggested Self-Study Topics		
Ind AS (Indian Accounting Standards), Recent Developments in Management Accounting, Inventory Valuation Methods - FIFO, LIFO, Average Cost Method, Zero based budgeting, Multi product firm and BEP.		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
<ol style="list-style-type: none"> 1. N. Ramachandran Ram Kumar Kakani, Financial Accounting for Management, 4th Edition, Tata McGraw Hill, 2017. 2. R. Narayanaswamy, Financial Accounting - A Managerial Perspective, 7th Edition, Prentice Hall India, 2016. 3. M.Y. Khan and P. K. Jain, Management Accounting- Text, Problems and Cases, 7th Edition, Tata McGraw Hill, 2016. 4. Godwin, Alderman, Sanyal, Financial ACCT - Financial Accounting, 2nd Edition, Cengage Learning Private Limited, 2016. 5. Sawyers, Jackson, Jenkins, Arora Jenkins, Arora, Managerial ACCT – Managerial Accounting, 2nd Edition, Cengage Learning Private Limited, 2016 		
Online Resources		
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc20_mg65/preview 2. https://www.edx.org/learn/management-accounting/indian-institute-of-management-bangalore-management-accounting-for-decision-making 3. https://www.edx.org/learn/business-administration/acca-management-accounting 4. https://www.edx.org/executive-education/the-london-school-of-economics-and-political-science-financial-analysis-and-management-accounting 5. https://archive.nptel.ac.in/courses/110/101/110101003/ 		

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24MB106	Business Research Methods				L	T	P	C	
					3	0	2	4	
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none">Basic of Statistics			Mode of Assessment				Weightage (%)		
			Continuous Internal Assessment				50		
			Semester End Examinations				50		
Course Objectives									
<ul style="list-style-type: none">To develop the research orientation among the students and to acquaint them with fundamentals of research methods.To introduce the students to the basic concepts used in research and to scientific social research methods and their approach.To develop the skills for preparing research-based business reports.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Execute research on a scientific basis and select appropriate research design.								
CO2	Develop measurement tools and test for its validity and reliability.								
CO3	Use appropriate data collection method and sampling technique.								
CO4	Organize data and choose the appropriate statistical tools for analysis.								
CO5	Generate the research report adopting the right tools for enhancing the quality of presentation.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		1					1	1
2	1		1						
3		2						1	
4		3		2				1	1
5		1	1	2					2
UNIT I		INTRODUCTION						7 Hours	
Business Research: Concepts, Process, Literature Review, Variable types, Hypothesis, Types of Research, Characteristics of Good research. Research Design- Exploratory, Descriptive and Causal Research Design.									

UNIT II	SCALING AND MEASUREMENT	6 Hours
Measurement and Scaling- Different Scales, Scaling Techniques. Data Collection Tools, Guidelines for Questionnaire Design, Construction of questionnaire. Pilot Testing. Validity and Reliability Testing.		
UNIT III	SAMPLING DESIGN AND DATA COLLECTION	6 Hours
Sampling Design – Population, Sample Unit, Sample Size, Sampling Frame, Sampling Techniques. Primary and Secondary Sources of Data. Formulation of Hypothesis, Interviews and Observation.		
UNIT IV	DATA PREPARATION AND ANALYSIS	6 Hours
Data Preparation- Editing, Coding, Data Entry. Tests of Significance. Parametric and Non-Parametric Tests, Univariate, Bivariate and Multivariate Statistical Techniques. Usage of statistical tool SPSS for Data analysis.		
UNIT V	REPORT PREPARATION	5 Hours
Techniques of Interpretation. Report writing – Steps, Layout, Types. Oral presentation. Executive Summary. Norms for using Tables, Charts, Diagrams, Index, Bibliography. Research Ethics. Plagiarism. Tools for Report writing.		
Suggested Self-Study Topics		
Cross-Sectional and Longitudinal Studies, Qualitative Research, Post Facto Research, Format for Journal publication.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Transcribing data in SPSS		
Experiment 2		2 Hours
Exploring Data – Histogram, Box and Whisker Plot, Scatter Plot		
Experiment 3		2 Hours
Descriptive Statistics		
Experiment 4		2 Hours
Checking for Reliability, Normality and Homogeneity of Variance		
Experiment 5		2 Hours
Conducting Factor Analysis		
Experiment 6		2 Hours
Conducting Non-Parametric Tests		
Experiment 7		2 Hours
Conducting Parametric Tests		
Experiment 8		2 Hours
Conducting Discriminant Analysis		
Experiment 9		2 Hours
Correlation and Regression		
Experiment 10		2 Hours
Conducting Cluster Analysis		

Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours
References	
<ol style="list-style-type: none"> 1. William G. Zikmund, Business Research Methods, Thomson Learning, 8th Edition, 2018. 2. Naresh K. Malhotra, Marketing Research - An Applied Orientation, 7th Edition, Pearson Education, 2019. 3. Uma Sekaran, Research Methods for Business, Wiley India, 7th Edition, 2016. 4. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, 11th Edition, 2018 5. Krishnaswamy, Appa Iyer Sivakumar, Mathirajan, Management Research Methodology, 1st Edition, Pearson, 2018. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc24_mg42 2. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4178691 3. https://link.springer.com/book/10.1007/978-3-319-94153-0 4. https://guides.library.illinois.edu/c.php?g=347869&p=2345388 5. https://statistics.laerd.com/ 	

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24MB107	Managerial Skill Development - I				L	T	P	C	
					0	0	4	2	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basic Communication Skills					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		60		
					Semester End Examinations		40		
Course Objectives									
<ul style="list-style-type: none">To make the students to learn the various communication methods followed in the corporate world.To enhance competency in listening, speaking, and writing skills.To train the students in the preparation of various report, business presentations, resume, job applications and attending employment interviews.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Understand the application of communication skills under different circumstances.								
CO2	Demonstrate different forms of written communication required in a business context.								
CO3	Apply the techniques required for effective speaking and listening skills.								
CO4	Demonstrate techniques to enhance social networking skills.								
CO5	Create professional covering letter and resume with necessary information to apply for interviews.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1					3	2			
2			3		3				
3	2		3			2			
4	1			1		2			3
5	-			-					1
List of Laboratory Experiments									
Activity / Experiment 1								4 Hour	
Business Communication – Components, Types, Communication in Digital Era, Mistakes in Communication									
Activity / Experiment 2									
Business Letters – Positive, Negative and Neutral, Sales Letters, Complaint Letters and Enquiry Letters.								4 Hour	

