M.B.A. DEGREE PROGRAMME
Curriculum & Syllabi – 2024

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BANNARI AMMAN INSTITUTE OF TECHNOLOGY
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VISION OF THE SCHOOL OF MANAGEMENT STUDIES

- To be a Centre 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

- To offer quality management education through appropriate pedagogy.
- To equip students with strong analytical foundations for better decision making in a challenging environment.
- To expose the students to international business practices through collaborations.

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

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAM SPECIFIC OUTCOMES

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.

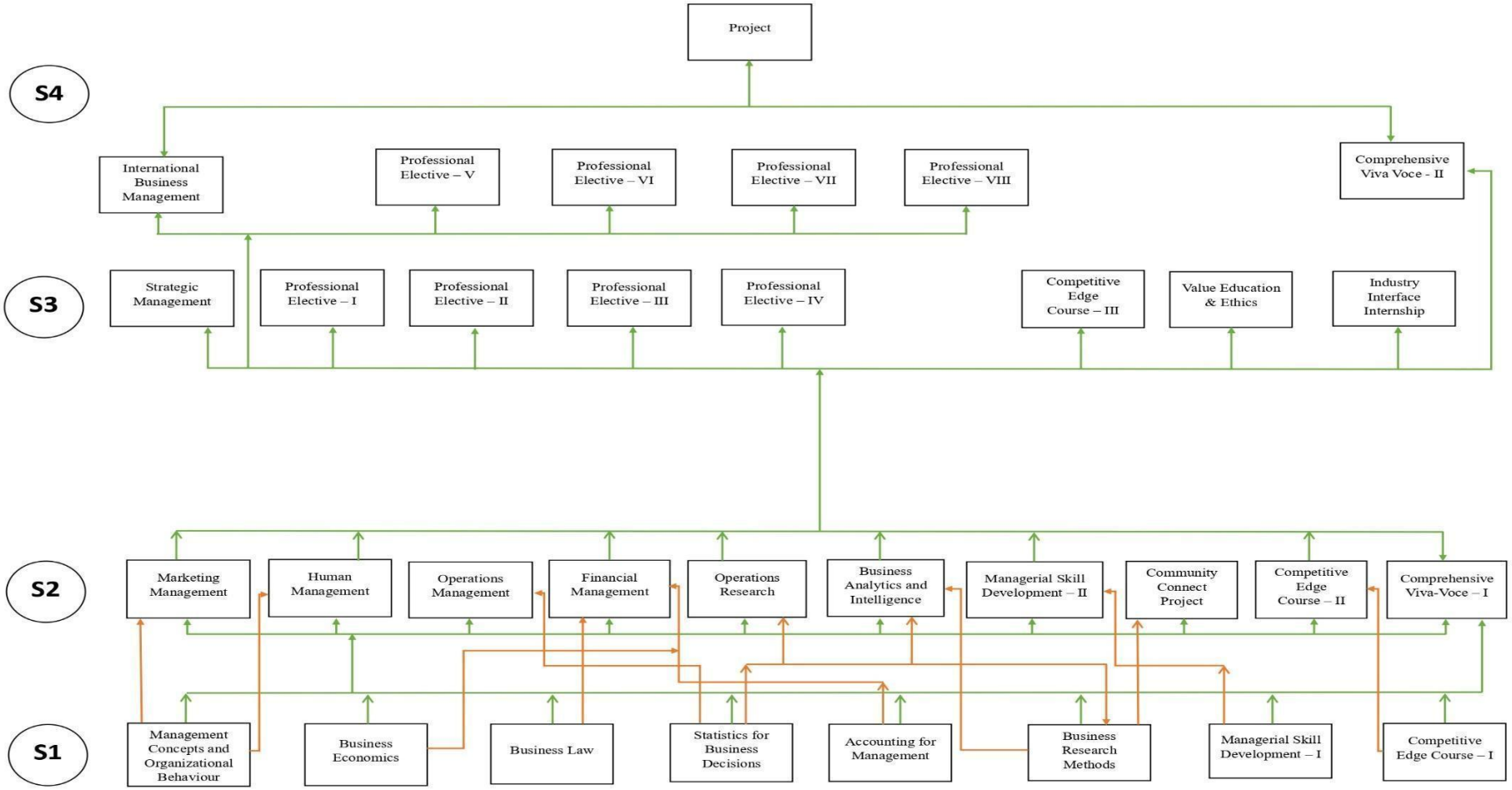
PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

MAPPING OF PEOs AND POs / PSOs

PEO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
I	X		X			X	
II		X				X	X
III	X		X	X	X	X	
IV			X	X	X		

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**

PROFESSIONAL ELECTIVES / STREAMS OFFERED

1. Marketing
2. Finance
3. Human Resource
4. Business Analytics
5. Operations
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)	PSO(s)						CA	SEE	Total	
24MB101	Management Concepts and Organizational Behaviour	I, II, III, IV	1, 2, 3, 5	1	3	1	0	4	4	40	60	100	CC
24MB102	Business Economics	I, II, III, IV	1, 2, 4	1	3	0	0	3	3	40	60	100	CC
24MB103	Business Law	I, II, III, IV	1, 2, 4, 5	1	3	0	0	3	3	40	60	100	CC
24MB104	Statistics for Business Decisions	I, II, III, IV	1, 2, 4	1	3	1	0	4	4	40	60	100	CC
24MB105	Accounting for Management	I, II, III, IV	1,2,4,5	1, 2	3	1	0	4	4	40	60	100	CC
24MB106	Business Research Methods	I, II, III, IV	1,2,4,5	1, 2	3	0	2	4	5	50	50	100	CC
24MB107	Managerial Skill Development – I	I, II, III, IV	2,3,4,5	1, 2	0	0	4	2	4	60	40	100	CC
	Competitive Edge Course-I	I, II, III, IV	-	-	0	0	2	1	2	100	-	100	EEC
Total					**18**	**3**	**8**	**25**	**29**	**410**	**390**	**800**	-

SECOND SEMESTER

Course Code	Course Title	Objectives & Outcomes			L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)	PSO(s)						CA	SEE	Total	
24MB201	Marketing Management	I, II, III, IV	1,2,4,5	1	3	0	0	3	3	40	60	100	CC
24MB202	Human Resource Management	I, II, III, IV	1,2,3,4,5	1	3	0	0	3	3	40	60	100	CC
24MB203	Operations Management	I, II, III, IV	1,2,3,4	1,2	3	1	0	4	4	40	60	100	CC
24MB204	Financial Management	I, II, III, IV	1,2,4,5	1	3	0	2	4	5	50	50	100	CC
24MB205	Operations Research	I, II, III, IV	1,2,4,5	1,2	3	0	2	4	5	50	50	100	CC
24MB206	Business Analytics and Intelligence	I, II, III, IV	1,2,4	1, 2	3	0	2	4	5	50	50	100	CC
24MB207	Managerial Skill Development – II	I, II, III, IV	1,2,4,5	1, 2	0	0	4	2	4	60	40	100	CC
24MB208	Community Connect Project	I, II, III, IV	2,3,4,5	1	0	0	2	1	2	100	-	100	SSC
	Competitive Edge Course – II	-	-	-	0	0	2	1	2	100	-	100	EEC
24MB209	Comprehensive Viva Voce – I	I, II, III, IV	1,2,4,5	1,2	-	2	-	1	2	100	-	100	EEC
Total					**18**	**3**	**14**	**27**	**35**	**630**	**370**	**1000**	-

THIRD SEMESTER														
Course Code	**Course Title**	**Objectives & Outcomes**			**L**	**T**	**P**	**C**	**Hours / Week**	**Maximum Marks**			**Category**
		PEO(s)	**PO(s)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MB301	Strategic Management	I, II, III, IV	1, 2, 4, 5	1	3	1	0	4	4	40	60	100	CC
	Professional Elective I	-	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective II	-	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective III	-	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective IV	-	-	-	3	1	0	4	4	40	60	100	PE
24MB302	Industry Interface Internship	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	4	2	4	100	-	100	EEC
24MB303	Value Education and Ethics (Audit Course)	I, II, III, IV	2, 3, 4, 5	1	0	1	0	-	1	100	-	100	SSC
	Competitive Edge Course – III	-	-	-	0	0	2	1	2	100	-	100	EEC
Total					**15**	**6**	**6**	**23**	**27**	**500**	**300**	**800**	**-**

FOURTH SEMESTER														
Course Code	**Course Title**	**Objectives & Outcomes**			**L**	**T**	**P**	**C**	**Hours / Week**	**Maximum Marks**			**Category**
		PEO(s)	**PO(s)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MB401	International Business Management	I, II, III, IV	1, 2, 4, 5	1	3	1	0	4	4	40	60	100	CC
	Professional Elective V	-	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective VI	-	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective VII	-	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective VIII	-	-	-	3	1	0	4	4	40	60	100	PE
24MB402	Project (Independent Study / Problem Study / IDP based Study)	I, II, III, IV	1,2,3,4,5	1,2	0	0	12	6	12	60	40	100	EEC
24MB403	Comprehensive Viva Voce – II	I, II, III, IV	1,2,4,5	1,2	0	2	0	1	2	100	-	100	EEC
Total					**15**	**7**	**12**	**27**	**34**	**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)	PSO(s)						CA	SEE	Total	
24MBM01	Brand Management	I, II, III, IV	1, 2, 4	1	3	1	0	4	4	40	60	100	PE
24MBM02	Customer Relationship Management	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBM03	Digital Marketing	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBM04	Event Management and Marketing	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBM05	Integrated Marketing Communications and Promotion	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBM06	Marketing Metrics and Analytics	I, II, III	1, 2	1, 2	3	1	0	4	4	40	60	100	PE
24MBM07	Neuromarketing	I, II, III, IV	1, 2, 3, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBM08	Omni Channel Retail Management and Analytics	I, II, III, IV	1, 2, 4, 5	1	3	1	0	4	4	40	60	100	PE
24MBM09	Rural Marketing	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBM10	Sales and Distribution Management	I, II, III, IV	1, 2, 3, 4, 5	1	3	1	0	4	4	40	60	100	PE
24MBM11	Semiotics in Marketing Communications and Branding	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBM12	Services Marketing	I, II, III, IV	1, 2, 4, 5	1	3	1	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)	PSO(s)						CA	SEE	Total	
24MBF01	Banking System and Practices	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBF02	Equity Derivatives and Risk Management	I, II, III, IV	1, 2,	1, 2	3	1	0	4	4	40	60	100	PE
24MBF03	Merchant Banking and Financial Services	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBF04	Mergers, Acquisitions and Restructuring	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBF05	Project Finance	I, II, III, IV	1, 2, 4, 5	1	3	1	0	4	4	40	60	100	PE

24MBF06	Investment Analysis and Portfolio Management	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBF07	Goods and Services Tax	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBF08	Financial Modelling	I, II, III, IV	1, 2, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBF09	Behavioural Finance	I, II, III, IV	1, 2, 3, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBF10	Corporate Accounting	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBF11	Corporate Valuation	I, II, III, IV	1, 2, 4	1, 2	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)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MBH01	Industrial Relations and Labour Laws	I, II, III, IV	1, 2, 4	1	3	1	0	4	4	40	60	100	PE
24MBH02	Managerial Behaviour and Effectiveness	I, II, III, IV	1, 2, 3, 4, 5	1	3	1	0	4	4	40	60	100	PE
24MBH03	Organisational Change and Intervention Strategy	I, II, III, IV	1, 2, 4, 5	1	3	1	0	4	4	40	60	100	PE
24MBH04	Performance Management	I, II, III, IV	1, 2, 3, 4, 5	1	3	1	0	4	4	40	60	100	PE
24MBH05	Behaviour Modification and Management	I, II, III, IV	1, 2, 3, 5	1	3	1	0	4	4	40	60	100	PE
24MBH06	Learning and Development	I, II, III, IV	1, 2, 3, 5	1	3	1	0	4	4	40	60	100	PE
24MBH07	Competency Mapping and Development	I, II, III, IV	1, 2, 3, 5	1	3	1	0	4	4	40	60	100	PE
24MBH08	Social Psychology	I, II, III, IV	1, 2, 4, 5	1	3	1	0	4	4	40	60	100	PE
24MBH09	HR Analytics	I, II, III, IV	1, 2, 3, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBH10	Political Behaviour and Impression Management	I, II, III, IV	1, 2, 3, 4, 5	1	3	1	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)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MBP01	Business Process Reengineering	I, II, III, IV	1, 2, 3, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBP02	Advanced Maintenance Management	I, II, III, IV	1, 2, 3, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBP03	Lean Manufacturing	I, II, III, IV	1, 2, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBP04	Purchase and Materials Management	I, II, III, IV	1, 2, 3, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBP05	Service and Operations Management	I, II, III, IV	1, 2, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBP06	Supply Chain and Logistics Management	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBP07	Total Quality Management	I, II, III, IV	1, 2, 3, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBP08	Six Sigma	I, II, III, IV	1, 2	1	3	1	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)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MBA01	Big Data Analytics	I, II, III	1, 2	1, 2	3	1	0	4	4	40	60	100	PE
24MBA02	Data Mining for Business Intelligence	I, II, III	1, 2	1, 2	3	1	0	4	4	40	60	100	PE
24MBA03	Deep Learning and Artificial Intelligence	I, II, III	1, 2	2	3	1	0	4	4	40	60	100	PE
24MBA04	Python Programming	I, II, III	1, 2	1, 2	3	1	0	4	4	40	60	100	PE
24MBA05	R Programming	II	2	2	3	1	0	4	4	40	60	100	PE
24MBA06	Social Media Web Analytics	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBA07	Stochastic Modelling	II	2	2	3	1	0	4	4	40	60	100	PE
24MBA08	Time Series Analysis	I, II, III	1, 2	2	3	1	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)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MBB01	Indian Economy and Indian Financial System	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBB02	Principles and Practices of Banking	I, II, III, IV	1, 2, 3, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBB03	Accounting and Financial Management for Bankers	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBB04	Retail Banking and Wealth Management	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBB05	Principles and Practice of General Insurance	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBB06	Principles and Practices of Life Insurance	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBB07	Risk management and Insurance	I, II, III, IV	1, 2, 4	1, 2	3	1	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)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MBE01	Entrepreneurship and Small Business Management	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBE02	Creativity, Innovation and Entrepreneurship	I, II, III, IV	1, 2, 3, 4, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBE03	Legal and Regulatory framework for Entrepreneurship	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	4	40	60	100	PE
24MBE04	Soft Skills for Entrepreneurship	I, II, III, IV	3, 4, 5	1	3	1	0	4	4	40	60	100	PE
24MBE05	Business Plan	I, II, III, IV	1, 2, 3, 5	1, 2	3	1	0	4	4	40	60	100	PE
24MBE06	Building a Sustainable Enterprise	I, II, III, IV	1, 2, 4	1	3	1	0	4	4	40	60	100	PE
24MBE07	Intellectual Property Rights	I, II, III, IV	2, 4	1	3	1	0	4	4	40	60	100	PE