Activity / Experiment 3	4 Hours
Letters related to HR – Offer letter, Warning letter, Transfer Letter, Promotion Letter	
Activity / Experiment 4	4 Hours
Adapting E-Mail Correspondence and E-Mail Etiquettes	
Activity / Experiment 5	4 Hours
Drafting Memos, Agenda and Minutes of Meeting	
Activity / Experiment 6	4 Hours
Framing Advertisements, Slogans, Captions	
Activity / Experiment 7	4 Hours
Preparing Press Releases, Business Proposals	
Activity / Experiment 8	4 Hours
Non-Verbal Communication – Body Language, Business Etiquettes	
Activity / Experiment 9	4 Hours
Managerial Speeches – Presentations, Extempore, Introduction, Thanking	
Activity / Experiment 10	4 Hours
Preparing Resume, Job Applications, Preparing for Job Interviews	
Total	40 Hours
References	
1. Aruna Koneru, Professional Communication, Tata McGraw Hill, 2018. 2. Raymond V. Lesikar, Business Communication (SIE): Connecting in a Digital World, 13 th Edition, McGraw Hill Education, 2018. 3. Rajendra Pal, J.S. Korlahalli, Essentials of Business Communication, 13 th Edition, Sultan Chand & Sons, 2021. 4. Matthukutty M Monippally, Business Communication: From Principles to Practice, 1 st Edition, Tata McGraw Hill, 2018 5. Neera Jain, Shoma Mukherji: Effective Business Communication,” 2 nd Edition, Tata McGraw Hill, 2020.	
Online Resources	
1. https://onlinecourses.swayam2.ac.in/nou24_cm10 2. https://onlinecourses.nptel.ac.in/noc24_hs58 3. https://www.coursera.org/learn/business-english-intro?specialization=business-english 4. https://www.coursera.org/learn/communication-strategies-virtual-age 5. https://www.coursera.org/learn/art-of-job-interview	

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SECOND SEMESTER

24MB201	Marketing Management				L	T	P	C	
					3	0	0	3	
Pre-requisites					Assessment Pattern				
<ul style="list-style-type: none">Management PrinciplesBusiness Environment					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To provide insights on the basic concepts of marketing and the various marketing environment factors that impact formulation of marketing strategies.To disseminate clear understanding about STP in marketing and dynamics of consumer behaviour.To facilitate understanding about the element of marketing mix and the adoption of contemporary marketing practices.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Interpret the various marketing concepts, marketing philosophies and marketing environment factors.								
CO2	Implement the concept of STP and examine the dynamics of buyer behavior in arriving at marketing decisions.								
CO3	Outline the marketing strategies encompassing product development, marketing of services and pricing strategies.								
CO4	Parse the marketing strategies that leverage marketing channels, sales management, and promotion techniques.								
CO5	Integrate the contemporary marketing practices and adapt to the futuristic changes.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2							
2	3								
3				3					2
4				3		2	2		
5	3	3	3	3		2	3		

UNIT I	INTRODUCTION	6 Hours
Marketing: Definition, History, Importance – Marketing Management – Core Concepts: Needs, Wants, Demands – Philosophies / Orientations - Marketing Environment: Micro and Macro – Marketing Mix – Product, Price, Place and Promotion.		
UNIT II	STP & BUYER BEHAVIOUR	6 Hours
Segmenting: Levels, Bases – Targeting: Strategies – Positioning: Differentiation, Positioning Strategies – Understanding and Influencing Buyer Behaviour.		
UNIT III	ELEMENTS OF MARKETING MIX – PRODUCT AND PRICE	6 Hours
Product: Levels, New Product Development, Product Life Cycle, Product Decisions– Marketing of Services - Pricing: Methods, Responding to Price changes		
UNIT IV	ELEMENTS OF MARKETING MIX – PLACE AND PROMOTION	6 Hours
Place: Marketing Channels, Levels, Channel Management, Rural Marketing, Sales Management, Sales Process – Promotion: Marketing Communication Process, Modes of Communication, Media – Advertising and Branding, Publicity		
UNIT V	CONTEMPORARY CONCEPTS	6 Hours
Retail Sales – Field Sales - Digital Marketing – Social Media Marketing – Neuro Marketing – Inbound and Outbound Marketing – Marketing Analytics – Marketing Information System, Green Marketing.		
Suggested Self-Study Topics Marketing Scenario Analysis, Above the line and below the line Marketing, Marketing Plan, Strategic Marketing, Recent Trends in Marketing Research, Branded Contents, Sensory Marketing.		
Total		30 Hours
References		
<ol style="list-style-type: none"> 1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileswar Jha, Marketing Management: A South Asian Perspective, Pearson, 2020. 2. Lamb, Hair, Sharma, McDaniel, MKTG: A South-Asian Perspective, Cengage Learning, New Delhi 2016. 3. Rajan Saxena, Marketing Management, 6th Edition, Tata McGraw Hill, New Delhi, 2019. 4. Gupta Prachi, Aggarwal Ashita, Marketing Management: Indian Cases , 1st Edition, Pearson, 2020. 5. V. S. Ramaswamy, S. Namakumari, Marketing Management: Indian Context Global Perspective, 6th Edition, Sage Publications, 2018. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc22_mg57/preview 2. https://onlinecourses.nptel.ac.in/noc22_mg05/preview 3. https://onlinecourses.nptel.ac.in/noc23_mg23/preview 4. https://www.edx.org/learn/marketing-management/indian-institute-of-management-bangalore-marketing-management 5. https://www.edx.org/learn/marketing/university-of-british-columbia-introduction-to-marketing#! 		

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24MB202	Human Resource Management				L	T	P	C																																																												
					3	0	0	3																																																												
Pre-requisites					Assessment Pattern																																																															
<ul style="list-style-type: none">Management Principles					Mode of Assessment		Weightage (%)																																																													
					Continuous Internal Assessment		40																																																													
					Semester End Examinations		60																																																													
Course Objectives																																																																				
<ul style="list-style-type: none">To enable the students to understand the various HR functions in-depth.To familiarize students with contemporary practices.To equip the students with required competencies in the field of human resources.																																																																				
Programme Outcomes (POs)																																																																				
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5	3		2	2	3																																																															
UNIT I																																																																				
INTRODUCTION								6 Hours																																																												
HRM-Nature, Scope, Definition, Objectives and Functions of HRM, Models of HRM, HR policies, HRM in the changing environment, Role of AI in HRM.																																																																				

UNIT II	STAFFING	6 Hours
Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design, Recruitment, Selection, Induction, Placement.		
UNIT III	LEARNING AND DEVELOPMENT	6 Hours
Training and Development, Principles of Learning, Objectives, Training need Analysis, Training calendar, Training Methods, Training evaluation, Management Development: Meaning, Scope, Objectives and Methods.		
UNIT IV	PERFORMANCE MANAGEMENT	6 Hours
Performance Appraisal: Introduction, Identification of issues in performance appraisal, Uses and limitations of Performance Appraisal, Methods of appraisal. Performance Management, Career Management, Grievances Redressal.		
UNIT V	COMPENSATION MANAGEMENT	6 Hours
Compensation – Concepts and Principles, Influencing Factors, Current Trends in Compensation – Methods of Payment – Incentives and Rewards. Job Evaluation-Concepts and Methods.		
Suggested Self-Study Topics IHRM, HRIS, e-Learning, Changing roles of HR during the transition from Local to Global, Competencies required for International Managers.		
Total		30 Hours
References		
<ol style="list-style-type: none"> 1. K. Aswathappa, Sadhana Dash, Human Resource and Personnel Management - Text and Cases, 10th Edition, Tata McGraw Hill, 2023. 2. Biswajeet Pattanayak, Human Resource Management, 5th Edition, Prentice Hall of India, 2020. 3. Gary Dessler and Biju Varkkey, Human Resource Management, 7th Edition, Pearson Education Limited, 2023. 4. Bernardin H John Human Resource Management-An Experiential Approach, Tata McGraw Hill, 2015. 5. Denisi, Griffin, Sarkar, Human Resource Management, 2nd edition, Cengage Learning, 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.mygreatlearning.com/academy/learn-for-free/courses/human-resource-management 2. https://www.edx.org/learn/economics/the-international-monetary-fund-vitara-human-resource-management 3. https://archive.nptel.ac.in/courses/110/105/110105069/ 4. https://onlinecourses.nptel.ac.in/noc20_hs48/preview 5. http://acl.digimat.in/nptel/courses/video/122105020/L01.html 		

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24MB203	Operations Management				L	T	P	C	
					3	1	0	4	
Pre-requisites					Assessment Pattern				
<ul style="list-style-type: none">Management PrinciplesBasics of Statistics					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To acquaint with production terminology and concepts.To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management.To enable the students to evaluate the utility of work measurement techniques.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understanding of production system according to the nature of the product.								
CO2	Interpret the factors influencing the selection of location and layout.								
CO3	Design the process of strategic planning to meet out the production requirements.								
CO4	Analyze the inventory requirements and management.								
CO5	Evaluate the work measurement techniques to choose capacity and demand of service in operations.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2		3		2			1
2	2	3				3		1	
3	3		3						
4		3	2		1			3	
5			3		3	2			3
UNIT I	INTRODUCTION							8 Hours	
Production Management: Evolution and Functions of Production Management. Production Systems: Job, Batch, Mass, Continuous Flow, Group technology, Line Balancing (Problems).									

UNIT II	PRODUCTION LOCATION AND LAYOUT	9 Hours
Location Decision: Factors Affecting Location Decision. Facility Layout: Product, Process Layout, Cellular Layout, Fixed Position Layout. Operation Layout for service industries.		
UNIT III	PROCESS PLANNING IN PRODUCTION AND SERVICE	7 Hours
Process Planning: Characteristics and Functions, Capacity Requirement Planning: Methodology Aggregate planning: Methodology. Master Production Schedule, Material Requirement Planning. Manufacturing Resource Planning (MRP) II. Managing capacity and demand in service, Service supply relationship, GANTT Chart.		
UNIT IV	INVENTORY MANAGEMENT	8 Hours
Independent Demand model: Economic Order Quantity (EOQ) Model (Problems). Types of Inventory control - P System, Q System, and Techniques of Inventory control: ABC Analysis (Problems), Just in Time (JIT), KANBAN.		
UNIT V	WORK MEASUREMENT TECHNIQUES AND LEAN MANUFACTURING	8 Hours
Work Measurement Techniques: Time Study, Method Study, Time Measurement (MTM), Work Sampling (Problems), Lean Manufacturing: 7 Wastes, KAIZEN, 5S.		
Suggested Self-Study Topics Cellular manufacturing, Centre of gravity model, Product tree, Andons and Motion study.		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
1. Norman Gaither and Greg Frazier., Operations Management, New Delhi: Cengage Learning, 2017. 2. KanishkaBedi, Production and Operations Management, 3 rd Edition, Tata McGraw Hill Education India, 2016. 3. S.N.Chary, Production and Operations Management, 6 th Edition, Tata McGraw Hill, 2019. 4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016. 5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, special edition, Tata McGraw Hill, 2016.		
Online Resources		
1. https://learninglink.oup.com/access/jones-robinson2e-student-resources 2. https://www.edx.org/learn/operations-management 3. https://www.smartsheet.com/operations-management 4. https://om.utdallas.edu/program-resources/ 5. https://www.coursera.org/courses?query=operations%20management		

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24MB204	Financial Management				L	T	P	C	
					3	0	2	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Management PrinciplesKnowledge in Financial and Management Accounting					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		50		
					Semester End Examinations		50		
Course Objectives									
<ul style="list-style-type: none">To understand the fundamentals of Financial Management.To impart the skills on Investment, Financing and Dividend decisions.To estimate the requirements of working capital of an organization.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Analyze the business decisions using Time Value of Money.								
CO2	Evaluate alternative investments using Capital Budgeting Techniques.								
CO3	Analyze the impact of long-term sources of financing.								
CO4	Analyze the impact of dividend decisions on the value of the firm.								
CO5	Analyze the working capital needs and use suitable sources.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1					1				1
2					1				2
3	1	3		2				1	1
4	1	3	1	2				1	2
5	1	2	2	2				1	2
UNIT I		FUNDAMENTALS OF FINANCIAL MANAGEMENT						6 Hours	
Introduction: Evolution of Financial Management, Goals / Objectives of Financial Management, Financial Management Decisions, Forms of Business Organizations. Time Value of Money: Present Value and Future Value Concepts for different cashflow streams.									