COMPETITIVE EDGE COURSES													
Course Code	**Course Title**	**Objectives & Outcomes**			**L**	**T**	**P**	**C**	**Hours/ Week**	**Maximum Marks**			**Category**
		PEO(s)	**PO(s)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MBX01	Power BI – I	I, II, III, IV	1, 2, 4, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX02	Power BI – II	I, II, III, IV	1, 2, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX03	Python for Business Decision Making – I	I, II, III	1, 2	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX04	Python for Business Decision Making – II	I, II, III, IV	1, 2, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX05	R Programming I	I, II, III	1, 2	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX06	R Programming II	I, II, III	1, 2	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX07	Visual Analytics I	I, II, III	1, 2	2	0	0	2	1	2	100	-	100	EEC
24MBX08	Visual Analytics II	I, II, III	1, 2	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX09	Digital Banking	I, II, III, IV	1, 2, 4	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX10	FinTech	I, II, III, IV	1, 2, 4	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX11	Wealth Management	I, II, III	1, 2	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX12	E-Recruitment & Virtual Onboarding	I, II, III	1, 2	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX13	Applied Psychology	I, II, III, IV	1, 2, 3, 4, 5	1	0	0	2	1	2	100	-	100	EEC
24MBX14	Creativity, Innovation and Design Thinking	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX15	Zoho – CRM	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX16	Zoho – HRM	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX17	Indian Ethos and Values	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX18	AI for Competitive Advantage in Accounting	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX19	Prompt Engineering for Business Applications	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	2	1	2	100	-	100	EEC
24MBX20	AI- in Legal Aspects of Business	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	2	1	2	100	-	100	EEC

VALUE ADDED COURSES														
Course Code	**Course Title**	**Objectives & Outcomes**			**L**	**T**	**P**	**C**	**Hours/ Week**	**Maximum Marks**			**Category**
		PEO(s)	**PO(s)**	**PSO(s)**						**CA**	**SEE**	**Total**	
24MBY01	Selling Skills	I, II, III, IV	1, 2, 3, 4, 5	1, 2	1	0	0	-	1	100	-	100	EEC
24MBY02	Mutual Funds	I, II, III, IV	1, 2, 3, 4, 5	1, 2	1	0	0	-	1	100	-	100	EEC
24MBY03	Principles of Insurance	I, II, III, IV	1, 2, 3, 4, 5	1, 2	1	0	0	-	1	100	-	100	EEC

RECOMMENDED LIST OF NPTEL COURSES

1. AI in Marketing
2. Artificial Intelligence (AI) for Investments
3. Leadership for India Inc: Practical Concepts and Constructs
4. Talent Acquisition and Management
5. Multivariate Procedures with R
6. Marketing Research and Analysis-II
7. E-Business
8. Trainer of Trainers
9. Advanced Business Decision Support System
10. Business to Business Marketing (B2B)
11. Data Analysis & Decision Making – III
12. Designing Work Organization
13. Human Factors Engineering
14. Organizational Behaviour - II
15. Quantitative Investment Management
16. Management Information System
17. Operations and Supply Chain Management
18. Emotional Intelligence and Effective Change Management
19. Labour Economics - Theory and Practice
20. From Theory to Practice: Implementing ESG and Sustainability in Business
21. AI in Human Resource Management
22. Infrastructure Economics

FIRST SEMESTER

24MB101	Management Concepts and Organizational Behaviour	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Understanding the need for Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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 an individual's behaviour is influenced by a group.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to:

CO1	Demonstrate an understanding of the planning and organizing functions of management, including their types, processes, and techniques; and analyze various decision-making models to apply appropriate strategies in managerial scenarios
CO2	Differentiate the core concepts of planning and organizing in management, and analyze decision-making processes using techniques such as SWOT analysis, cost-benefit analysis, and decision trees to solve managerial problems.
CO3	Outline the key concepts of organizational behaviour and analyze the influence of personality, values, beliefs, and attitudes on workplace behaviour.
CO4	Apply motivation theories such as Maslow's Hierarchy of Needs and the perception process to develop strategies that enhance employee job performance and improve workplace dynamics.
CO5	Select and apply appropriate conflict resolution strategies includes collaboration, compromise, and negotiation to effectively manage interpersonal conflicts and enhance group performance

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3					2	
CO 2		3				2	
CO 3			2		3		
CO 4	2		2		2		
CO 5		2			3	2	

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:

- 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:** ● Planning – The "Fish and Fisherman" activity to learn the planning process. ● Decision Making – The "Balance Yourself" activity to grasp the intricacies of decision making. 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:** ● 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:** ● 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:** ● 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		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References
1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2020. 2. Stephen P Robbins, Timothy A Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 2022. 3. Steven L McShane, Mary Ann Von Glinow, Himanshu Rai, Organizational Behaviour, Tata McGraw Hill, Latest Edition, 2022. 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.
Online Resources
1. https://onlinecourses.nptel.ac.in/noc23_mg33/preview 2. https://elearning.uou.ac.in/pluginfile.php/108550/mod_page/content/6/PrinciplesofManagement-OP_ulIS5L6.pdf 3. https://www.udemy.com/course/principles-of-management-j/ 4. https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management 5. https://onlinecourses.nptel.ac.in/noc22_mg78/preview

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24MB102	Business Economics	L	T	P	C
		3	0	0	3

Pre-requisite	Assessment Pattern	
● Understanding of Economic Concepts and Frameworks. ● Critical Thinking and Problem-Solving Skills and basic financial literacy.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Apply the concepts of organizational objectives, production possibility curves, economies and diseconomies of scale, and cost and production analysis to evaluate effective business decision-making strategies.
CO2	Analyze and interpret the dynamics of demand and supply functions, including shifts, elasticity, forecasting, and equilibrium price determination, to evaluate market behaviour and support informed business decisions.
CO3	Compare and analyze market structures like perfect competition, monopoly to evaluate firm behaviour, pricing strategies, and economic efficiency.
CO4	Analyze economic indicators such as price indices, inflation, and business cycles, and evaluate the effectiveness and limitations of monetary and fiscal policies in achieving economic stabilization.
CO5	Analyze foundational and contemporary economic theories and concepts to evaluate behaviour, market dynamics, and policy effectiveness

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				1	
CO 2	1	3				1	
CO 3	2	3				1	
CO 4	1	2		3			
CO 5	2	3				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, and 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, 7th Edition, Cengage Learning, 2018.
2. Geetika, Piyali Ghoshand, Purba Roy Chowdhury, Managerial Economics, 3rd Edition, Tata McGraw Hill, 2017.
3. Nick Wilkinson, Matthias Klaes, An Introduction to Behavioural Economics, 3rd Edition, The Red Globe Press, 2018.
4. Paul Krugman and Robin Wells, "Microeconomics" 5th Edition, Worth Publishers, 2018.
5. R. Glenn Hubbard and Anthony P. O'Brien, "Microeconomics", 9th 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
		3	0	0	3

Pre-requisite	Assessment Pattern	
● Basics in Business Administration and Economics.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Apply fundamental legal principles to analyze the formation, execution, and enforcement of contracts in a business context.
CO2	Analyze the legal framework governing special contracts, partnerships, and cyber law to evaluate their implications in business operations and decision-making.
CO3	Understand and apply the legal provisions related to the sale of goods and consumer protection to analyze the rights, duties, and remedies of parties involved in commercial transactions.
CO4	Identify and describe the features of negotiable instruments such as promissory notes, cheques, and bills of exchange, including their types and methods of negotiation.
CO5	Identify and explain the nature, types, and formation of companies, along with key documents like Memorandum and Articles of Association, and the roles and powers of the Board of Directors.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		1		2		2	
CO 2	1	2		3		1	
CO 3				2	1		
CO 4				2	1		
CO 5	1			2	3		

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://iblronline.com/		

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24MB104	Statistics for Business Decisions	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basics of Statistics or Business Mathematics ● Analytical skills	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Compute and interpret measures of central tendency, position, and variability for statistical data analysis.
CO2	Apply probability rules and concepts, including Bayes' theorem and decision trees, to solve business-related problems
CO3	Analyze relationships between variables using correlation, covariance, and simple linear regression techniques to make informed business decisions based on data insights
CO4	Apply concepts of probability distributions, estimation, and hypothesis testing, including Z-test, t-test, and ANOVA, to analyze business data and support decision-making under uncertainty
CO5	Apply non-parametric statistical tests such as Chi-Square, Mann-Whitney U, Wilcoxon Signed-Rank, Kruskal-Wallis, and Friedman tests to analyze categorical and ordinal data for informed business decisions

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3					
CO 2	1	3				2	
CO 3		2		1		2	
CO 4		3		2		1	
CO 5		2		3		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		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
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		
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	
● Basic Accounting Environment	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Demonstrate understanding of fundamental processes such as journalizing, ledger posting, trial balance, depreciation to prepare financial statements.
CO2	Analyze and interpret financial statements using tools like comparative statements, ratio analysis, and cash/fund flow statements to evaluate the financial health and performance of an organization.
CO3	Apply cost accounting principles to prepare cost sheets, allocate costs, and analyze activity-based costing for effective cost management.
CO4	Analyze and prepare various budgets including cash budgets, functional budgets, and flexible budgets for effective budgetary control.
CO5	Apply cost-volume-profit relationships and break-even analysis to support managerial decision-making using marginal costing techniques.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2				2	
CO 2		3		2			1
CO 3		2				2	
CO 4		2			2	2	
CO 5		3			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.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
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		
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	
● Basic of Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	50
	Semester End Examinations	50

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Apply key concepts of business research and design exploratory, descriptive, and causal studies to address practical business problems.
CO2	Design and evaluate measurement scales and questionnaires by applying principles of validity and reliability to collect accurate business data for decision-making
CO3	Apply appropriate sampling techniques, determine sample size, and develop and test hypotheses using relevant data collection methods to support data-driven business decisions.
CO4	Prepare and process data through editing, coding, and entry, and apply appropriate statistical tools within a theoretical framework to analyze and interpret business data.
CO5	Create structured research reports using appropriate formats, summaries, and software tools to effectively communicate research findings for informed business decision-making.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3					
CO 2		3		2			2
CO 3		3			2	2	
CO 4		3		2		1	3
CO 5		2		3	1		3

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 Transcribing data in SPSS		**2 Hours**
Experiment 2 Exploring Data – Histogram, Box and Whisker Plot, Scatter Plot		**2 Hours**
Experiment 3 Descriptive Statistics		**2 Hours**
Experiment 4 Checking for Reliability, Normality and Homogeneity of Variance		**2 Hours**
Experiment 5 Conducting Factor Analysis		**2 Hours**
Experiment 6 Conducting Non-Parametric Tests		**2 Hours**
Experiment 7 Conducting Parametric Tests		**2 Hours**
Experiment 8 Conducting Discriminant Analysis		**2 Hours**
Experiment 9 Correlation and Regression		**2 Hours**
Experiment 10 Conducting Cluster Analysis		**2 Hours**
	Laboratory	**20 Hours**
	Theory	**30 Hours**
	Total	**50 Hours**

References
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.
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24MB107	Managerial Skill Development - I	L	T	P	C
		0	0	4	2

Pre-requisite	Assessment Pattern	
● Basic Communication Skills	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	60
	Semester End Examinations	40

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Demonstrate and apply effective business communication strategies to enhance clarity and professionalism in managerial contexts.
CO2	Design and compose various business correspondences to address real-world organizational and customer-related challenges.
CO3	Develop and adapt digital and non-verbal communication techniques to build strong interpersonal and corporate relationships.
CO4	Create persuasive presentations, speeches, and promotional content to influence and engage diverse business audiences.
CO5	Evaluate and integrate professional etiquette, resume writing, and interview skills to enhance managerial employability.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2		2	3	3		
CO 2	2		2	3	3	1	
CO 3	1	2	3		3	2	
CO 4	2			2	3	2	
CO 5		2			3	1	

List of Laboratory Experiments

Activity / Experiment 1	
Business Communication – Components, Types, Communication in Digital Era, Mistakes in Communication	**4 Hour**

Activity / Experiment 2 Business Letters – Positive, Negative and Neutral, Sales Letters, Complaint Letters and Enquiry Letters.	**4 Hour**
Activity / Experiment 3 Letters related to HR – Offer letter, Warning letter, Transfer Letter, Promotion Letter	**4 Hours**
Activity / Experiment 4 Adapting E-Mail Correspondence and E-Mail Etiquettes	**4 Hours**
Activity / Experiment 5 Drafting Memos, Agenda and Minutes of Meeting	**4 Hours**
Activity / Experiment 6 Framing Advertisements, Slogans, Captions	**4 Hours**
Activity / Experiment 7 Preparing Press Releases, Business Proposals	**4 Hours**
Activity / Experiment 8 Non-Verbal Communication – Body Language, Business Etiquettes	**4 Hours**
Activity / Experiment 9 Managerial Speeches – Presentations, Extempore, Introduction, Thanking	**4 Hours**
Activity / Experiment 10 Preparing Resume, Job Applications, Preparing for Job Interviews	**4 Hours**
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, 13th Edition, McGraw Hill Education, 2018.
3. Rajendra Pal, J.S. Korlahalli, Essentials of Business Communication, 13th Edition, Sultan Chand & Sons, 2021.
4. Matthukutty M Monippally, Business Communication: From Principles to Practice, 1st Edition, Tata McGraw Hill, 2018
5. Neera Jain, Shoma Mukherji: Effective Business Communication," 2nd Edition, Tata McGraw Hill, 2020.

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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	
● Management Principles ● Business Environment	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.

Course Outcomes (COs)

The students will be able to

CO1	Analyze core marketing concepts and philosophies, evaluate the impact of the marketing environment, and design effective marketing mix strategies to achieve organizational goals.
CO2	Analyze market segments, formulate targeting strategies, and design positioning approaches by evaluating buyer behavior to optimize marketing outcomes.
CO3	Evaluate product strategies across the product life cycle, design pricing and channel approaches, and develop integrated promotional plans to maximize market impact.
CO4	Analyze branding fundamentals, formulate strategic brand name and positioning decisions, and evaluate the concepts of brand love and love marks to build strong emotional connections with consumers.
CO5	Analyze and apply digital marketing strategies—including social media marketing, neuromarketing, inbound and outbound techniques—and evaluate marketing analytics and information systems to enhance decision-making and campaign effectiveness.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2			3	2	
CO 2	1	2			3	1	
CO 3	1	2			3	1	
CO 4	1	2			3	2	
CO 5	1	3		2		1	

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		
1. Philip Kotler, Kevin Lane Kellar, 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		
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	
● Management Principles	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PS01	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze the nature, scope, functions, models, and evolving role of HRM in a dynamic business environment to understand the foundational principles of HRM
CO2	Apply staffing processes including job analysis, recruitment, selection, and induction in organizational settings, allowing students to plan and manage the human resource lifecycle effectively.
CO3	Design and assess training and development programs using appropriate learning principles and evaluation methods, enabling students to build a skilled and competent workforce.
CO4	Analyze performance and career management systems and implement effective appraisal techniques, helping students enhance individual and organizational productivity.
CO5	Evaluate and implement compensation strategies and job evaluation methods by analysing current trends and legal frameworks, enabling students to build fair and motivating reward systems.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3					2	
CO 2	3	2			1	1	
CO 3	3		2		1	1	
CO 4	2	3	2		1	2	
CO 5	3			3		1	

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		
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		
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	
● Management Principles ● Basics of Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment.

Course Outcomes (COs)

The students will be able to

CO1	Evaluate different production systems and apply line balancing techniques to optimize operational efficiency in varied business contexts.
CO2	Design facility layouts and justify location decisions to enhance workflow and reduce operational costs in manufacturing and service sectors.
CO3	Formulate aggregate and capacity planning strategies using MRP tools to align production schedules with fluctuating customer demands.
CO4	Apply inventory control models and techniques like EOQ, ABC, and JIT to minimize stockouts and optimize inventory levels.
CO5	Develop lean operations by implementing time study methods and waste-reduction tools such as 5S, KAIZEN, and KANBAN.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2				2	
CO 2	1			2		3	
CO 3		2					3
CO 4		1				2	3
CO 5		1	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.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Norman Gaither and Greg Frazier., Operations Management, New Delhi: Cengage Learning, 2017.
2. KanishkaBedi, Production and Operations Management, 3rd Edition, Tata McGraw Hill Education India, 2016.
3. S.N.Chary, Production and Operations Management, 6th 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	
● Management Principles ● Knowledge in Financial and Management Accounting	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	50
	Semester End Examinations	50

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.