UNIT II	INVESTMENT DECISIONS	6 Hours
Capital Budgeting: Process, Project Classification – Discounted Cash flow Techniques: Net Present Value, Internal Rate of Return, Profitability Index, Discounted Payback Period – Non-Discounted Cash Flow Techniques: Payback Period, Accounting Rate of Return – Capital Rationing.		
UNIT III	FINANCING DECISIONS	7 Hours
Cost of Capital: Cost of Debt, Preference Shares, Equity and Retained earnings, Weighted Average Cost of Capital (WACC). Capital Structure: Definition, Factors determining Capital Structure, EBIT – EPS Analysis, In-difference point. Leverage Analysis: Financial Leverage, Operating Leverage and Combined Leverage.		
UNIT IV	DIVIDEND DECISIONS	5 Hours
Dividend Policy: Dividend, Forms of Dividend, Determinants of Dividend Policy – Theories: Relevance and Irrelevance.		
UNIT V	WORKING CAPITAL DECISIONS	6 Hours
Meaning of Working Capital, Determinants, Estimation of working capital requirement, Current Assets Financing Policy, Operating Cycle and Cash Cycle. An overview of Cash, Receivables and Inventory Management.		
Suggested Self-Study Topics		
Real and Nominal Interest Rate, Modified Internal Rate of Return (MIRR), EBIT-EPS Analysis, Share Split and Bonus shares, Tax aspects of dividend, Working capital committees.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Calculating Present Value (PV) of different cashflow streams		
Experiment 2		2 Hours
Calculating Future Value (FV) of different cashflow streams		
Experiment 3		2 Hours
Analyzing alternative investment decisions using DCF Techniques		
Experiment 4		2 Hours
Analyzing alternative investment decisions using Non-DCF Techniques		
Experiment 5		2 Hours
Calculating Cost of Capital for various sources of funds		
Experiment 6		2 Hours
EBIT – EPS Analysis using What-if Analysis		
Experiment 7		2 Hours
Calculating Financial, Operating and Combined Leverages		
Experiment 8		2 Hours
Analyze the impact of Dividend Decisions on Value of the Firm		
Experiment 9		2 Hours
Calculating Operating Cycle		
Experiment 10		2 Hours
Estimation of Working Capital Requirements		

Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours
References	
<ol style="list-style-type: none"> 1. I M. Pandey, Financial Management, 12th Edition, Vikas Publishing House Private Ltd, New Delhi, 2019. 2. Van Horne and John M Wachowicz, Fundamentals of Financial Management, 13th Edition, Pearson Education India, New Delhi, 2015. 3. Prasanna Chandra, Financial Management- Theory and Practice, 9th Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi, 2017. 4. M. Y. Khan and P. K. Jain, Financial Management- Text, Problems and Cases, 8th Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi, 2018. 5. Brigham and Houston, Fundamentals of Financial Management, 13th Edition, Cengage Learning India Private Limited, New Delhi, 2015. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://alison.com/tag/financial-management 2. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-financial-management 3. https://www.coursera.org/courses?query=financial%20management 4. https://www.practicalmoneyskills.com/en/resources/free_materials.html 5. https://onlinecourses.nptel.ac.in/noc20_mg31/preview 	

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24MB205	Operations Research				L	T	P	C		
					3	0	2	4		
Pre-requisite					Assessment Pattern					
<ul style="list-style-type: none">Management PrinciplesProduction, Operation, Facility, LogisticsWork Allocation, Time Study, Motion Study.					Mode of Assessment		Weightage (%)			
					Continuous Internal Assessment		50			
					Semester End Examinations		50			
Course Objectives										
<ul style="list-style-type: none">To enable the students to have insight into basic linear programming.To enable the students to analyse and understand operations research techniques in business operations.To enable the students to become more analytical for solving real life problems.										
Programme Outcomes (POs)										
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.									
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PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.									
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.									
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.									
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.									
Course Outcomes (COs)										
The students will be able to:										
CO1	Construct the Linear Programming for profit maximization and cost minimization.									
CO2	Analyse the transportation and assignment technique for optimization.									
CO3	Apply the tools and techniques of CPM and PERT to manage the projects.									
CO4	Assess the risk and uncertainty and apply the decision making.									
CO5	Evaluate the queuing model and replacement model for enhancing operational efficiency.									
Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	3	3		2					2	
2	2	3	2			3		1		
3	3		3	3		2				
4		3	2	3	1			3		
5			3		3			-	3	
UNIT I									LINEAR PROGRAMMING	7 Hours
Linear Programming, Formulation, Solving LPP: Graphical method, Simplex method- Dual simplex method-										

Principles of Duality- Sensitivity Analysis.		
UNIT II	TRANSPORTATION AND ASSIGNMENT	6 Hours
Transportation problems-North-West Corner Solution, least cost, Vogel’s Approximation Method (VAM) – Test of optimality - MODI method, Assignment Problem: Hungarian method. Travelling Salesmen Algorithm.		
UNIT III	NETWORK TECHNIQUES	6 Hours
Introduction- Phases of project management, Guidelines for network construction-Critical Path Method-CPM float calculations-PERT analysis.		
UNIT IV	GAME THEORY	6 Hours
Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination 20 (Averages)-Decision making under risk, Expected Monetary Value approach, Decision Trees- Monte-carlo simulation, Nash Equilibrium.		
UNIT V	QUEUING THEORY	5 Hours
Queuing Theory – Structure and Characteristics of Queuing System, Solution to the practical problems on Poisson – exponential, single server model infinite population. Waiting line models: Features and Terminologies.		
Suggested Self-Study Topics Linear Programming Big M-Method and Two –Phase Method, Economic Interpretation of Dual, Unbalanced Transportation Problems, Prohibited Routes, Unique Vs. Multiple Optimal Solutions, Inventory Model with Planned Shortages, Solution of m x n Games –Formulation and Solution as an LPP, Multistage Decision-Making problems.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Construct a Linear Programming model using solver.		
Experiment 2		2 Hours
Solving Linear Programming with sensitivity analysis.		
Experiment 3		2 Hours
Solving Transportation Problem		
Experiment 4		2 Hours
Construct the Optimized solution for the Assignment.		
Experiment 5		2 Hours
Solve the Travelling Salesman Problem		
Experiment 6		2 Hours
Calculate the expected time using PERT		
Experiment 7		2 Hours
Find out the Critical Path		

Experiment 8	2 Hours
Decision Tree Analysis	
Experiment 9	2 Hours
Determine the value of the game using Game Theory.	
Experiment 10	2 Hours
Applying Single Server Queuing Model.	
	20 Hours
	30 Hours
	50 Hours
References	
1. Hamdy A. Taha, Operations Research - An Introduction, 10 th Edition, Pearson Education, 2020. 2. G. Srinivasan, Operations Research: Principles and Applications, 3 rd Edition, MacMillan India, 2019. 3. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research, 10 th Edition, Tata McGraw Hill, 2019. 4. J.K. Sharma, Operations Research: Techniques and Applications, 6 th Edition, MacMillan India, 2019. 5. Wayne L. Winston, Operations Research: Algorithms and Applications, Pearson Education, 2019.	
Online Resources	
1. https://onlinecourses.nptel.ac.in/noc22_ma48/preview 2. https://nptel.ac.in/courses/110106062 3. https://www.edx.org/learn/operations-management/indian-institute-of-management-bangalore-operations-management 4. https://www.classcentral.com/course/swayam-operations-research-14219 5. https://om.utdallas.edu/program-resources/	

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24MB206	Business Analytics and Intelligence			L	T	P	C		
				3	0	1	4		
Pre-requisite				Assessment Pattern					
<ul style="list-style-type: none">Management PrinciplesBusiness EnvironmentBasic Computer Knowledge				Mode of Assessment		Weightage (%)			
				Continuous Internal Assessment		50			
				Semester End Examinations		50			
Course Objectives									
<ul style="list-style-type: none">To acquaint the students with the basics of Business Intelligence.To enable the students to understand Data Integration and Multidimensional Data Modelling.To enhance the knowledge of students in Measures, Metrics, KPIs, Performance Management and Basics of Enterprise Reporting.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Assess and handle the Structured and Semi Structured Data.								
CO2	Apply appropriate Data Models for OLTP and OLAP.								
CO3	Extract, Transform and Load the Data into the Data Model.								
CO4	Construct Multidimensional Data Model.								
CO5	Check and Measure Key Performance Indicators.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2			2					1
2	3	3	2						1
3		2		1					
4		2	2	3				1	2
5		1	1	2				1	2
UNIT I		INTRODUCTION						6 Hours	
IT in Business - Characteristics of Internet-Ready IT Applications - Information Users and their requirements. Types of Digital Data and their difference; Structured Data, Unstructured Data and Semi-Structured Data. Application of Analytics in Different Industries.									
UNIT II		BASICS OF BUSINESS INTELLIGENCE						6 Hours	
Introduction to On-Line Transaction Processing (OLTP), On-Line Analytical Processing (OLAP), Different OLAP Architectures, Data Models for OLTP and OLAP, Role of OLAP Tools in the BI Architecture. Evolution of Business Intelligence (BI) and Role of DSS, EIS, MIS and Digital Dashboard -Question About BI Where, When, and What? - Data from Many Perspective -BI Framework - BI Applications -BI Users.									

UNIT III	BASICS OF DATA INTEGRATION	6 Hours
Data Warehouse and its need, Data Mart, Constitution of Data Warehouse, Extract-Transform-Load (ETL), Data Integration and its Technologies, Data Quality and Data Profiling.		
UNIT IV	MULTIDIMENSIONAL DATA MODELLING	6 Hours
Basics of Data Modeling, Types of Data Model, Data Modeling Techniques, Fact Table, Dimension Table, Typical Dimensional Models, Dimensional Modeling Life Cycle.		
UNIT V	MEASURES, METRICS AND KPIS	6 Hours
Basics of Measures and Performance, Measurement System Terminology, Role of Metrics and Metrics Supply Chain, Fact-Based Decision Making and KPIS, KPI usage in companies, Sources of Business Metrics and KPIS. Reporting Perspectives Common to All Levels of Enterprise, Report Standardization and Presentation Practices, Enterprise Reporting Characteristics in OLAP World, Balanced Scorecard and Dashboards.		
Suggested Self-Study Topics		
Extracting Data, BI for Past, Present and Future, Common Approaches of Data Integration, Designing the Dimensional Model, Funnel and Distribution channel Analysis.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Basic Report Preparation using Pivot Table		
Experiment 2		2 Hours
Percentage Calculations in Pivot Table		
Experiment 3		2 Hours
Calculations in Pivot Table		
Experiment 4		2 Hours
Pivot Chart and Dashboard Preparation		
Experiment 5		2 Hours
Extraction and Cleaning of Structured and Semi Structured Data from Spreadsheet		
Experiment 6		2 Hours
Transformation of Structured and Semi Structured Data from Spreadsheet		
Experiment 7		2 Hours
Data Modelling – Star Schema		
Experiment 8		2 Hours
Data Modelling – Snowflake Schema		
Experiment 9		2 Hours
Report Standardization and Presentation Practices		

Experiment 10	2 Hours
Presenting the data and KPIs graphically	
Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours
References	
<ol style="list-style-type: none"> 1. R N Prasad and Seema Acharya, Fundamentals of Business Analytics, 2nd Edition, Willey, 2016. 2. Wayne L. Winston, Microsoft Excel 2019 - Data Analysis and Business Modelling, O'Reilly Media, Inc, California, 2019. 3. Rob Collie & Avichal Singh, Power Pivot and Power BI - The Excel User's Guide to the Data Revolution, Holy macro-Books, Merritt Island, USA, 2019. 4. Jesper Thorlund Gert H.N. Laursen, & Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Willey, 2017. 5. Evans James R, Business Analytics, 2nd Edition, Pearson, 2021. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc24_mg09 2. https://onlinecourses.nptel.ac.in/noc24_cs65 3. https://www.researchgate.net/publication/261483124_Business_analytics_Research_and_teaching_perspectives 4. https://support.microsoft.com/en-us/office/power-pivot-overview-and-learning-f9001958-7901-4caa-ad80-028a6d2432ed 5. https://www.mdpi.com/2071-1050/12/2/634 	

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24MB207	Managerial Skill Development - II				L	T	P	C														
					0	0	4	2														
Pre-requisite					Assessment Pattern																	
<ul style="list-style-type: none">Management Principles					Mode of Assessment		Weightage (%)															
					Continuous Internal Assessment		60															
					Semester End Examinations		40															
Course Objectives																						
<ul style="list-style-type: none">To familiarize students on the features of MS Word and MS PowerPoint.To enable the students to use MS Excel in critical evaluation.To enable the students to construct models using MS Excel.																						
Programme Outcomes (POs)																						
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																					
Course Outcomes (COs)																						
The students will be able to:																						
<table><tr><td>CO1</td><td>Prepare Work Document and Reports using various MS Work Features.</td></tr><tr><td>CO2</td><td>Prepare effective Business Presentations using MS PowerPoint.</td></tr><tr><td>CO3</td><td>Apply basic functions in MS Excel to analyse the day-to-day data.</td></tr><tr><td>CO4</td><td>Analyze data using Histogram and Descriptive Statistics.</td></tr><tr><td>CO5</td><td>Evaluate and take critical decisions in Production, Marketing, HR and Finance by constructing models.</td></tr></table>									CO1	Prepare Work Document and Reports using various MS Work Features.	CO2	Prepare effective Business Presentations using MS PowerPoint.	CO3	Apply basic functions in MS Excel to analyse the day-to-day data.	CO4	Analyze data using Histogram and Descriptive Statistics.	CO5	Evaluate and take critical decisions in Production, Marketing, HR and Finance by constructing models.				
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CO2	Prepare effective Business Presentations using MS PowerPoint.																					
CO3	Apply basic functions in MS Excel to analyse the day-to-day data.																					
CO4	Analyze data using Histogram and Descriptive Statistics.																					
CO5	Evaluate and take critical decisions in Production, Marketing, HR and Finance by constructing models.																					
Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
1					1				3													
2					1				3													
3	1	3		2				1	2													
4	1	3	1	2				1	2													
5	1	2	2	2				1	2													
List of Laboratory Experiments																						
Activity / Experiment 1								4 Hour														
Prepare Business report using various MS Word Features																						
Activity / Experiment 2									3 Hour													
Application of Mail Merger for various Business Context																						