Course Outcomes (COs)

The students will be able to:

CO1	Analyze the fundamental functions and goals of financial management, evaluate the role of the finance manager, and apply key concepts such as Time Value of Money and financial planning processes to make informed financing decisions within dynamic business environments.
CO2	Evaluate the principles and nature of capital budgeting and apply various investment appraisal techniques such as Payback Period, Discounted Payback, ARR, NPV, IRR, and Profitability Index to make sound capital investment decisions under constraints like capital rationing.
CO3	Analyze the concept and measurement of cost of capital, evaluate specific and overall costs, and assess factors influencing capital structure including operating, financial, and combined leverage to optimize financial decision-making.
CO4	Evaluate various dividend policies and theories, analyze the determinants influencing dividend decisions, and differentiate between different forms of dividends to formulate effective dividend strategies.
CO5	Analyze the principles and determinants of working capital, evaluate the operating cycle, estimate working capital to maintain financial stability, ensure liquidity, and improve the efficiency of day-to-day operations in an organization.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	
CO 2	1	3				1	
CO 3	2	3					
CO 4	2			1			
CO 5	1	2			3	1	

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, and 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 Calculating Present Value (PV) of different cashflow streams		**2 Hours**
Experiment 2 Calculating Future Value (FV) of different cashflow streams		**2 Hours**
Experiment 3 Analyzing alternative investment decisions using DCF Techniques		**2 Hours**
Experiment 4 Analyzing alternative investment decisions using Non-DCF Techniques		**2 Hours**
Experiment 5 Calculating Cost of Capital for various sources of funds		**2 Hours**
Experiment 6 EBIT – EPS Analysis using What-if Analysis		**2 Hours**
Experiment 7 Calculating Financial, Operating and Combined Leverages		**2 Hours**
Experiment 8 Analyze the impact of Dividend Decisions on Value of the Firm		**2 Hours**
Experiment 9 Calculating Operating Cycle		**2 Hours**
Experiment 10 Estimation of Working Capital Requirements		**2 Hours**
	Laboratory	**20 Hours**
	Theory	**30 Hours**
	Total	**50 Hours**

References
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.
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24MB205	Operations Research	L	T	P	C
		3	0	2	4

Pre-requisite	Assessment Pattern	
● Management Principles ● Production, Operation, Facility, Logistics ● Work Allocation, Time Study, Motion Study.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	50
	Semester End Examinations	50

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Formulate and solve real-world optimization problems using LPP techniques like simplex, dual simplex, and sensitivity analysis.
CO2	Optimize resource allocation by applying transportation, assignment, and travelling salesman algorithms in business scenarios.
CO3	Construct and analyze project networks using CPM and PERT to minimize project duration and control timelines.
CO4	Evaluate strategic decisions using game theory, decision trees, and simulation methods to optimize outcomes under uncertainty.
CO5	Apply queuing models to improve service efficiency and reduce wait times in operational and customer service systems.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3					2
CO 2		2				2	3
CO 3		2			2		3
CO 4	1	2		2			2
CO 5		2				1	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 Construct a Linear Programming model using solver.		**2 Hours**
Experiment 2 Solving Linear Programming with sensitivity analysis.		**2 Hours**
Experiment 3 Solving Transportation Problem		**2 Hours**
Experiment 4 Construct the Optimized solution for the Assignment.		**2 Hours**
Experiment 5 Solve the Travelling Salesman Problem		**2 Hours**
Experiment 6 Calculate the expected time using PERT		**2 Hours**
Experiment 7 Find out the Critical Path		**2 Hours**
Experiment 8 Decision Tree Analysis		**2 Hours**

Experiment 9 Determine the value of the game using Game Theory.	**2 Hours**
Experiment 10 Applying Single Server Queuing Model.	**2 Hours**
Laboratory	**20 Hours**
Theory	**30 Hours**
Total	**50 Hours**

References

1. Hamdy A. Taha, Operations Research - An Introduction, 10th Edition, Pearson Education, 2020.
2. G. Srinivasan, Operations Research: Principles and Applications, 3rd Edition, MacMillan India, 2019.
3. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research, 10th Edition, Tata McGraw Hill, 2019.
4. J.K. Sharma, Operations Research: Techniques and Applications, 6th Edition, MacMillan India, 2019.
5. Wayne L. Winston, Operations Research: Algorithms and Applications, Pearson Education, 2019.

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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	2	4

Pre-requisite	Assessment Pattern	
	Mode of Assessment	**Weightage (%)**
• Management Principles • Business Environment • Basic Computer Knowledge	Continuous Assessment	50
	Semester End Examinations	50

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Analyze the characteristics of Internet-ready IT applications and evaluate the distinctions between structured, semi-structured, and unstructured data, enabling students to critically assess digital data categories and design IT solutions that effectively address complex business information needs for strategic decision-making.
CO2	Evaluate the architectures and data models of OLTP and OLAP systems, analyze the evolution of Business Intelligence (BI), and synthesize the roles of DSS, EIS, MIS, and digital dashboards within the BI framework to to critically assess BI tools and applications to design effective data-driven decision support systems that enhance organizational performance.
CO3	Design and evaluate data integration processes including ETL, data warehousing, and data profiling techniques to ensure high data quality and enable effective decision-making across organizational systems.
CO4	Construct and evaluate dimensional data models with fact and dimension tables to support efficient business data analysis and reporting
CO5	Design and appraise enterprise-level performance measurement systems by selecting appropriate measures, metrics, and KPIs to support strategic decision-making, reporting, and continuous improvement.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				1	2
CO 2	1	3		2		2	3
CO 3	2	3				1	2
CO 4	1	3				1	2
CO 5	1	2		3		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 Basic Report Preparation using Pivot Table		**2 Hours**
Experiment 2 Percentage Calculations in Pivot Table		**2 Hours**
Experiment 3 Calculations in Pivot Table		**2 Hours**
Experiment 4 Pivot Chart and Dashboard Preparation		**2 Hours**
Experiment 5 Extraction and Cleaning of Structured and Semi Structured Data from Spreadsheet		**2 Hours**
Experiment 6 Transformation of Structured and Semi Structured Data from Spreadsheet		**2 Hours**
Experiment 7 Data Modelling – Star Schema		**2 Hours**

Experiment 8 Data Modelling – Snowflake Schema	**2 Hours**
Experiment 9 Report Standardization and Presentation Practices	**2 Hours**
Experiment 10 Presenting the data and KPIs graphically	**2 Hours**
Laboratory	**20 Hours**
Theory	**30 Hours**
Total	**50 Hours**

References

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

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	
● Management Principles	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	60
	Semester End Examinations	40

Course Objectives

- 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)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Create professional reports and business documents using advanced MS Word features, enabling students to effectively communicate business information.
CO2	Apply mail merge techniques to automate business communications such as AGM invitations, enhancing efficiency and personalization in official correspondence.
CO3	Evaluate datasets using a variety of MS Excel functions (logical, text, date/time, lookup, array, and database functions), allowing students to extract insights for informed business decision-making.
CO4	Formulate and solve decision-making models such as Linear Programming, Transportation, Assignment, and What-If Analysis using Excel, equipping students with optimization and resource allocation skills in real-world scenarios.
CO5	Simulate probabilistic business situations like production planning using Monte Carlo Simulation, enabling students to handle uncertainty and risk in operational decisions

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			1		1	2
CO 2	1				2	1	2
CO 3	1	3					2
CO 4	1	3				2	3
CO 5	1	3				1	3

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, 1st 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, 1st 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	
● Business and Social Environment ● Basics of Research	**Mode: Continuous Assessment 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

- 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)

PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.

Course Outcomes (COs)

The students will be able to:

CO1	Analyze local community challenges through field engagement and stakeholder interaction to identify areas for impactful intervention.
CO2	Evaluate existing public and government development initiatives to identify gaps and opportunities for community improvement.
CO3	Apply innovative and practical solutions to social problems by leveraging creative thinking and collaborative approaches.
CO4	Design awareness campaigns or educational interventions that address identified social issues by collaborating with community members and relevant authorities
CO5	Demonstrate ethical responsibility and social sensitivity while engaging with diverse community stakeholders.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2		1	3		
CO 2		2		3	1	1	
CO 3		3			5		
CO 4				2	3	1	
CO 5				3	1	1	

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	2	0	1

Pre-requisites	Assessment Pattern	
● Core Management Concepts	**Mode: Continuous Assessment 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

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven 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	Demonstrate effective oral communication and critical thinking in presenting and defending viewpoints during professional discussions.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2		2			3	2	
CO 3	2	2		2		2	2
CO 4	2	2		3		2	2
CO 5		1			2	1	

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
		3	1	0	4

Pre-requisites	Assessment Pattern	
● Basic Management Concepts	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO5	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO1	Apply knowledge of management theories and practices to solve business problems.

Course Outcomes (COs)

The students will be able to

CO1	Apply the conceptual framework of strategic management by analyzing its components—vision, mission, goals, objectives, and strategic intent—to formulate a coherent understanding of strategic decision-making models and their relevance in dynamic business environments
CO2	Analyze internal and external environments using SWOT, PESTEL, VRIO, and Porter's Five Forces to formulate strategic insights, identify core competencies, and evaluate competitive positioning.
CO3	Develop comprehensive business strategies by applying corporate portfolio analysis, evaluating global and international options, and selecting suitable corporate, business, and functional strategies to address diverse organizational scenarios and competitive environments.
CO4	Construct effective implementation plans by aligning organizational structures, development stages, and job designs with strategic goals, and by applying reengineering principles to support long-term organizational growth and adaptability.
CO5	Evaluate key performance measures at different organizational levels and apply strategic control systems to monitor progress and improve corporate outcomes.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2		2		3		1	
CO 3	2			3		2	
CO 4		1		2	3		
CO 5	1	2					

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. Thomas L. Wheelen, Alan N. Hoffman, J. David Hunger, Charles E. Bamford, Purva Kansal, "Strategic Management and Business Policy: Globalization, Innovation and Sustainability", 16th edition, Pearson Education, 2024.
2. Gregory G. Dess, Gerry McNamara, Alan B. Eisner and Steve Sauerwald, "Strategic Management: Text and Cases", Mcgraw Hill,11th Edition, 2024.
3. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson and Jeffrey S. Harrison, "Strategic Management: Concepts and Cases – Competitiveness and Globalization", 14th edition, Cengage Learning, 2024.
4. Fred R. David, Forest R. David and Meredith E. David, "Strategic Management: A Competitive Advantage Approach, Concepts and Cases", 18th edition, Pearson Education, 2025.
5. Bod de Wit, Ron Meyer, "Strategy - An International Perspective", 8th edition, Cengage Learning, 2025.

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	4	2

Pre-requisites

- Basic understanding of Management concepts

Assessment Pattern

Mode: Continuous Assessment 100%

Assessments	Weightage (%)
Mid - Review Presentation	20
Review of Weekly Reports	20
Industry Feedback	10
Report	25
Viva-Voce	25

Course Objectives

- 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)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven 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

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2			2	2	
CO 2	2	3				2	
CO 3			1		3	2	
CO 4	2	3		3		2	
CO 5	1			2	3	1	1

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

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AUDIT COURSE

24MB303	Value Education and Ethics	L	T	P	C
		0	1	0	-

Pre-requisite	Assessment Pattern	
Nil	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- 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)

PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.

Course Outcomes (COs)

The students will be able to:

CO1	Define core ethical concepts and explain their relevance in personal and professional contexts.
CO2	Assess and evaluate personal values and how they influence ethical decision-making.
CO3	Apply ethical principles to analyze scenarios involving personal, social, and workplace ethics.
CO4	Demonstrate awareness of the impact of ethical behaviour on individual well-being and societal harmony.
CO5	Develop a personal code of ethics based on reflection, societal expectations, and professional standards.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1			1	2			
CO 2		2	2	3		1	
CO 3		1	2	3			
CO 4			1	2	2	2	
CO 5			2	3		2	

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	
1. A.R. Mohapatra, Bijaya Mohapatra, 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
		3	1	0	4

Pre-requisites	Assessment Pattern	
● Business Environment	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- 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)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze and compare international business theories and practices to evaluate global market opportunities and address challenges in trade and investment decisions.
CO2	Evaluate the impact of globalization, protectionist measures, and international institutions on business strategies to make informed decisions in diverse global environments.
CO3	Compare and evaluate integrated international business strategies across market entry, production, marketing, and HR to address competitive and operational challenges in global markets.
CO4	Analyze foreign exchange market mechanisms and apply exchange rate theories and forecasting tools to manage currency risks and make informed international financial decisions
CO5	Evaluate export risks, financing options, and ethical dilemmas within regulatory frameworks to develop responsible and compliant international trade strategies.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	1	2		3		2	
CO 3	2			3		2	
CO 4	1	2		2		2	
CO 5				2	2	1	

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**	
● Core Management Principles	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	60
	Semester End Examinations	40

Course Objectives

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Assess the various business environments to identify the research gap / research problem
CO2	Design an appropriate research plan to address a 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	Compose a research report applying effective report writing principles to present findings and solutions clearly

Articulation Matrix

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO 1	3	3		3		3	2
CO 2	3	2		2		3	
CO 3		2		2	2	2	
CO 4		3		3			3
CO 5	2	2	2	3	3	2	2

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

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24MB403	Comprehensive Viva-Voce – II	L	T	P	C
		0	2	0	1

Pre-requisites	Assessment Pattern	
● Basic Understanding of Management Principles and Professional Elective Courses	**Mode: Continuous Assessment 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

- 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	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven 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	Demonstrate effective oral communication and critical thinking in presenting and defending viewpoints during professional discussions.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2		2			3	2	
CO 3	2	2		2		2	2
CO 4	2	2		3		2	2
CO 5		1			2	1	

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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PROFESSIONAL ELECTIVES – MARKETING

24MBM01	Brand Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the concept of brand and its value.
- To impart knowledge on brand extensions and brand positioning.
- To make the students understand the strategic issues in branding.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze and apply strategic brand management frameworks to build strong brand identities and differentiate products in competitive markets.
CO2	Create and manage brand strategies using brand equity models and communication tools to enhance brand value and customer engagement.
CO3	Design and evaluate brand architecture and naming strategies to optimize brand portfolios and support business growth.
CO4	Develop and implement brand positioning and valuation strategies to strengthen brand relevance, guide rebranding efforts, and optimize brand portfolio decisions.
CO5	Apply innovative branding approaches such as emotional, green, and digital branding to build impactful retail brands and foster consumer co-creation.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3			
CO 2	2	2		3		2	
CO 3	2			2			
CO 4	2	3				2	
CO 5	1			3		2	

UNIT I	INTRODUCTION	7 Hours

Evolution, Products vs. Brands, Strategic Brand Management, Importance, Brand Management Framework. Brand Identity: Levels, Brand Identity Prism.

UNIT II	**BRAND BUILDING**	**9 Hours**
Building Brands: Tenets of Brand Building, Brand Communication: Brand Awareness, Brand Image, Brand Associations, Brand Personality. Brand Equity: David Aaker's Model, Kapferer's Model, CBBE Model, Love mark.		
UNIT III	**BRANDING DECISIONS**	**8 Hours**
Brand Architecture, Designing Brand Architecture. Brand Name Decisions. Branding Strategies: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding. Rebranding		
UNIT IV	**MANAGING BRANDS**	**10 Hours**
Brand Positioning, Brand Positioning vs. Product Positioning, Brand Positioning Strategies. Creating Brand Positioning Statement: Guidelines, Components. Brand Re-positioning, Brand Revitalization. Brand Valuation: Methods. Brand audits, Brand Elimination. Brand Extensions		
UNIT V	**CONTEMPORARY PRACTICES**	**6 Hours**
Building Retail Brands, Emotional Branding, Green Branding, Digital Branding: ZMOT, Co-Creation of Brands. Packaging in building brands, Brand Experience.		
Suggested Self-Study Topics: Destination Branding, Lifestyle Branding, Brand Journalism, Personal Branding, Protecting Brands form Digital Piracy, Sensory Branding, Managing Brand Bashing, Branded Contents, Brand Bashing,AI in Brand Sentiment Analysis, AI-Powered Personalization.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1. Sharad Sarin, Strategic Brand Management for B2B Markets, Sage Publications, New Delhi, 2015. 2. Kirti Dutta, Brand Management Principles and Practices, Oxford University Press, New Delhi, 2016. 3. Kevin Lane Keller, Strategic Brand Management, Prentice Hall of India, New Delhi, 2016. 4. Jamesr Gregory, The Best of Branding, Tata McGraw Hill, New Delhi, 2013. 5. David A Aaker, Managing Brand Equity, Free press, USA, 1991.		
Online Resources		
1. https://onlinecourses.swayam2.ac.in/imb24_mg76/preview?user_email=senthilkumar@bitsathy.ac.in 2. https://onlinecourses.nptel.ac.in/noc24_mg89/preview 3. https://www.mygreatlearning.com/academy/learn-for-free/courses/brand-management 4. https://www.edx.org/learn/branding/indian-institute-of-management-bangalore-brand-management 5. https://www.coursera.org/learn/brand		

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24MBM02	Customer Relationship Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the fundamentals of Customer Relationship Management
- To impart knowledge on the process of CRM strategy development
- To acquaint the students with the issues and challenges in CRM implementation, tools of CRM in various sectors such as manufacturing and service oriented.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Evaluate relationship marketing concepts and strategic CRM frameworks to design effective customer value propositions.
CO2	Implement customer retention, experience, and loyalty programs to enhance customer relationships and manage complaints effectively.
CO3	Analyze CRM analytics and metrics to formulate data-driven customer acquisition and selection strategies.
CO4	Utilize information technology tools and e-CRM solutions to optimize customer relationship management processes.
CO5	Adapt CRM strategies to diverse market segments and mitigate challenges in various business dimensions.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	2			3	2	2
CO 3	2	2		3		2	2
CO 4	2	2				2	2
CO 5	2	2		2		2	

Unit I	Conceptual Foundation	7 Hours

Relationship Marketing: Evolution, Stages, Types, Purpose, Importance. Concepts of Customer Value. Strategic CRM: Emergence, Significance, Growth, Elements, Developing CRM Strategies.

Unit II	**CRM Process and Implementation**	**8 Hours**
Customer Retention Management, Customer Experience Management, Loyalty Programs: Design, Drivers, Issues. Campaign Management, CRM metrics and KPI, Customer Complaint Management, Role of Marketing Channels in CRM, Employee Factors in CRM. Customer Lifecycle		
Unit III	**CRM Analytics**	**10 Hours**
Customer Acquisition Metrics, Customer Activity Metrics, Customer Based Value Metrics, Strategic Customer Based Value Metrics, Customer Selection Strategies, Sentiment Analysis.		
Unit IV	**Information Technology and CRM**	**8 Hours**
E-CRM: Introduction, Features, Advantages, Technologies. CRM Software Programs, Implementation, IT Tools in CRM: Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, EPOS, Sales Force Automation.		
UNIT V	**CRM Dimensions**	**7 Hours**
CRM in Different Markets and Sectors: B2B, B2C, Rural Markets, Services Sector: Banking, Insurance, Telecom, Hospitality and Aviation, CRM and Customer Privacy, Managing CRM Roadblocks, CRM in Social Media,		
Suggested Self-Study Topics : Self Service CRM, IoT and CRM, Impact of Blockchain in CRM, Mobile CRM, AR & VR in customer journey, Gen Z CRM, AI Chatbots in CRM, Predictive AI in Customer Retention.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. G Shainesh & Jagdish N Sheth, Customer Relationship Management-A Strategic Approach, Trinity, New Delhi, 2014
2. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi, 2012.
3. V. Kumar & Werner J., Customer Relationship Management, Willey India Pvt Limited, 2012.
4. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management –Concepts and Application, Biztantra. Dreamtech Press, 2007.
5. Judith W.Kincaid, Customer Relationship Management- Getting it Right, Pearson Education, 2007.

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1. https://www.mygreatlearning.com/academy/learn-for-free/courses/customer-relationship-management
2. https://iimbx.iimb.ac.in/catalog/customer-relationship-management/
3. https://onlinecourses.swayam2.ac.in/imb24_mg62/preview
4. https://www.coursera.org/learn/customer-relationship-management
5. https://www.udemy.com/course/crm-customer-relationship-management/

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24MBM03	Digital Marketing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To design various controllers and compensators to improve system performance
- To introduce the concept of Digital Marketing. To make the students explore the various online modes of reaching customers and market the Products and brand effectively.
- To analyze the online promotional media using appropriate analytical tools.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Formulate comprehensive digital marketing plans by integrating essential concepts and differentiating digital from traditional approaches.
CO2	Develop and optimize an effective online presence through strategic website planning, development, and content management system utilization.
CO3	Implement diverse traffic generation strategies, including SEO, PPC, social media, and email campaigns, to maximize online reach and engagement.
CO4	Analyze digital marketing performance data using tools like Google Analytics and SEO techniques to derive actionable insights for optimization.
CO5	Design and manage conversion-focused campaigns by applying advanced Adwords strategies, landing page optimization, and bidding techniques.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2				2	1
CO 2	2	3				2	2
CO 3	2	3				2	2
CO 4		2		2		2	2
CO 5	2	3				2	2

Unit I	Introduction	6 Hours

Digital Marketing: Need, Significance, Terminologies, Traditional vs Digital Marketing, 4 Cs of Digital Marketing, Process, Essential Ingredients, Designing Digital Marketing Plan.

Unit II	Online Presence	9 Hours

Online Presence: Modes, Website Planning and Development: Website Design and User Experience, Types of Websites, Keywords, Domain Name, Webhosting, Building Websites using CMS. Mobile Marketing and SMS strategy.		
Unit III	**Traffic**	**8 Hours**
Display Advertising, Pay-Per-Click Advertising, Referral Traffic, Affiliate Marketing, E-mail Campaigns, Search Engine Marketing, Marketing Automation, Paid social media advertising strategies - Chatbots and Conversational marketing, Social Media Marketing, LinkedIn Marketing.		
Unit IV	**Insights**	**9 Hours**
Search Engine Optimization: Introduction, Keyword Planner Tools, Website Indexing and Keyword Placement, Content Optimization, SEO strategies for local businesses, Off –Page SEO Techniques, Google Analytics. SEO audit.		
UNIT V	**Conversion**	**8 Hours**
Ad words, Landing Pages, Types of Campaign Goals, Bidding Strategies, Design of various Campaigns and Monitoring Traffic Behaviour.		
Suggested Self-Study Topics : WhatsApp Business API, Facebook Audience Insights, Video Marketing, Shoppable Contents, Geofencing, BERT, Vernacular SEO, AI in Programmatic Advertising, Generative AI for Content Creation.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1. Seema Gupta, Digital Marketing, McGraw Hill, 3rd Edition, 2022. 2. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Education, 2019. 3. Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, targeted and Measurable Online Campaigns, 1st Edition, John Wiley & Sons, 2016. 4. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015. 5. Damian Ryan & Calvin Jones, Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation", 3rd Edition, Kogan Page Ltd, 2018.		
Online Resources		
1. https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview 2. https://grow.google/certificates/digital-marketing-ecommerce/ 3. https://iimskills.com/digital-marketing/ 4. https://kalladaacademy.com/masters-in-digital-marketing-online-course/ 5. https://skillshop.exceedlms.com/student/collection/654330-digital-marketing?locale=en-GB		

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24MBM04	Event Management and Marketing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- Apply a systematic approach to the research, design, planning, implementation, and evaluation of an event marketing strategy Segment, target, and develop an event market
- Assess potential threats to an event's success and build clear competitive advantages within the total event design

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Evaluate the scope and characteristics of various event types to identify key competencies required for effective event management in the Indian context.
CO2	Develop comprehensive event business plans and proposals by conducting thorough marketing research and assessing feasibility for diverse client needs.
CO3	Design and execute complex events by meticulously planning budgets, human resources, logistics, and ensuring adherence to legal and operational protocols.
CO4	Formulate integrated event marketing strategies, including branding, pricing, and sponsorship decisions, to effectively target and attract desired audiences.
CO5	Implement strategic event promotion campaigns utilizing advertising, publicity, public relations, and various media tools to maximize event visibility and attendance.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		2	2	2	
CO 2	2	2		2		2	2
CO 3	2	2		2	3	2	2
CO 4	2	3			3	2	
CO 5	2			2	2	2	

Unit I	Basics	6 Hours

Events: Introduction, Scope, Types, Characteristics. Growth of Event Industry in India, Event Management Competencies, Role of Event Manager.

Unit II	**Event planning**	**9 Hours**
Marketing Research for Events, Sourcing and Understanding Clients, Feasibility Assessment, B-Plan Preparation, Risk Management, Sustainability, Bidding for Events: Components, Proposal. Event Management: Laws, Permits, Licenses, Contracts.		
Unit III	**Event Designing and Organizing**	**8 Hours**
Event Design, Estimating Costs and Budget Preparation, Human Resource Planning, Logistics Planning, Organizing Events: Venue, Timelines, Protocols, Hospitality, Evaluation, Event Technology.		
Unit IV	**Event Marketing**	**9 Hours**
Marketing Mix for Events, Defining Target Markets, Event Media Relations, Events Life Cycle Analysis, Branding: Issues and Strategies, Pricing Decisions, Sponsorship Decisions.		
UNIT V	**Promoting Events**	**8 Hours**
Event Campaign Management, Event Advertising, Publicity and Public Relations, Promotion Tools, Media Tools.		
Suggested Self-Study Topics : Event Apps, Experimental Marketing, Digital Swag Bags, Live Events, Event Planning Software's, AI-Driven Event Personalization, Virtual Event Analytics Using AI		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Shannon Kilkenny, The complete guide to successful Event Planning: A guide book to producing Memorable Events, Atlantic Publishing Company, 2021.
2. Alex Genadinik, Event Planning: Management & Marketing for Successful Events, Create Space Independent Publishing Platform, 2015.
3. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, 2nd Edition, John Wiley, 2012.
4. Judy Allen, Event Planning, 2nd Edition, Wiley, India, 2016.
5. Allison Saget, The Event Marketing Handbook: Beyond Logistics & planning, Kaplan Publishing, 2012.

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1. https://onlinecourses.swayam2.ac.in/nou24_ge49/preview
2. https://www.airmeet.com/hub/blog/online-event-management-courses/
3. https://www.oxfordhomestudy.com/courses/event-management-courses-online/event-planning-courses-online-free
4. https://egyankosh.ac.in/bitstream/123456789/57044/3/Unit-18.pdf
5. https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf

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24MBM05	Integrated Marketing Communication and Promotion	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the fundamentals of advertising and sales promotion.
- To familiarize the students about various media for advertising and media planning.
- To throw light on the various sales promotion techniques.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment.

Course Outcomes (COs)

The students will be able to

CO1	Analyze the role and components of Integrated Marketing Communication (IMC) to formulate effective advertising objectives and campaign structures.
CO2	Develop strategic media plans by evaluating various advertising media types, measuring reach and frequency, and optimizing cost-effectiveness for campaigns.
CO3	Design compelling marketing communications across various platforms (TV, print, digital) by applying principles of appeal, layout, and message development, and assessing their validity.
CO4	Evaluate the role and objectives of promotion management to select and implement appropriate trade-oriented and customer-oriented promotion techniques.
CO5	Construct comprehensive promotional campaigns, including on-line sales promotions, by identifying requirements and developing effective strategies to achieve marketing goals.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	2	
CO 2		2					2
CO 3		2			2		2
CO 4				2	2		2
CO 5				2	2		2

Unit I	Introduction and Advertising	6 Hours

IMC: Evolution of IMC, Role, IMC Model, IMC Mix - Advertising: Concept, Definition, Setting Objectives-DAGMAR Advertising Agencies: Structure, Functions – Advertising Campaigns.

Unit II	**Media Planning**	**10 Hours**
Advertising Media: Types, Pros and Cons, Measuring Reach, Deciding on Frequency, Measuring Impact, Cost Appraisal, Media Research, Media Strategy and Scheduling.		
Unit III	**Designing Marketing Communications**	**11 Hours**
TV Commercials: Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Ratio Advertising, Advertising in Digital Platforms. Testing Validity and Reliability of advertisements, Public Relations & IMC Integration.		
Unit IV	**Promotion Management**	**7 Hours**
Definition, Role, Objectives, Promotion Mix. Techniques: Trade Oriented, Customer Oriented. Point-of-Purchase Promotion, Measuring IMC Effectiveness.		
UNIT V	**Planning Promotional Campaigns**	**6 Hours**
Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion, AI-Powered Cross-Channel Campaign Optimization, Voice Assistants and AI in Conversational Marketing		
Suggested Self-Study Topics: Programmatic Advertising, Ad fatigue, Banner Blindness, Click Frauds, Advergames, In game advertising		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. George E Belch and Michael A Belch, Advertising and Promotion, 12th Edition, Tata McGraw Hill, New Delhi, 2021.
2. Larry Percy and Richard Rosenbaum - Elliott, Strategic Advertising Management, Oxford University Press, New Delhi, 2016.
3. Jaishri Jeth Waney and Shruti Jain, Advertising Management, 2nd Edition, Oxford University Press, New Delhi, 2012.
4. Thomas O'Guinn, Chris Allen , Angeline Close Scheinbaum, Richard J. Semenik, Advertising and Integrated Brand Promotion, 8th Edition, Thomson South Western, Singapore, 2018.
5. David A Aaker and John G Myers, Advertising Management, Prentice Hall of India, New Delhi, 2011.

Online Resources

1. https://onlinecourses.swayam2.ac.in/cec24_mg27/preview
2. https://nou.edu.ng/coursewarecontent/MAC%20428%20INTEGRATED%20MARKETING%20COMMUNICATION.pdf
3. https://subhosir.files.wordpress.com/2021/09/01.-introduction-to-imc-1.pdf
4. http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/1526/1/Promotion-%20IMC.pdf
5. https://core.ac.uk/download/pdf/161426367.pdf

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24MBM06	Marketing Metrics and Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing Management • Visual Analytics	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce to the key concepts of marketing performance management.
- To understand how marketing metrics can be used effectively within the business environment marketers.
- To develop the analytical understanding and skills needed to make fact-based decisions in managing marketing performance.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Creation of opportunities, performance and accountability using marketing metrics.
CO2	Determine the profit margins through contribution analysis.
CO3	Construct product portfolio and brand equity metrics.
CO4	Choose appropriate sales force and logistics channel to reach out the customers.
CO5	Implement the right pricing strategy to increase return on investment.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	2
CO 2	2	3				1	3
CO 3	1	3				2	2
CO 4		2				2	2
CO 5	2	3				2	3

Unit I	Introduction	6 Hours

Marketing Metrics – Key Concepts, Importance, Utility. Opportunities, Performance and Accountability. Data availability, Sources of Data, Big Data, Key Marketing Metrics.

Unit II	Margins and Profits	10 Hours

Selling Price and Channel margins, Average price, Cost structures and profit, Contribution analysis, Target volume analysis.