Activity / Experiment 3	
Create effective Presentations using various MS PowerPoint Features	4 Hours
Activity / Experiment 4	
MS Excel Functions I – Math Function, Logical Function, Text Function and Date and Time Function	4 Hours
Activity / Experiment 5	
MS Excel Functions II – Lookup and Reference Function, Database Function and Array Function	4 Hours
Activity / Experiment 6	
Summarizing Data using Histogram and Descriptive Statistics	4 Hours
Activity / Experiment 7	
Budget Template Preparation using Excel	4 Hours
Activity / Experiment 8	
What If Analysis in Excel – Goal Seek and Sensitivity Analysis	4 Hours
Activity / Experiment 9	
What If Analysis in Excel – Scenario Analysis	4 Hours
Activity / Experiment 10	
Applications of Monte Carlo Simulation	5 Hours
Total	40 Hours
References	
1. Joan Lambert, Microsoft Word 2019 Step by Step, 1 st Edition, Microsoft Press, Washington, 2022. 2. Kevin Pitch, Microsoft PowerPoint Guide for Success, Top Notch International, 2022. 3. Curtis Frye, Microsoft Excel 2016, Step by Step, 1 st Edition, Microsoft Press, Washington, 2015. 4. Wayne L. Winston, Microsoft Excel 2016 – Data Analysis and Business Modelling, O'Reilly Media, Inc., California, 2017. 5. Michael Alexander and Dick Kusleika, Excel 2019, BIBLE, John Wiley and Sons Inc, Indiana, 2018.	
Online Resources	
1. https://support.microsoft.com/en-us/word 2. https://support.microsoft.com/en-us/powerpoint 3. https://support.microsoft.com/en-us/excel 4. https://www.coursera.org/learn/excel-basics-data-analysis-ibm#modules 5. https://create.microsoft.com/en-us/excel-templates	

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24MB208	Community Connect Project		L	T	P	C
			0	0	2	1
Pre-requisites		Assessment Pattern				
<ul style="list-style-type: none">Business and Social EnvironmentBasics of Research		Mode: Continuous Internal Assessment (CIA) 100%				
		Assessments		Weightage (%)		
		Appropriateness / Social Relevance of the Project		20		
		Report		20		
		Video Presentation		20		
		Impact on Society / Feasibility of Implementation		20		
		Viva-Voce		20		
Course Objectives						
<ul style="list-style-type: none">To bring about an attitudinal change in the students and help them to develop societal consciousness, sensibility, responsibility, and accountability.To make students aware of their inner strength and help them to find new /out of box solutions to the social problems.To help students to initiate developmental activities in the community in coordination with public and government authorities.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.					
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to:						
CO1	Apply their learnings in the real world.					
CO2	Improve social responsibility and citizenship skills.					
CO3	Strengthen their involvement in community service.					
CO4	Establish Connections with professionals and community members for learning and career opportunities.					
CO5	Strengthen academic learning, leadership skills, and personal efficacy.					

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2	2					2	2
2				2				3	
3		2	3	3		2		3	
4	2	3				3			2
5	3		3	3		2			

This course includes modules on community engagement, covering the concept of social responsibility, civic engagement, and the role of business in society. Students will assess community needs, identify social issues aligned with Sustainable Development Goals (SDGs), and plan suitable projects. Through field engagement, they will interact with NGOs and local bodies, execute mini-projects, and document their experiences through journals and reports. The course concludes with reflective discussions, presentations, and evaluations involving faculty, peers, and community stakeholders to assess learning, SDG impact, and community contribution.

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24MB209	Comprehensive Viva-Voce – I		L	T	P	C
			0	0	0	1
Pre-requisites		Assessment Pattern				
• Core Management Concepts	Mode: Continuous Internal Assessment (CIA) 100%					
	Assessments		Weightage (%)			
	Comprehending Questions		20			
	Ability to Answer all the questions		20			
	Accuracy of Answers		20			
	Answers with Relevant Examples		20			
Clarity in Communication		20				
Course Objectives						
<ul style="list-style-type: none">To reflect on their learning journey during the first year of the M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development.To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement.To encourage continuous learning for sustainable development enabling them to confidently face interviews.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.					
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.					
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.					
CO2	Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.					
CO3	Critically analyze and evaluate complex business problems, integrating theoretical knowledge to propose effective solutions.					
CO4	Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.					
CO5	Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.					

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2							
2	2	3	2						
3	3	3	3	2					
4	2	2		3			3		
5						3			2

The Comprehensive Viva Voce aims to assess students' understanding of key management theories, concepts, and frameworks covered in the first year courses. It evaluates their ability to synthesize information, analyze business problems, and apply appropriate tools and techniques. The viva also focuses on current trends, critical thinking, and effective oral communication, helping students integrate academic knowledge with practical insights suitable for professional decision-making and leadership roles.

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THIRD SEMESTER

24MB301	Strategic Management				L	T	P	C	
					4	0	0	4	
Pre-requisites					Assessment Pattern				
<ul style="list-style-type: none">Basic Management Concepts					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To acquaint with production terminology and concepts.To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management.To enable the students to evaluate the utility of work measurement techniques.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
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PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the strategic management concepts.								
CO2	Ability to apply the strategic management tools for doing environmental analysis.								
CO3	Use conceptual, diagnostic and analytical and conceptual skills in strategy formulation.								
CO4	Evaluate the strategic performance of a firm.								
CO5	Use their skills to think and execute their ideas strategically for the benefits of the organization.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2				3					
3			3	2					
4		2		3					
5						3			3
UNIT I		INTRODUCTION TO STRATEGIC MANAGEMENT						8 Hours	
Conceptual framework for Strategic Management, Importance of Strategic Management, Limitations of Strategic Management, Strategic Intent: Vision, Mission, Goals, Objectives. Strategic Management Model.									