Unit III	**Product Portfolio Management**	**10 Hours**
Customer Lifetime Value (CLTV), Trial, Repeat, Penetration and Volume projection, Brand Valuation, Brand Equity metrics, Conjoint analysis.		
Unit IV	**Sales Force Management**	**7 Hours**
Setting Sales force-goals, Sales force productivity, Evaluating Results, Compensation plans, Pipeline analysis, Distribution coverage and logistics, Inventory turns. Recency, Frequency and Monetary (RFM) Value analysis		
UNIT V	**Pricing Strategy**	**7 Hours**
Price premium, Reservation price, Optimal prices, Price elasticity and Demand, Customer segmentation and pricing, Purchase Behaviour Prediction Models		
Suggested Self-Study Topics : Ad Intel, CLV Modelling, Image Mining, Marketing Analytics Software, Customer Experience Analysis, AI in Predictive Marketing Analytics, AI-Based Customer Segmentation Models.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Cesar A Brea, Marketing and Sales Analytics, Pearson Education (US) 2017.
2. Wayne L. Winston, Marketing Analytics: Data–Driven Techniques with Microsoft Excel, 1st Edition, Wiley, 2014.
3. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, Amazon Digital Services, 2013.
4. Paul W. Farris , Neil T. Bendle , Phillip E, Marketing Metrics, 2nd Edition, Pfeifer 2010.
5. Mark Jeffery, Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, Wiley, 2010.

Online Resources

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2. https://engage.marketo.com/rs/460-TDH-945/images/definitive-guide-to-marketing-metrics-marketing-analytics.pdf
3. https://insightbeforeaction.com/learn/digital-marketing-level-3/unit-322-digital-marketing-metrics-and-analytics/
4. https://www.semrush.com/blog/content-marketing-metrics/
5. https://business.linkedin.com/content/dam/business/marketing-solutions/global/en_ US/campaigns/pdfs /crash-course-metrics-analytics.pdf

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24MBM07	Neuromarketing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the dynamic nature of Consumer Behaviour.
- To give insight on the various external and internal influences on Consumer Behaviour.
- To let them understand how individual consumers and organizational buyers differ in making purchase decisions.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Evaluate neuromarketing concepts to devise strategies addressing complex consumer behaviour challenges in dynamic business environments.
CO2	Integrate neuroscience tools and scientific techniques (e.g., fMRI, QEEG) to optimize advertising effectiveness and ethical product development decisions.
CO3	Synthesize insights on internal consumer influences to design marketing interventions that effectively shape attitudes and motivate purchasing behaviour.
CO4	Assess the impact of social, cultural, and group dynamics to tailor communication and influence consumer choice within diverse market segments.
CO5	Apply consumer decision-making models to predict adoption, enhance post-purchase satisfaction, and minimize cognitive dissonance for business growth.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2			2	2	
CO 2		2		3			2
CO 3					2	3	
CO 4			2	3			2
CO 5	3				2	2	

Unit I	Introduction	7 Hours

Neuro marketing: Meaning, Definition, Process, Challenges. Concepts of Consumer Behaviour. Approaches to the Study of Consumer Behaviour, Role of Neuro marketing in understanding consumer behaviour

Unit II	**Understanding Neuromarketing**	**9 Hours**
Emergence: : Neuromarketing techniques, Neuroscience, Scientific background: fMRI, QEEG, Potential Impact on Advertisements, Product development, Design, Packaging and Distribution, Ethical Concerns – Hype and reality		
Unit III	**Internal Influences on Consumer Behaviour**	**9 Hours**
Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude-Formation, Changing Consumer Attitudes, Neuroscience of emotions, Neuroscience of memory.		
Unit IV	**External Influences on Consumer Behaviour**	**9 Hours**
Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership, Neuro aesthetics and the impact of visuals on ad effectiveness. Neurolinguistics and the psychology of persuasive language in advertising.		
UNIT V	**Decision Process and Post- Purchase Behaviour**	**6 Hours**
Neuroscience of decision-making, Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction.		
Suggested Self-Study Topics : Neuro Marketing Process, Consumer Behaviour Approaches, Neuroscience in Marketing, Ethical Concerns in Neuromarketing, Perception Dynamics, Neuro-aesthetics in Advertising, Consumer Decision Making Process, Post Purchase Behaviour Analysis, AI in Emotion Recognition for Ad Testing, Neural Networks for Analyzing Consumer Brainwave Data.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, New Delhi: Pearson Education, 2013.
2. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer & Consumer Behaviour, New Delhi: Biztantra Publication, 2010.
3. David L Loudon and Albert J Della Bitta, Consumer Behaviour, New Delhi: Tata McGraw Hill, 2017.
4. Shetth and Mittal, Consumer Behaviour, A Managerial Perspective, Singapore: Thomson South Western, 2011.
5. Tanusree Dutta, Manas Kumar Mandal, "Neuromarketing in India: Understanding the Indian Consumer", Taylor & Francis Books India Pvt. Ltd, 2018

Online Resources

1. https://www.coursera.org/learn/neuromarketing
2. https://www.udemy.com/topic/neuromarketing/
3. https://elearn.nptel.ac.in/shop/iit-workshops/completed/masterclass-on-neuromarketing/?v=c86ee0d9d7ed
4. https://www.classcentral.com/course/neuromarketing-toolbox-17148
5. https://professional.dce.harvard.edu/programs/consumer-behavior/

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24MBM08	Omni Channel Retail Management and Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To give an understanding to the students about the significant role of retailing in the marketing system.
- To give inputs to gain insights on the issues involved in organizing and establishing a retail format.
- To enable the students to understand the merchandise management, pricing and promotion strategies in retailing.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Design and implement omni-channel retail strategies to enhance customer experience and optimize store management in diverse retail formats.
CO2	Analyze Indian shopper behaviour and market segments to develop targeted retail strategies for enhanced customer engagement and business growth.
CO3	Evaluate location strategies, trade areas, site characteristics, and atmospherics to optimize retail space and enhance customer experience for increased profitability.
CO4	Integrate key components of the retail marketing mix by evaluating product, brand, merchandise, and category management strategies; formulate effective pricing and promotional strategies aligned with retail objectives and consumer behaviour.
CO5	Apply retail analytics techniques to evaluate the value chain and leverage big data for informed decisions across supply chain, pricing, inventory, and customer experience optimization.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		2	
CO 2	1	2		3		2	
CO 3	2	3		3			
CO 4	1	2			3		
CO 5		2			2	1	

Unit I	Introduction	7 Hours

Retailing, Functions, Retail formats, Retailing in India, Functions of a Store Manager, Impact of FDI on retailing. Omni Channel Retail Strategy, Building Omni channel strategy, Managing Customer Experience in Omni Channel Strategy.

Unit II	**Understanding Customers**	**8 Hours**
Shopping Behaviour, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behaviour, Customer journey mapping, Retail market segmentation.		
Unit III	**Location and Space Management**	**9 Hours**
Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management, Store design and visual merchandising, Retail Floor and Shelf Management, Retail Accounting and Cash Management.		
Unit IV	**Retail Marketing Mix**	**9 Hours**
Product Management, Brand Management, Merchandise Management, Category Management. Pricing: Influences, Strategies. Promotion: Promotion Mix.		
UNIT V	**Retail Analytics**	**7 Hours**
Value chain in Retailing. Retail Analytics – Introduction, Big Data in Retailing, Retail Analysis Process, Software's for Retail Analytics, Retail Analytics Utility: Supply Chain Decisions, Pricing Decisions, Inventory Decisions, Customer Experience, Customer Analytics & Predictive Analytics.		
Suggested Self-Study Topics: Emerging Trends in Global Retailing, Impact of E-commerce on Traditional Retail, Technological Innovations in Omni-Channel Retail, Customer Loyalty Programs in Omni-Channel Retail, Sustainable Retailing Practices, Artificial Intelligence in Retail Analytics, Future of Cashless Retail Transactions, Predictive Analytics in Retail, AI in Unified Retail Experience, AI-Driven Retail Analytics for Consumer Behavior Prediction.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Chetan Bajaj, Rajni Tulsi and Nandhi V Srivastava, Retail Management, New Delhi: Oxford University Press, 2016.
2. Pradhan Swapna, Retailing Management, New Delhi: Tata McGraw Hill, 2012.
3. Barry Berman and Joel R Evans, Retail Management Strategic Approach, New Delhi: Prentice Hall of India, 2017.
4. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, New Delhi: Oxford University Press, 2018.
5. Andrew J Newman and Peter Cullen, Retailing Environment and Operations, New Delhi: Thomson Learning, 2009.

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2. https://onlinecourses.nptel.ac.in/noc24_mg40/preview
3. https://www.coursera.org/articles/retail-analytics
4. https://www.udemy.com/course/master-retail-analytics-with-excel-and-python-part-1/
5. https://www.mygreatlearning.com/academy/learn-for-free/courses/marketing-and-retail-analytics

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24MBM09	Rural Marketing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to get a comprehensive understanding of the distinct nature of Rural markets
- To make them understand the difference between Urban and Rural markets
- To understand about the rural specific marketing mix

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Apply knowledge of management theories and practices to solve business problems.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze rural market characteristics to identify opportunities and design marketing strategies addressing rural consumer challenges.
CO2	Apply segmentation, targeting, and positioning techniques to effectively reach and influence rural market segments.
CO3	Evaluate rural consumer behaviour and deploy research tools to understand buying processes and decision influences.
CO4	Develop product and pricing strategies tailored to the unique demands of rural markets for competitive positioning.
CO5	Formulate promotion and distribution strategies optimizing media choice and channel management for rural market growth.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	2				2	
CO 2	2	3				2	
CO 3		2		2			2
CO 4	2	2				2	
CO 5	2			3		2	

Unit I	Introduction	8 Hours

Rural Economy - Rural Marketing, Concepts, Scope, Opportunities and Challenges. Rural Market Profile: Rural Consumers, Characteristics.

Unit II	**Segmentation, Targeting and Positioning**	**8 Hours**
Segmentation: Concepts, Levels, Effective Segmentation, Basis for Segmentation. Targeting. Positioning.		
Unit III	**Market Research and Buyer Behaviour**	**8 Hours**
Rural Market Research, New Research Tools. Rural Consumer Behaviour: Challenges, Buyer characteristics, Buying decision Process, Influences.		
Unit IV	**Product and Pricing Strategies**	**9 Hours**
Product Design and Adaptation for Rural Markets, Product Classifications, Product Mix Decision, Product Item Decision, Product Strategies. Pricing: Concepts, Policies, Strategies.		
UNIT V	**Promotion and Distribution Strategies**	**7 Hours**
Media Choice, Target Audience Profile, Promotion Strategies. Distribution: Channels, New Approaches, Strategies. Role of Central, State Government and other Institutions in Rural Marketing. Integrated Marketing Communication in Rural Marketing.		
Suggested Self-Study Topics : Rural Economy Trends, Rural Marketing Campaigns, Distribution Challenges, Micro-Segmentation, Rural Market Research Tools, Cultural Influence on Buyer Behaviour, Product Innovation for Rural Markets, Government Initiatives in Rural Marketing, AI in Rural Consumer Data Collection via Mobile and Voice Platforms, AI Chatbots in Vernacular Languages for Rural Engagement.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1. Krishnamacharyulu, C S G, and Lalitha Ramakrishnan, Rural Marketing Text & Cases, Pearson Education Pvt Ltd, New Delhi. 2. Ruchika Ramakrishnan, Rural Marketing in India: Strategies and Challenges, New Century Publication, New Delhi 3. Singh, Awadhesh Kumar, and Satyaprakash Pandey, Rural marketing Indian Perspective, New age International Ltd, New Delhi 4. Sanal Kumar Velayudam, Rural Marketing: Targeting on Non-Urban Consumers, Sage Publications, New Delhi 5. Balram, and Dogra, Rural Marketing: Concepts and Practice, Tata McGraw Hill, New Delhi, 2007.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc20_mg49/preview 2. https://www.udemy.com/course/rural-marketing-promote-advertise-and-distribute/ 3. https://www.ed.youth4work.com/course/143-rural-marketing-online-course 4. https://www.reed.co.uk/courses/rural-marketing-course/394448 5. https://www.skilr.com/rural-marketing-certification		

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24MBM10	Sales and Distribution Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the professional sales process and sales force management
- Build awareness of current sales management practices and relevant managerial issues
- To gain how to manage and motivate a professional sales force thereby gaining insights into the multi-faceted nature of the sales person

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze sales management functions to design strategic plans and lead ethical, effective sales teams for improved performance.
CO2	Develop sales organizational structures and forecasting methods to optimize territory design and allocate sales resources efficiently.
CO3	Apply job analysis, recruitment, and training techniques to build skilled sales forces aligned with business objectives.
CO4	Design motivational and compensation programs to enhance sales force productivity and foster a strong sales culture.
CO5	Evaluate sales team performance using audits and appraisal tools to implement control measures and drive continuous improvement

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2	2			3	2	
CO 3	2	2			2	2	
CO 4	2	2	3	3	3		
CO 5	3	3		3	2	2	

Unit I	Nature of Sales Management	7 Hours

Introduction to Sales Management: Sales management: Its nature and responsibilities – Functions of a Sales manager, Sales management skills, Sales person to sales manager, Social, Ethical and legal responsibilities – Managing the sales team – ethical behavior. Strategic sales planning.

Unit II	**Sales Organization**	**7 Hours**
Sales organizational design, Sales organizational structure, Forecasting market demand, Forecasting process, Forecasting Methods, Sales Structure and Customer Segmentation, Sales budgets - Sales Force Budgeting Methods, Design and size of sales territories – Designing sales territories, Approaches, Sales objectives and quota - Types of quotas, Selling by Objectives.		
Unit III	**Planning and Recruiting Sales People**	**10 Hours**
Job analysis, Job description, Recruitment, Selection and placement of sales personnel - Selection process, Evaluating selection and placement decisions, Management of sales training and development - Purpose of sales training, Methods, Sales training model, Contents of Sales Training Program – Sales knowledge development, Sales Skills Development, Sales process. Channel Design and Planning Process, Channel Management, Channel Information System		
Unit IV	**Motivating Sales People**	**9 Hours**
Understanding Sales force motivation, Sales culture, needs of sales people, Salesperson's behavioural model, Sales Coaching and Mentoring, Personal side of motivation, Compensation for high performance - Designing a compensation program, Types of compensation plans, Fringe benefits, Leading the sales Team - Nature of leadership, Sales manager's behaviour and activities.		
UNIT V	**Controlling the Sales Team**	**7 Hours**
Controlling the sales Team - Analysis of sales and marketing costs - Marketing Audit, Sales force audit, Net sales volume analysis, Marketing Cost Analysis, Evaluation of salespeople's performance - Performance Appraisal - processes and procedures, Conducting the appraisal, Providing Feedback.		
Suggested Self-Study Topics: Emerging Trends in Sales Management, Impact of Technology on Sales Management, Advanced Sales Forecasting Techniques, Sales Budgeting and Financial Metrics, Innovative Recruitment Strategies for Sales Personnel, Sales Training Best Practices and Tools, AI in Sales Forecasting and Lead Scoring, Route Optimization Using AI in Distribution Logistics.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Charles M. Futrell, "Fundamentals of Selling: Customers for life through service", (12th ed.), Tata McGraw Hill, New Delhi, 2014.
2. Edward W. Cundiff, Norman A.P. Govoni, Richard R. Still, "Sales Management: Decisions, Strategies and Cases", (5th ed.), Pearson Education India, 2007.
3. David Jobber and Geoffrey Lancaster, "Selling and Sales Management", (7th ed.), Pearson Education India, 2009.
4. David Lambert and Keith Dugdale, "Smarter Selling: How to grow sales by building trusted relationships", (2nded.), Pearson Education India, 2011.
5. William L. Cron, "Sales management: Concepts and Cases", (10th ed.), Wiley India, 2009.

Online Resources

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2. https://www.tcsion.com/courses/tcsion/sales_and_distribution_management/
3. https://www.udemy.com/topic/sales-management/
4. https://training.sap.com/course/scm600-business-process-in-sales-and-distribution-classroom-015-g-en/
5. https://alison.com/course/diploma-in-sales-and-distribution-management

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24MBM11	Semiotics in Marketing Communications and Branding	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the basic principles of semiotics as well as semiotic thinking thereby examining the role of semiotics in communicating the brand
- To provide an in-depth understanding the marketing communication concepts
- To evaluate an organization's marketing and promotional situation in order to develop effective communication strategies and programmes

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze brand communication evolution to identify key brand values and heritage for strategic brand positioning.
CO2	Interpret semiotic elements to decode signs and symbols influencing consumer perception in marketing communications.
CO3	Apply semiotic principles to design impactful marketing messages using verbal, visual, and cultural touchpoints.
CO4	Execute semiotic analysis using structured techniques to uncover hidden meanings and enhance marketing insights.
CO5	Synthesize semiotic findings from case studies to develop actionable branding and communication strategies.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		2		2	
CO 2	2	3				2	2
CO 3	2	3		2		3	2
CO 4	2	3					3
CO 5	2	2		3		2	

Unit I	Introduction to Communications & Branding	6 Hours

Evolution of Communications & Branding – past and present positioning, Brand Values – brand heritage, Brand Building

Unit II	**Elements of Semiotics**	**9 Hours**
Signifier and Signified, Redundancy and Noise, Polysemy and Synonymy, Symbolic and Semi Symbolic, Arbitrary and Convention, Single/Repeated signs, Semiotic Silence, Successive Signs.		
Unit III	**Role of Semiotics in Marketing**	**9 Hours**
Reach to customers - Verbal, Visual and Performative actions, Touch Points – Logos, Rituals, Cultural symbols, Colors, Iconic individuals, text, advertisements, websites, Physical environments		
Unit IV	**Techniques to Run Semiotic Analysis**	**10 Hours**
Stages – Grouping, Independent Analysis of groups, Inclusive analysis of groups, Interdisciplinary Approaches, Comparison of independent and inclusive analysis of groups, Wrap-up of analysis; Techniques – Questions, probing, abstract questions, projective techniques, craft stationery.		
UNIT V	**Apply Findings from Analysis**	**6 Hours**
Semiotic-Based Marketing Strategies, Case Studies from Indian Companies and MNCs		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self-Study Topics :
Evolution of Branding Strategies, Historical Perspectives on Marketing Communication, Advanced Semiotic Theories and Models, Impact of Semiotics on Consumer Perception, Innovative Applications of Semiotics in Branding, AI-Based Image Recognition for Brand Symbol Analysis, Natural Language Processing (NLP) in Understanding Cultural Symbolism.

References

1. Using Semiotics in Marketing: How to achieve Consumer Insight for brand Growth and Profits by Rachel Lawes published by Kogan Page, 3rd March 2020.
2. Creating Value: The Theory and Practice of Marketing Semiotics Research by Laura R. Oswald published by OUP Oxford, 22nd January 2015.
3. Marketing Semiotics: Signs, Strategies and Brand Value by Laura R. Oswald published by OUP Oxford, 16th February 2012.
4. Daniel Chandler, "Semiotics: The Basics", Taylor and Francis, 2007
5. Laura R. Oswald, "Doing Semiotics: A Research Guide for Marketers at the Edge of Culture", Oxford University Press, 2020

Online Resources

1. https://www.udemy.com/course/media-studies-semiotics-semiology/
2. https://cademy.co.uk/elearncollege/semiotics

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24MBM12	Services Marketing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Marketing management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the differences between marketing of products and services.
- To give insight to them on various aspects of Services Marketing.
- To enable them to effectively design and deliver services.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Apply service characteristics, the marketing mix, trends, and the gaps model to design and deliver superior service experiences.
CO2	Analyze customer expectations and perceptions, considering influencing factors and service quality elements, to develop strategies that enhance customer satisfaction.
CO3	Evaluate customer lifetime value and the impact of service failure to formulate effective retention and recovery strategies that strengthen customer relationships.
CO4	Design new services and redesign existing ones using blueprinting and customer-defined standards, leveraging physical evidence to enhance the service experience.
CO5	Analyze the roles of employees and customers in service delivery to develop strategies for managing demand, capacity, promises, and ultimately, reducing service gaps.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				3	2	
CO 2		2			3		
CO 3	1	2			2	1	
CO 4		2			3		
CO 5	1			2	3	1	

Unit I	Introduction to Services	6 Hours

Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model. Overview of marketing Different Service Sectors -Marketing of Banking Services -Marketing in Insurance Sector - Marketing of Education Services.

Unit II	Customer Expectations and Perceptions	9 Hours

Customer Expectations, Meaning, Types, Levels, Influencing Factors. Customer Perceptions: Influencing Factors, Satisfaction, Service Quality, Building Blocks.

Unit III	**Customer Relations**	**9 Hours**
Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees.		
Unit IV	**Service Design**	**10 Hours**
New service Development, Stages, Service Blueprinting, Service Redesign. Customer Defined Service Standards: Factors, Guidelines. Physical Evidence: Types, Role.		
UNIT V	**Delivering and Performing**	**6 Hours**
Employee's Role, Customers' Role, Managing Demand and Capacity, Managing Service Promises, Closing the Gaps, Customer Experience Management		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self-Study Topics
Service Marketing Mix, Service Quality, Life Time Value of a Customer, Service Redesign, Closing the Gaps, AI in Self-Service and Customer Support Automation, AI-Based Personalization in Service Delivery.

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1. Valarie A Zei Thaml and Mary Jo Bitner, Service Marketing, New Delhi: Tata McGraw Hill, 2011.
2. Christopher Lovelock, Services Marketing People, Technology, Strategy, New Delhi: Pearson Education, 2010.
3. Govind Apte, Services Marketing, New Delhi: Oxford University Press, 2009.
4. Steve Baron, Service Marketing, New Delhi: Sage Publications, 2010.
5. R. Srinivasan, Services Marketing – The Indian Context, New Delhi: Prentice Hall of India, 2012.

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PROFESSIONAL ELECTIVES – FINANCE

24MBF01	Banking System and Practices	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Economics, Financial Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce the concept of Banking and its growth in India
- To make the students understand various types of deposits & advances.
- To create awareness on the broad contours of export & import credit and expose the students to the recent developments in banking in India.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze the evolution, structure, and reforms of the Indian banking system in the context of regulatory frameworks.
CO2	Evaluate various types of deposits and advances to strengthen credit appraisal and lending decisions.
CO3	Apply priority sector lending norms and NPA classification to manage and monitor asset quality.
CO4	Examine export and import financing procedures and institutions supporting international trade credit.
CO5	Assess recent technological and service developments in banking to enhance customer experience and efficiency.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	2	2				3	
CO 3	2				3	2	3
CO 4	2			2		2	3
CO 5	2					2	3

UNIT I	INTRODUCTION TO BANKING	8 Hours

Role of banks, Evolution of Banking, Structure of banking sector in India, Rationale of Banking Sector Reforms, Basle Committee recommendations, An overview of Financial Statement of banks.

UNIT II	**DEPOSITS AND ADVANCES**	**8 Hours**
Deposits: Banker Customer Relationship, BCSBI, Various Types of Deposits, Advances: Principles of Sound Lending, Methods of Granting Advances, CIBIL, MCLR, Secured Advances, Modes of Creating Charges, Types of Advances. Bank Guarantees.		
UNIT III	**PRIORITY SECTOR LENDING & NPA NORMS**	**8 Hours**
Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances. CGTMSE, Classification of Advances: NPA Norms, SMA, Recovery of Advances.		
UNIT IV	**EXPORT CREDIT**	**8 Hours**
Introduction to UCPDC, Exports – Pre-shipment and Post – Shipment Credit, Import Financing, RBI Role in Promoting Export Credit, EXIM Bank, ECGC.		
UNIT V	**RECENT DEVELOPMENTS IN BANKING**	**8 Hours**
Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, Cheque Truncation System, Ancillary Businesses: Drafts, Safe Custody, PARA Banking, CRM in banking.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self-Study Topics :
Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, Cheque Truncation System, Ancillary Businesses: Drafts, Safe Custody, PARA Banking, CRM in banking, Credit Scoring Using AI, Banking Chatbots.

References

1. Sukvinder Mishra, Banking Law and Practice, S. Chand Publishing, 2018
2. Kanhaiya Singh and Vinay Dutta, Commercial Bank Management, McGraw Hill, 2017.
3. Padmalatha Suresh and Justin Paul, Management of Banking, Pearson Education, 4th Edition, 2017.
4. JyostnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, New Delhi: Prentice Hall of India, 2013.
5. Donald R Fraser, Benton E Gup and James W Kolari, Commercial Banking, The Management of Risk, Singapore: Wiley, 2010.

Online Resources

1. https://www.iibf.org.in/ELearning.asp
2. https://testbook.com/free-live-classes/bank-exams
3. https://www.practicemock.com/banking-video-course/
4. https://www.shiksha.com/online-courses/banking-courses-certification-training-st579
5. https://www.edubridgeindia.com/courses/NzEz/banking-101-a-guide-for-beginners-in-the-banking-sector

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24MBF02	Equity Derivatives and Risk Management	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Investment Analysis and Portfolio Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To know about the Derivative Instruments in the Financial Market and role of Stock Exchange
- To understand the concept of Forward and Futures Contract, Options and Swaps.
- To know about the Commodity Derivative Instruments in India.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze different types of financial derivatives and apply them to manage and mitigate business risk effectively.
CO2	Evaluate the mechanics and pricing of forwards and futures for developing robust risk management strategies.
CO3	Interpret and construct options strategies, including spreads and combinations, to optimize portfolio performance and hedge risks.
CO4	Assess the structure and application of swaps to address interest rate and currency risk in financial operations.
CO5	Examine trading systems and regulatory frameworks to ensure compliance and minimize operational risks in derivatives markets.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	3				2	2
CO 2	2	2				2	2
CO 3	2					2	2
CO 4	2	2				2	2
CO 5	2	3				2	

UNIT I	INTRODUCTION TO EQUITY DERIVATIVES	8 Hours

Introduction to Financial Derivatives – Types of Derivatives – Forwards, Futures, Swaps, Options - Application of derivatives in Risk Management.

UNIT II	**FORWARDS AND FUTURES**	**8 Hours**
Forwards & Futures market - Mechanics of futures markets - Different categories of Forwards & Futures – Valuation - Determination of forward and futures prices - Risk management using Forwards and Futures.		
UNIT III	**OPTIONS**	**8 Hours**
Basics of Options, Pay-off chart for options, Options pricing, Options spreads, Straddle, Strangle, Covered call, Protective put, Collar, Butterfly spread.		
UNIT IV	**SWAPS**	**8 Hours**
Characteristics of Swaps- Categories of Swaps - Mechanics of interest rate swaps - Currency swaps – Application - Valuation - Usage of Swaps in Risk Management.		
UNIT V	**TRADING SYSTEMS AND REGULATORY ENVIRONMENT**	**8 Hours**
Trading System, Clearing and Settlement Mechanism, Selection criteria of stocks for trading, Selection criteria of index for trading, Adjustments for Corporate Actions, Position limit, Regulations in Trading, Regulations in Clearing & Settlement and Risk Management.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
Suggested Self-Study Topics : Risk Management, Forwards and Futures, Options pricing, Currency swaps, Position limit, Regulations in Clearing & Settlement, NLP Trading, AI role in Smart Swaps.		
References		
1. Hull.c.John. and Sankarshan Basu, Options, Futures and Other Derivatives, 10th edition, Pearson Education, Chennai, 2018. 2. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, 2nd edition, PHI learning, New Delhi, 2017. 3. Sundaram Das, Derivatives Principles and Practice, Tata McGraw Hill Education, 2017. 4. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015. 5. Rajiv Srivatsava, Derivatives and Risk Management, Oxford University Press, 2015.		
Online Resources		
1. https://www.nseindia.com/products-services/equity-derivatives-risk-management 2. https://www.nism.ac.in/equity-derivatives/ 3. https://www.nseix.com/markets/risk-management-equity-derivatives 4. https://www.nasdaq.com/derivatives-academy 5. https://archive.nptel.ac.in/courses/110/107/110107128/		

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24MBF03	Merchant Banking and Financial Services	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide an understanding of various Financial Services.
- Make students understand the regulatory framework governing the Financial Services.
- Expose the procedures involved in handling Financial Services.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze merchant banking functions, SEBI regulations, and guidelines to ensure legal compliance and ethical practices in financial markets.
CO2	Evaluate issue management strategies, capital market instruments, and the role of intermediaries to design effective capital raising solutions.
CO3	Assess and apply portfolio management, credit syndication, mutual funds, and fee-based services to meet diverse client financial objectives.
CO4	Interpret and compare fund-based financial services such as leasing and hire-purchasing to support financing and tax planning decisions.
CO5	Formulate solutions using advanced fund-based financial services like consumer finance, real estate financing, and venture capital to address complex funding needs.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2	2			2	2	2
CO 3	2	2			2	2	2
CO 4	2	2				2	
CO 5	2	3				2	2

UNIT I	MERCHANT BANKING	8 Hours

Introduction, Definition, Functions, Legal and Regulatory framework - SEBI Regulations - Procedure for Inspection and Action in case of default, Code of Conduct, Registration and SEBI Guidelines.

UNIT II	**ISSUE MANAGEMENT**	**8 Hours**
Capital Market Instrument, Capital Structure Decisions, Public Issue Management, Marketing New Issue, Post Issue Activities, Prospectus, Underwriting of Securities, Role and Responsibilities of Intermediaries.		
UNIT III	**OTHER FEE BASED MANAGEMENT**	**8 Hours**
Portfolio Management Services, Credit Syndication, Depository Receipts, Credit Rating, DEMAT Services, Mutual Funds, e-Stamp, e-KYC.		
UNIT IV	**FUND BASED FINANCIAL SERVICES**	**8 Hours**
Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication.		
UNIT V	**OTHER FUND BASED FINANCIAL SERVICES**	**Hours**
Consumer Finance, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self-Study Topics :
SEBI Regulations, Public Issue Management, Depository Receipts, Hire Purchasing, Factoring, AI Rating, AI role in Lease Modeling.

References

1. Dr S. Gurusamy, Merchant Banking and Financial Services, New Delhi: Tata McGraw Hill, 2019.
2. M.Y.Khan, Financial Services, New Delhi: Tata McGraw-Hill, 2019.
3. Frederic S.Mishkin and Tusli Jayakumar, Financial Markets and Institutions, New Delhi: Pearson, 2017.
4. Siddaiah, Financial Services, New Delhi, Pearson, 2016.
5. Mathews Sasidharan, Financial Services and System, Tata McGraw Hill, 2016.