UNIT II	ENVIRONMENTAL ANALYSIS	8 Hours
Internal and External Environment Analysis: Core competence, Distinctive Competencies, SWOT Analysis, PESTAL Analysis, VRIO Framework, Competitive Profile Analysis - Porters Five Forces Model.		
UNIT III	STRATEGY FORMULATION	8 Hours
Corporate Portfolio Analysis, Global and International Strategies, Strategy Formulation: Situation Analysis and Business Strategy, Corporate Strategy: Stability, Growth / Expansion, Retrenchment and Combination Strategies, Functional Strategy and Strategic Choice.		
UNIT IV	STRATEGY IMPLEMENTATION	8 Hours
Stages of Corporate Development, Simple Organizational Structure, Advanced Organizational Structures, Organizational Life Cycle, Reengineering and Strategy Implementation, designing jobs to implement Strategy.		
UNIT V	STRATEGIC EVALUATION AND CONTROL	8 Hours
Primary measures of corporate performance, Primary measures of divisional and functional performance, Strategic control systems.		
Suggested Self-Study Topics		
Strategic Decision Making, MoSCoW analysis, TOWS Matrix, International Issues in Strategy Implementation, Blue Ocean and Red Ocean Strategy		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
1. Norman Gaither and Greg Frazier, Operations Management, New Delhi: Cengage Learning, 2017. 2. Kanishka Bedi, Production and Operations Management, 3 rd Edition, Tata McGraw Hill Education India, 2016. 3. S.N. Chary, Production and Operations Management, 6 th Edition, Tata McGraw Hill, 2019. 4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016. 5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, Special Edition, Tata McGraw Hill, 2016.		
Online Resources		
1. https://pll.harvard.edu/subject/strategic-management 2. https://www.mygreatlearning.com/academy/learn-for-free/courses/strategic-management 3. https://www.edx.org/learn/strategic-management 4. https://www.oxfordhomestudy.com/courses/online-management-courses/strategic-planning-free-course 5. https://www.ed.youth4work.com/course/342-strategic-human-resource-management-online-course		

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24MB302	Industry Interface Internship				L	T	P	C										
					0	0	6	2										
Pre-requisites					Assessment Pattern													
<ul style="list-style-type: none">Basic understanding of Management concepts					Mode: Continuous Internal Assessment (CIA) 100%													
					Assessments			Weightage (%)										
					Mid - Review Presentation			20										
					Review of Weekly Reports			20										
					Industry Feedback			10										
					Report			25										
					Viva-Voce			25										
Course Objectives																		
<ul style="list-style-type: none">To have experiential learning in each functional area of an organization.To gain professional skills through a supervised learning environment.To strengthen and align their profile towards the career opportunities.																		
Programme Outcomes (POs)																		
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO7</td><td>Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.	PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																	
Course Outcomes (COs)																		
The students will be able to																		
CO1	Understand the various functional area in the organisation.																	
CO2	Understand the inter linkage among the various functional areas in the organisation.																	
CO3	Apply the professional skills learned through the internship in their career to gain competitive advantage.																	
CO4	Construct the network with industry personnels to stay updated about industrial practices																	
CO5	Equip themselves continuously in their area of interest to capture the opportunities in the external environment.																	
Articulation Matrix																		
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9									
1	3	2																
2	3	3		2														
3		2		3					2									
4							3											
5							2		3									

Module 1: Internship Orientation and Preparation (2–3 hours)

- Understanding the purpose and expectations of internships
- Guidelines for internship conduct, reporting, and ethics
- Setting learning objectives and career alignment

Module 2: Exposure to Functional Areas (During internship)

- Working across departments like Marketing, Finance, HR, Operations, and Analytics
- Observing organizational workflows and managerial decision-making
- Understanding interdependencies between functional areas

Module 3: Professional Skill Development (During internship)

- Application of theoretical concepts in real-time work scenarios
- Development of communication, teamwork, problem-solving, and time management skills
- Use of digital tools, industry-specific software, and business techniques

Module 4: Industry Interaction and Networking

- Engaging with mentors, team leaders, and industry professionals
- Participating in meetings, reviews, or field visits
- Learning current trends, industry best practices, and business etiquette

Module 5: Reporting, Reflection, and Presentation (Post-internship)

- Internship diary and weekly progress updates
- Final internship report highlighting learning outcomes and industry insights
- Oral presentation and feedback session with faculty panel

AUDIT COURSE

24MB303	Value Education and Ethics		L	T	P	C			
			1	0	0	-			
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none">Nil		Mode: Continuous Internal Assessment (CIA) 100%							
		Assessments		Weightage (%)					
		Mid-Course Evaluation		50					
		End Course Evaluation		50					
		Total		100					
Course Objective									
<ul style="list-style-type: none">To provide an understanding of ethics.To gain insights about the role of value education in life.To create awareness about personal and social well-being.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Develop a comprehensive understanding of nature and life.								
CO2	Deduct ways and means to regulate emotions.								
CO3	Identify the requirement of social responsibility.								
CO4	Make use of the culture and social norms to regulate the life.								
CO5	Assess the impact of ethics in life.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2							
2	3	3							
3									
4					3		2		
5							3	3	3

Meaning, Philosophy and Purpose of Life, Duty of protecting nature, environment and universe, Regulating desires, anger and anxiety, Love and Charity for humanity, Social Responsibilities, Physical, Mental and Spiritual well-being, Indian Ethos, Understanding, respecting culture and social norms, Professional Ethics, Managing ethical dilemmas and being a law-abiding citizen	
Total	20 Hours
References	
<ol style="list-style-type: none"> 1. A.R. Mohapatra, BijayaMohapatra, Value Education: A Study in Human Values and Virtues, Readworthy Publications, 2015. 2. Dr. S. Arulsamy, Peace and Value Education, Neelkamal Publications, First edition (2016). 3. Dr. Kiruba Charles, V. Arul Selvi, Value Education, Neelkamal Publications, First edition (2016). 4. C.S.V. Murthy, Business Ethics Text & Cases, Himalaya Publishing House, 2018. 5. Andrew Crane, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 2020. 	

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FOURTH SEMESTER

24MB401	International Business Management				L	T	P	C																																																												
					4	0	0	4																																																												
Pre-requisites					Assessment Pattern																																																															
<ul style="list-style-type: none">Business Environment					Mode of Assessment		Weightage (%)																																																													
					Continuous Internal Assessment		40																																																													
					Semester End Examinations		60																																																													
Course Objectives																																																																				
<ul style="list-style-type: none">To enable the students to understand the fundamentals of international business.To provide competence to the students on making international business decisions.To enable the students to understand the financial and promotional assistance available for exporters.																																																																				
Programme Outcomes (POs)																																																																				
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PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																																																																			
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CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9																																																											
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Unit I		INTRODUCTION						8 Hours																																																												
Definition, Drivers of International Business, Domestic Vs. International Business, Trade and Investment Theories: Interventionist Theories, Free Trade Theories, Theories Explaining Trade Patterns: PLC Theory,																																																																				

The Porter Diamond, Factor Mobility Theory.		
Unit II	GLOBALIZATION	9 Hours
Globalization: Implications, Challenges - Protectionism: Tariff Barriers, Non-Tariff Barriers- Forms of Integration, Role of WTO and IMF in International Business, Economic, Political, Cultural and Technological Environments.		
Unit III	INTERNATIONAL BUSINESS STRATEGIES	8 Hours
Market Entry Strategies, Multinational Strategy, Production Strategy, Marketing Strategy, Human Resource Strategy.		
Unit IV	FOREIGN EXCHANGE	8 Hours
Foreign Exchange Market – Functions, Theories of Exchange Rate Determination, Exchange Rate Forecasting, Convertibility of Currency, Risks associated with Foreign Exchange.		
UNIT V	EXPORTS AND ETHICS IN INTERNATIONAL BUSINESS	7 Hours
Exports – Risks, Management of Exports, Regulatory frameworks, Export financing, Countertrade, Ethics – Issues, Dilemma and Theory.		
Suggested Self-Study Topics		
Liberalization, GATT, Standardization Vs. Differentiation, FEMA, EXIM Policy		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
1. Francis Cherunilam, International Business, New Delhi: Prentice Hall of India, 2020. 2. K. Aswathappa, International Business, New Delhi: Tata McGraw Hill, 2020. 3. John D Daniels, Lee H. Radebaugh, and Sullivan, International Business, New Delhi: Pearson Education, 2021. 4. Charles W L Hill and Arun Kumar Jain, International Business, New Delhi: Tata McGraw Hill, 2017. 5. Simon Collinson, Rajneesh Narula, Alan M. Rugman, International Business, New Delhi: Pearson Education, 2020.		
Online Resources		
1. https://www.emeraldgrouppublishing.com/archived/products/books/series.htm%3Fid%3D1876-066x 2. https://im.aom.org/resources/teaching-resources 3. https://onlinecourses.nptel.ac.in/noc20_mg54/preview 4. https://srmuniv.digimat.in/nptel/courses/video/110107145/L44.html 5. https://iimbx.iimb.ac.in/international-business-environment-and-global-strategy/		

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24MB402	Project (Independent Study/Problem Study/IDP based study)				L	T	P	C	
					0	0	12	6	
Pre-requisites					Assessment Pattern				
<ul style="list-style-type: none">Core Management Principles					Mode of Assessment		Weightage (%)		
					Continuous Internal Assessment		60		
					Semester End Examinations		40		
Course Objectives									
<ul style="list-style-type: none">To apply the business research process to identify the problems prevailing in the industry.To design / choose the appropriate data collection tools for the problem defined in line with research methodology.To analyze the data using appropriate research tools and present the findings and solutions in the research report.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the business research process to carry out the research								
CO2	Prepare a suitable research design for the defined problem.								
CO3	Design a questionnaire / identify the appropriate secondary data source for collecting the data.								
CO4	Analyze the data using suitable research tools.								
CO5	Write the research report applying report writing principles for presenting the derived findings and solutions.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3							1
2		3	3						2
3				3	2				1
4					3				1
5									1

Module 1: Introduction to Business Research Process (1-2 Weeks)

- Definition, scope, and significance of business research
- Steps in the research process: problem identification to report writing
- Types of research: exploratory, descriptive, causal

Module 2: Research Design and Problem Definition (3-4 Weeks)

- Formulating research problems, objectives, and hypotheses
- Choosing appropriate research design: qualitative vs. quantitative
- Variables, constructs, and conceptual framework

Module 3: Data Collection Methods (5–6 Weeks)

- Designing questionnaires, scales, and surveys
- Sampling techniques and determining sample size
- Identifying and using secondary data sources

Module 4: Data Analysis and Interpretation (6–7 Weeks)

- Data preparation: coding, editing, cleaning
- Using statistical tools (SPSS/Excel/R) for analysis: descriptive and inferential
- Interpretation of results and drawing conclusions

Module 5: Report Writing and Presentation (7–8 Weeks)

- Structure of a research report: introduction, analysis, findings, conclusions, and recommendations
- Report formatting and referencing styles
- Presentation of research findings with visuals (charts, tables, etc.)
- Understanding plagiarism and using plagiarism detection tools
- Introduction to research publication and opportunities for publishing student research

24MB403	Comprehensive Viva-Voce – II	L	T	P	C
		0	0	0	1
Pre-requisites		Assessment Pattern			
<ul style="list-style-type: none">Basic Understanding of Management Principles and Professional Elective Courses	Mode: Continuous Internal Assessment (CIA) 100%				
	Assessments		Weightage (%)		
	Comprehending Questions		20		
	Ability to Answer all the questions		20		
	Accuracy of Answers		20		
	Answers with Relevant Examples		20		
Clarity in Communication		20			
Course Objectives					
<ul style="list-style-type: none">To reflect on their learning journey during the second year of the M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development.To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement.To encourage continuous learning for sustainable development enabling them to confidently face interviews.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
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PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to					
CO1	Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.				
CO2	Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.				
CO3	Critically analyze and evaluate complex business problems, integrating theoretical knowledge with practical insights to propose effective solutions.				
CO4	Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.				
CO5	Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.				

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3							
2		3	3						
3			3	3					
4				3					
5					3				3

The Comprehensive Viva Voce aims to assess students' understanding of advanced management theories, concepts, and frameworks covered in the second-year MBA courses. It evaluates their ability to synthesize information, critically analyze complex business problems, and apply appropriate strategic tools and techniques. The viva also emphasizes current trends, emerging industry issues, and the integration of digital transformation, ESG, and SDGs in decision-making. Additionally, it focuses on enhancing effective communication skills, both oral and written, preparing students for professional leadership roles and ensuring their readiness to tackle real-world business challenges.

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