Online Resources

1. https://www.swastika.co.in/investment-banking/merchant-banking-services
2. https://navi.com/blog/merchant-banking/
3. https://archive.nptel.ac.in/courses/110/105/110105121/
4. https://onlinecourses.swayam2.ac.in/imb20_mg17/preview
5. https://www.classcentral.com/course/youtube-noc-jan-2019-financial-institutions-and-markets-47358

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24MBF04	Mergers, Acquisitions and Restructuring	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Strategic Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand Mergers and Acquisitions as a powerful tool to build new generation companies to compete successfully in the global markets
- To describe how Mergers and Acquisitions are financed.
- To know the corporate restructuring process in the business world.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze legal and regulatory frameworks governing mergers and acquisitions to ensure compliant and ethical business practices.
CO2	Evaluate various types and processes of mergers and acquisitions to design value-creating corporate strategies.
CO3	Assess financing techniques and sources to structure effective funding for mergers and acquisitions.
CO4	Conduct valuation of firms pre- and post-merger to determine stakeholder benefits and address integration challenges.
CO5	Examine restructuring processes and their impact on firm value to recommend strategic organizational changes.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2	3				2	2
CO 3	2	2				2	2
CO 4	2	2		2		2	
CO 5		2		3			

UNIT I	INTRODUCTION TO MERGERS	8 Hours

Meaning, Need and Objectives of Mergers, Acquisitions, Basic Difference between Mergers and Acquisition, SEBI Guidelines, Legal framework

UNIT II	**TYPES AND PROCESS**	**8 Hours**
Types of Mergers, Acquisitions and Takeovers, Process of Mergers and Acquisitions, Value Creation.		
UNIT III	**FUNDING**	**8 Hours**
Funding of Mergers and Acquisitions, Financing Techniques, Various sources of financing.		
UNIT IV	**PRE-MERGER AND POST-MERGER OF FIRMS**	**8 Hours**
Determining Pre-Merger and Post Merger Values of the firms- Valuation of shares, Ascertaining the benefits to the Stakeholders of both the Firms out of Mergers and Acquisition, Problems Faced during the Mergers, Acquisitions and Takeovers.		
UNIT V	**INTRODUCTION TO RESTRUCTURING**	**8 Hours**
Need and Objectives of restructuring, Process of restructuring, Impact of restructuring on the value of the firm.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self-Study Topics :
SEBI Guidelines, Value Creation, Acquisitions and Takeovers, Process of restructuring, M&A Automation, Restructuring Sentiment Analysis using AI.

References

1. S. Shiva Ramu, Corporate Growth through Mergers and Acquisitions, Virginia: Landmark Ltd, 2017.
2. Chandrashekar, Krishnamurti, and S.R.Vishwanath, Merger, Acquisitions and Corporate Restructuring, New Delhi: Sage publication, 2016.
3. Fred J Weston, Kwang S. Chung, and Susan E. Hoag, Mergers, Restructuring and Corporate Control, New Delhi: PHI Learning Private Ltd, 2016.
4. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, New Delhi: Wiley India (P) Ltd, 2016.
5. A. Gaugham Patrick, Mergers, Acquisitions and Corporate Restructuring, Singapore: John Wiley, 2016.

Online Resources

1. https://www.classcentral.com/course/swayam-mergers-acquisitions-and-corporate-restructuring-119507
2. https://archive.nptel.ac.in/courses/110/105/110105165/
3. http://acl.digimat.in/nptel/courses/video/110105165/L01.html
4. https://onlinecourses.nptel.ac.in/noc23_mg58/preview
5. https://financialmanagement.pressbooks.tru.ca/chapter/module-8-merging-and-acquisitions-and-corporate-restructuring/

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24MBF05	Project Finance	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Operations Research	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- Introduce the students to the Purpose, Principles, Problems, Challenges, Concepts, Techniques, and Practice of Project Management and its various facets.
- Impart skills in Project Planning, Execution and Control Methods
- Introduce students to Project Management Software and its Applications.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze project management concepts and organizational structures, apply capital budgeting phases and decision-making levels, and develop project ideas through systematic formulation and screening to support effective investment decisions.
CO2	Evaluate project feasibility by conducting market, demand, and technical analyses, and prepare financial estimates and projections to support informed project decision-making.
CO3	Apply investment criteria and cash flow analysis techniques, and evaluate project risks using sensitivity, scenario, and simulation analyses to select viable projects that optimize returns and minimize uncertainties.
CO4	Assess various project financing options including infrastructure financing, venture capital, and private equity, and formulate effective funding strategies to support successful project execution.
CO5	Develop detailed project plans using scheduling tools like WBS, PERT, and CPM, manage resources efficiently, and monitor project progress to ensure timely execution and effective review for successful project completion.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	
CO 2		2		3		2	
CO 3	1	2		3		2	
CO 4	1			3	3	1	
CO 5	1				3	1	

UNIT I	**INTRODUCTION**	**8 Hours**
Project Management Concepts, Project Organizational Structures, Types of Capital Investments, Phase of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Project Formulation: Generation and Screening of Project Ideas.		
UNIT II	**ANALYSIS OF PROJECTS**	**8 Hours**
Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections.		
UNIT III	**SELECTION OF PROJECTS**	**8 Hours**
Basic Techniques - Investment Criteria and Project Cash Flows, Advanced Techniques Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Simulation Analysis, Firm Risk and Market Risk.		
UNIT IV	**FINANCING**	**8 Hours**
Financing of Projects, Financing Infrastructure Projects, Venture Capital, and Private Equity.		
UNIT V	**IMPLEMENTATION AND REVIEW OF PROJECTS**	**8 Hours**
Planning and Sequencing of Project, Creating the Project Schedule (WBS), Resource Planning for Internal and External Resources, Executing the Project Plan and Keeping the Project on Track, Network Techniques for Project Management. (PERT and CPM), Project Review		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
Suggested Self-Study Topics : Phase of Capital Budgeting, Demand Analysis, Break-even Analysis, Venture Capital, Resource Planning, AI Forecasting, Project Tracking using AI.		
References		
1. Prasanna Chandra, Project Management, New Delhi: Tata McGraw Hill India Ltd, 2019. 2. P. Gopalakrishnan and V. E. Rama Moorthy, Project Management, New Delhi: Macmillan India Ltd, 2019. 3. Graham D. Vinter, Gareth Pierce, Project Finance, New Delhi: Thomson, 2019. 4. Tim Pyron, Using Microsoft Office Project 2016 – The only Project 2016 Book You Need, New Delhi: Que Edition – Techmedia, 2017. 5. Richman Larry, Project Management: Step by Step, New Delhi: Prentice Hall India (Microsoft Press Release), 2016.		
Online Resources		
1. https://www.projectfinanceinstitute.com/ 2. https://www.wallstreetprep.com/knowledge/demystifying-project-finance/ 3. https://corporatefinanceinstitute.com/resources/commercial-lending/project-finance-primer/ 4. https://www.fitchlearning.com/fundamentals-project-finance-course-content 5. https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-project-finance-module		

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24MBF06	Investment Analysis and Portfolio Management	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the functioning of Indian Capital Markets
- To understand the different forms of Investment and the relationship between risk and return
- To know the techniques available for analyzing the Securities and understand the management of a Portfolio.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Explain key investment concepts and alternatives, analyze sources of investment information, and apply SEBI regulations and investor protection measures to make informed and compliant investment decisions.
CO2	Analyze sources of investment information, and apply SEBI regulations and investor protection measures to make informed and compliant investment decisions.
CO3	Evaluate economic conditions and industry life cycles using advanced forecasting techniques, and synthesize company financial data to accurately forecast earnings and formulate robust valuation models for strategic investment decisions.
CO4	Compare fundamental and technical analysis methods, interpret charting techniques and market indicators such as SMA, EMA, MACD, and oscillators, and apply these tools to predict market trends and inform investment strategies.
CO5	Apply portfolio theory and SEBI guidelines to construct, evaluate, and revise investment portfolios that optimize returns and comply with regulatory standards.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	1			3		1	
CO 3		2		3		2	
CO 4	1	2				2	
CO 5	1	2		3		2	2

UNIT I	**INTRODUCTION**	**7 Hours**
Investment, Speculation, Securities, Sources of Investment Information, Investment Alternatives, Securities and Exchange Board of India, Investor Protection measures of SEBI, Securities Contract (Regulation) Act.		
UNIT II	**OVERVIEW OF INDIAN CAPITAL MARKET**	**7 Hours**
Primary Market, Secondary Market, Grey Market, Pricing of Securities, Listing of Securities, Stock Market Indices, Fundraising through Overseas Market.		
UNIT III	**FUNDAMENTAL ANALYSIS**	**9 Hours**
Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques.		
UNIT IV	**TECHNICAL ANALYSIS**	**9 Hours**
Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators: Trend, Trend Reversals, Patterns, Simple Moving Average (SMA), Exponential Moving Average (EMA), MACD, Oscillators: ROC, RSI, Bollinger Bands and Fibonacci Retracement.		
UNIT V	**PORTFOLIO MANAGEMENT**	**8 Hours**
Portfolio Theory, Portfolio Construction, Performance Evaluation, Portfolio Revision, SEBI Guidelines for Portfolio Management Services.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
Suggested Self-Study Topics : Investment Alternatives, Grey Market, Industry Analysis, Market Indicators, Portfolio Revision, Robo Advisors, Portfolio Optimization Using AI.		
References		
1. Prasanna Chandra, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw Hill, 2017. 2. Dhanesh Kumar Khatri, Security Analysis and Portfolio Management, New Delhi: Macmillan, 2016. 3. Donald E Fischer and Ronald J Jordan, Security Analysis & Portfolio Management, New Delhi: Prentice Hall of India Private Ltd, 2016. 4. S. Kevin, Security Analysis & Portfolio Management, New Delhi: Prentice-hall of India Pvt Ltd, 2016. 5. Shalini Talwar, "Security Analysis and Portfolio Management", Cengage Learning, 2016.		
Online Resources		
1. https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-investment-analysis-and-portfolio-management 2. https://www.pw.live/exams/ca/investment-analysis/ 3. https://www.edx.org/learn/portfolio-management 4. https://onlinecourses.nptel.ac.in/noc23_mg62/preview 5. https://onlinecourses.nptel.ac.in/noc21_mg99/preview		

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24MBF07	Goods and Services Tax	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Accounting for Management ● Financial Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the basics of Supply of Goods and Services.
- To understand the Payment of GST Mechanism.
- To enrich the knowledge of Input Tax Credit and IGST in GST.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Interpret GST structure and compliance requirements to ensure accurate registration, liability management, and tax exemption application.
CO2	Analyze the concept and scope of supply to determine taxability, value transactions, and timing for GST purposes.
CO3	Apply GST payment procedures, E-way bill generation, and TCS/TDS rules to manage electronic commerce transactions and reverse charge mechanisms.
CO4	Evaluate input tax credit processes, distributor roles, and return filings to optimize tax benefits and maintain regulatory compliance.
CO5	Assess IGST regulations, place-of-supply rules, and GST digital ecosystem to facilitate inter-state transactions and digital reporting.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2		3		2	1
CO 2	3	3				2	2
CO 3	2	2				2	2
CO 4	2	2				2	2
CO 5	2	3		2		2	2

UNIT I	OVERVIEW OF GOODS AND SERVICES TAX	7 Hours

Overview of GST, Implementation of GST, Liability of the Taxpayer, GST Network, G S T Council. Levy of an Exemption from Tax - Levy of GST – Introduction, Composition Scheme, Remission of Tax / Duty. Registration – Introduction, Registration Procedure, Important Points, Special Persons, Cancellation.

UNIT II	**SUPPLY**	**7 Hours**
Meaning and Scope of Supply - Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions. Time of Supply - Time of Supply–Goods, Time of Supply –Services, Other Points. Valuation in GST - Transaction Value.		
UNIT III	**PAYMENT OF GST**	**9 Hours**
E waybill generation. Payment of GST - Introduction, Time of GST Payment, how to make payment, Challan Generation & CPIN, TDS & TCS. Electronic Commerce – Introduction, Tax Collected at Source (TCS), Procedures for E-commerce Operator, Reverse Charge Mechanism.		
UNIT IV	**INPUT TAX CREDIT**	**9 Hours**
Input Tax Credit – Introduction, Important Points, Job Worker. Input Service Distributors - Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit. Matching of Input Tax Credit -Returns, GSTR 1, 2A, 2B, and 3B, Other Taxable Persons		
UNIT V	**IGST**	**8 Hours**
Overview of the IGST Act – Overview, Other Provisions, Place of Supply of Goods & Services – Introduction, Registered and Unregistered Persons. GST Portal -Introduction, GST Eco-system, GST Suvidha Provider (GSP).		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
Suggested Self-Study Topics : GST Network, Course or Furtherance of Business, E-commerce Operator, Legal Formalities for an ISD, GST Automation, NLP based GST Fraud detection.		
References		
1. Vashishtha Chaudhary Ashu Dalmia Shaifaly Girdharwal, Taxmann's GST - A Practical Approach, 3rd Edition 2020, 2. CA Alok Pareek, A Practitioner's Guide to Input Tax Credit under GST, Bloomsbury India, 2020. 3. Nitya Tax Associates, Basics of GST, Edition: August 2019, Taxmann Technologies, New Delhi. 4. Jayaram Hiregange, Deepak Rao, India GST for Beginners, White Falcon Publishing, 2nd Edition, 2019. 5. Frequently Asked Question by Central Board of Excise &Customs, New Delhi		
Online Resources		
1. https://cbic-gst.gov.in/ 2. https://www.gstzen.in/a/resources.html 3. https://cleartax.in/s/gst-guide-introduction 4. https://gstcouncil.gov.in/gst-council 5. https://taxinformation.cbic.gov.in/		

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24MBF08	Financial Modelling	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
• Accounting for Management, Financial Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint the students with the Excel Tools for Financial Modeling.
- To enable the students to do the Descriptive Analysis
- To enhance the knowledge of students in the Financial Modeling

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Apply advanced Excel tools and functions to build accurate, dynamic financial models that support data-driven business decision-making.
CO2	Utilize advanced Excel database, financial functions, and analytical tools to construct comprehensive financial models that support strategic business decisions
CO3	Analyze financial data using statistical methods to identify trends, test hypotheses, and support data-driven business decisions.
CO4	Apply matrix and array functions in Excel to perform complex financial calculations and optimize quantitative business models.
CO5	Apply optimization techniques and simulation models to solve complex financial problems and enhance investment decision-making.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	3
CO 2	2	3				2	3
CO 3		2			2	2	3
CO 4	1	3				2	3
CO 5	1	3				2	3

UNIT I	PROJECTING INCOME STATEMENT	8 Hours

Estimation Income Statement Line Items: Revenue, Cost of Goods Sold, Operating Expenses, Other Income, Depreciation and Amortization, Interest, Taxes, Non-Recurring and Extraordinary items, Distributions. Preparation of Income Statement and Cashflow Statement.

UNIT II	**PROJECTING BALANCE SHEET**	**10 Hours**
Working Capital Projection, Projecting Balance Sheet, Analyzing key performance ratios – Operating Performance, Operating Efficiency, Short-term and Long-term solvency, Debt Service Coverage Ratio. Sensitivity Analysis.		
UNIT III	**ANALYSIS TOOLPAK**	**6 Hours**
Descriptive Statistics, Histograms, Correlation and Covariance, Regression Analysis, Hypothesis Testing.		
UNIT IV	**MATRIX ALGEBRA AND RELATED FUNCTIONS IN EXCEL**	**8 Hours**
Array Handling, Adding Matrices, Multiplying Matrices, Transposing a Matrix, Matrix Inversion Array Functions in Excel – MMULT, TRANSPOSE, MINVERSE, FREQUENCY, LINEST.		
UNIT V	**OPTIMIZATION USING SOLVER**	**8 Hours**
Linear Programming using Solver, Portfolio Optimization, Optimization using Matrix Functions, Generating Efficient Frontier, Monte Carlo Simulation.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
Suggested Self-Study Topics: SEBI amendments, International Stock Market Indices, P/E Ratio, Bollinger bands, Efficient Frontier, AI Forecasting, Generative Models		
References		
1. Paul Pignataro, Financial Modeling and Valuation, Wiley, 1st Edition, 2015. 2. Wayne L Winston, "Microsoft Excel 2019 – Data Analysis and Business Modeling", Microsoft Press, O'Reilly Media, Inc. California, 2019. 3. John S. Tjia, "Building Financial Models", Mc Graw Hill, New York, 2019. 4. Danielle Stein Fairhurst, "Using Excel for Business Analysis: A Fundamental Approach to Financial Modelling", Wiley Finance, April 2020. 5. "Financial Modelling Fundamentals", Best Practice Modelling, Australia, 2020.		
Online Resources		
1. https://corporatefinanceinstitute.com/topic/financial-modeling/ 2. https://financialmodelling.mazars.com/financial-modelling-resources/ 3. https://iimskills.com/financial-modeling-courses-online-free/ 4. https://www.wallstreetprep.com/free-resources/ 5. http://www.digimat.in/nptel/courses/video/110107073/L01.html		

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24MBF09	Behavioural Finance	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Accounting for Management ● Financial Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint the students with the Fundamentals of Behavioral Finance.
- To enable the students to understand Cognitive Psychology.
- To enhance the knowledge of students in Corporate Behavioral Finance.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze key concepts and theories in behavioural finance to understand psychological influences on financial markets and investor behavior.
CO2	Evaluate the impact of cognitive biases, limits to arbitrage, and heuristics on financial decision-making and risk management.
CO3	Interpret rationality theories and prospect theory to explain anomalies and non-traditional investor preferences in market behavior.
CO4	Assess external factors such as emotions, fear, and market events in shaping investor behavior using appropriate statistical methodologies.
CO5	Apply behavioural insights to corporate finance decisions, including dividend policies, news announcements, and risk-taking, to enhance business outcomes.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		2		2	
CO 2	2	3		1		2	2
CO 3	2	3			1	2	2
CO 4		2	2			2	2
CO 5	2	2		2		2	2

UNIT I	INTRODUCTION	8 Hours

Behavioural Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioral Finance. Psychology: Concept, Nature, Importance, The Psychology of Financial Markets, The Psychology of Investor Behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss Aversion Theory under Prospect Theory and Mental Accounting.

UNIT II	**BUILDING BLOCK OF BEHAVIOURAL FINANCE**	**8 Hours**
Cognitive Psychology and Limits to Arbitrage. Demand by Arbitrageurs: Definition of Arbitrageur, Long-Short Trades, Risk vs. Horizon, Transaction Costs and Short Selling Costs, Fundamental Risk, Noise-Trader Risk, Professional Arbitrage, Destabilizing Informed Trading (Positive Feedback, Predation), Expected Utility as a Basis for Decision-Making.		
UNIT III	**THEORIES**	**8 Hours**
Ellsberg's Paradoxes, Rationality from an Economics and Evolutionary Prospective. Different Ways to Define Rationality: Dependence on Time Horizon, Individual or Group Rationality, Herbert Simon and Bounded Rationality. Demand by Average Investors: Definition of Average Investor, Belief Biases, Limited Attention and Categorization, Non-Traditional Preferences – Prospect Theory and Loss Aversion.		
UNIT IV	**EXTERNAL FACTORS AND INVESTOR BEHAVIOUR**	**8 Hours**
Fear & Greed in Financial Market, Emotions and Financial Markets: Geomagnetic Storm, Statistical Methodology for Capturing the Effects of External Influence on the Stock Market Returns		
UNIT V	**BEHAVIOURAL CORPORATE FINANCE**	**8 Hours**
Empirical Data on Dividend Presence or Absence, Ex-Dividend Day Behaviour, Timing of Good and Bad Corporate News Announcement. Systematic Approach of Using Behavioral Factors in Corporate Decision-Making. Neurophysiology of Risk-Taking, Personality Traits		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
Suggested Self-Study Topics: Investor Behaviour, Fundamental Risk, Individual or Group Rationality, Geomagnetic Storm, Neurophysiology of Risk-Taking, Investor Sentiment Analysis using AI, Bias Detection.		
References		
1. Singh Ranjit, Behavioural Finance, PHI Learning Private Limited, Delhi, 2020. 2. Prasanna Chandra, Behavioural Finance, Mc Graw Hill, Delhi, 2020. 3. Shuchita Singh, Shilpa Bahl, Behavioural Finance, Vikas Publishing House Pvt Ltd, Noida, Delhi, 2019. 4. M. M. Sulphey, Behavioural Finance, PHI Learning Private Limited, Delhi, 2019. 5. William Forbes, Behavioural Finance, Wiley & Sons Ltd, 2019.		
Online Resources		
1. https://archive.nptel.ac.in/courses/110/105/110105144/ 2. https://onlinecourses.nptel.ac.in/noc20_mg33/preview 3. https://www.classcentral.com/course/swayam-behavioural-finance-272829 4. http://www.digimat.in/nptel/courses/video/110105144/110105144.html 5. https://www.coursera.org/learn/duke-behavioral-finance		

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24MBF10	Corporate Accounting	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Accounting for Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To give an insight of accounting procedures followed by the corporates.
- To provide adequate knowledge about the financial statements prepared by corporates.
- To understand about the liquidation procedures of corporates.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Apply corporate accounting procedures for issuing, forfeiting, and reissuing shares to manage equity capital transactions compliantly.
CO2	Analyze and execute accounting for redemption of shares and debentures, including sinking fund methods, to ensure financial integrity.
CO3	Prepare company final accounts and calculate managerial remuneration in accordance with current statutory formats and regulations.
CO4	Evaluate and perform various methods of goodwill and share valuation to support informed business and investment decisions.
CO5	Compile statements of affairs and deficiency accounts to accurately account for the liquidation of companies.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2				2	2	2
CO 3	2	2		2		2	2
CO 4	2	3				2	2
CO 5	2			3		2	2

UNIT I	**INTRODUCTION**	**8 Hours**
Issue of shares: Par, Premium and Discount - Forfeiture - Reissue – Surrender of Shares – Right Issue – Underwriting.		
UNIT II	**SECURITIES REDEMPTION**	**8 Hours**
Redemption of Preference Shares - Debentures – Issue – Redemption: Sinking Fund Method.		
UNIT III	**ACCOUNTING FOR COMPANIES**	**8 Hours**
Final Accounts of Companies (new format) - Calculation of Managerial Remuneration.		
UNIT IV	**VALUATION**	**8 Hours**
Valuation of Goodwill and Shares – Need – Methods of valuation of Goodwill and Shares.		
UNIT V	**LIQUIDATION**	**8 Hours**
Liquidation of Companies - Statement of Affairs -Deficiency Account.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self-Study Topics
Accounting for issue of securities, Non-cumulative preference shares, Managerial Remuneration under companies act 2013, Valuation of tangible and intangible assets, Liquidation process, Anomaly Detection, Report Automation.

References

1. Dr. M.A. Arulanandam, Dr. K.S. Raman, Advanced Accountancy, Part-I, Himalaya Publications, New Delhi, 2019.
2. Maheshwari S N, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 6th Edition, Vikas Publishing House, New Delhi, 2018.
3. Gupta R.L. & Radhaswamy M, Corporate Accounts- Theory Method and Application, Sultan Chand & Co., New Delhi, 2018.
4. S.P. Jain & K.L. Narang, Advanced Accountancy Principles of Accounting, Kalyani Publications, New Delhi, 2016.
5. Shukla M.C., Grewal T.S. & Gupta S.L., Advanced Accountancy – Volume II, 19th Edition, S. Chand & Co., New Delhi, 2016.

Online Resources

1. https://corporatefinanceinstitute.com/topic/accounting/
2. https://www.classcentral.com/course/swayam-corporate-accounting-269674
3. https://corporatefinanceinstitute.com/course/learn-accounting-fundamentals-corporate-finance/
4. https://academyofaccounts.org/course/corporate-accounting/
5. https://onlinecourses.swayam2.ac.in/cec24_mg11/preview

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24MBF11	Corporate Valuation	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Accounting for Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide foundational knowledge of valuation principles of a business.
- To equip students with the ability to a valuing business and analyzing securities.
- To develop proficiency in in evaluating intangible assets using appropriate valuation frameworks.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze the context, approaches, and process of business valuation to determine intrinsic value and inform financial decisions.
CO2	Apply enterprise DCF models and forecasting techniques to estimate corporate value using multi-stage valuation approaches.
CO3	Evaluate and employ DCF and non-DCF models, including equity, debenture, and preference share valuation, to solve valuation problems.
CO4	Compare and justify the use of non-DCF valuation models for comprehensive business and strategic evaluation.
CO5	Assess and report the valuation of intangible assets by identifying key information, evaluating risk, and verifying valuation data.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	3				2	2
CO 2	3	3				2	2
CO 3	3	3				2	2
CO 4	2	3				2	2
CO 5	2	2		2		2	2

UNIT I	INTRODUCTION	8 Hours

Context of valuation Approaches to valuation, Features of the valuation process, information needed for valuation, refinements in valuation, intrinsic value and the stock market, importance of knowing intrinsic value.

UNIT II	**ENTERPRISE DCF MODEL**	**8 Hours**
Analyzing historical performance, forecasting performance, Estimating the continuing value, calculating and interpreting results Enterprise DCF Valuation Models: Two Stage and Three Stage Growth Models, Relative Valuation.		
UNIT III	**OTHER DCF MODELS**	**8 Hours**
Valuation of Debentures, Valuation of Equity Shares, Valuation of Preference Shares, Models for Enterprise Valuation: Dividend Discount Model, FCFE Model, Adjusted Present Value (APV).		
UNIT IV	**NON-DCF MODELS**	**8 Hours**
Book value approach, stock and debt approach, strategic approach to valuation, Guidelines for corporate valuation.		
UNIT V	**VALUATION OF INTANGIBLE ASSETS**	**8 Hours**
Definition and classification of Intangible Assets, Purpose and Bases of Valuation, Identification of Key Information Requirements, Risk Analysis, Verification of valuation data, valuation of Goodwill, valuation reporting.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self-Study Topics:
Income Approach, Option valuation, Economic Profit Model, Expected present value, Issues in valuation, AI Valuation, Startup Analytics using AI.

References

1. Vikash Goel, Business Valuation: A Practitioner's Guide to Valuation of Companies, Bloomsbury Professional India, 1st Edition, 2021.
2. Prasanna Chandra, Corporate Valuation: Text and Cases, McGraw-Hill Education Private Limited, 2nd Edition, 2020.
3. Stephen Ross, Randolph Westerfield, Jeffrey Jaffe, Bradford Jordan, Corporate Finance, McGraw-Hill Education Private Limited, 2nd Edition, 2020.
4. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, Wiley India Private Ltd, 7th Edition, 2018.
5. Pradip Kumar Sinha, Mergers, Acquisitions and Corporate Restructuring, Himalaya Publishing House, 1st Edition, 2016.

Online Resources

1. https://corporatefinanceinstitute.com/topic/valuation/
2. https://execed.business.columbia.edu/programs/corporate-valuation-online
3. https://www.bvresources.com/
4. https://onlinecourses.nptel.ac.in/noc22_mg92/preview
5. http://acl.digimat.in/nptel/courses/video/110105156/L01.html

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PROFESSIONAL ELECTIVES – HUMAN RESOURCE

24MBH01	Industrial Relations and Labour Laws	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basics of Management principles • Introduction to HRM	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide basic knowledge in industrial relations.
- To enable the students to understand the various provisions of Trade Unions.
- To impart knowledge on Labour Laws.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Apply key concepts and approaches of industrial relations to identify and resolve workplace conflicts, improving labour-management cooperation in practical business settings.
CO2	Interpret and apply the provisions and regulations of the Trade Union Act, 1926 to ensure legal compliance, enhance union management, and address labour disputes effectively in organizational settings.
CO3	Apply key labour laws to ensure workplace safety, regulate contract labour, and resolve industrial disputes, thereby enhancing legal compliance and operational efficiency in businesses.
CO4	Apply provisions of minimum wages, payment of wages, bonus, and maternity benefit laws to ensure fair employee compensation, compliance with legal standards, and improved workforce satisfaction in organizations.
CO5	Apply the provisions of social security and compensation laws to manage employee benefits, ensure legal compliance, and address workforce welfare challenges in organizations

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		2		2	
CO 2	2			3		2	
CO 3	2			3		2	
CO 4	2			3		2	
CO 5	2			3		2	

Unit I	**INDUSTRIAL RELATIONS**	**8 Hours**
Concepts, Importance, Objectives, Scope, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations.		
Unit II	**TRADE UNION**	**9 Hours**
Objectives, Applicability, Evolution, Theories, Provisions of the Act, 1926, Registration of Trade Union, Duties and Liabilities of Registered Trade Union, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.		
Unit III	**LABOUR LEGISLATION–I**	**7 Hours**
Factories Act 1948 ("The Factories (Amendment) Act, 2016", The Factories (Tamil Nadu Amendment) Act, 2023), Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947 with amendment in 2009, 2010, 2012, Industrial Employment (Standing Orders) Act, 1946.		
Unit IV	**LABOUR LEGISLATION – II**	**8 Hours**
Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961, Child labour Act 1986, The Unorganised Workers' Social Security Act, 2008		
UNIT V	**LABOUR LEGISLATION – III**	**8 Hours**
Employees' Provident Funds and Miscellaneous Provisions Act, 1952, 2024 Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
Suggested Self-Study Topics Indian Constitution, Industrial Relations in Government and Private Sector, Industrial Relations in service sector, Trade Union in Indian Scenario, Paternity Benefit, Social Security Measures, Recent amendments pertaining to above acts, AI and Labour Law Compliance, Impact of AI and Automation on Employment Relations and Trade Unions..		
References		
1. P.R.N. Sinha, Sinha Indu Bala, Shekhar Seema Priyadharshini, Industrial Relations, Trade Unions and Labour Legislation, Fourth Edition, Pearson, 2021. 2. Sharma R.C., Industrial Relations and Labour Legislation, Second Edition, PHI Learning, 2019. 3. S C Srivastava, Industrial Relations and Labour Laws, Eighth Edition, Vikas Publishing House, 2023. 4. C.S. Venkata Ratnam & Manoranjan Dhal, Industrial Relations, Second Edition, Oxford University Press, 2020. 5. Parul Gupta, Industrial Relations and Labour Laws for Managers, Second Edition, Sage Publications, 2021.		
Online Resources		
1. https://labour.gov.in/industrial-relations 2. https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf 3. http://www.ilo.org/global/lang--en/index.htm 4. https://nptel.ac.in/courses/129105006 5. https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf		

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24MBH02	Managerial Behaviour and Effectiveness	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basics of Management principles • Basics of Organisational Behaviour • Introduction to HRM	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the dimensions of managerial job.
- To enable the students to become effective managers.
- To develop the winning ability among the students.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze managerial job dimensions to differentiate effective and ineffective behaviors across organizational levels and functions.
CO2	Develop strategies for identifying managerial talent, enhancing skills, and implementing motivational and reward systems for managerial effectiveness.
CO3	Evaluate approaches and metrics for measuring and optimizing managerial effectiveness in varied organizational and governmental contexts.
CO4	Assess the influence of environmental factors—including organizational climate, leadership, and competition—on managerial style and group dynamics.
CO5	Formulate self-development and negotiation strategies to foster creativity, competitive spirit, and ongoing managerial growth.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2			2	1	
CO 2	2		3		3	2	
CO 3				2	2	1	
CO 4		2	2	2	2	1	
CO 5		2			3	2	

Unit I	**INTRODUCTION**	**8 Hours**
Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour.		
Unit II	**DESIGNING THE MANAGERIAL JOB**	**8 Hours**
Identifying Managerial Talent, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Balanced Scorecard, Feedback, Career Management, Current Practices.		
Unit III	**MANAGERIAL EFFECTIVENESS**	**8 Hours**
Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness - the Effective Manager as an Optimizer.		
Unit IV	**ENVIRONMENTAL ISSUES**	**8 Hours**
Organizational Processes, Organizational Climate, Leader, Group Influences, Job Challenge, Competition, Managerial Styles.		
UNIT V	**DEVELOPING THE WINNING EDGE**	**8 Hours**
Organizational and Managerial Efforts, Self-Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity.		
Suggested Self-Study Topics: Changing role of Managers, Workforce Diversity, Talent Management, Managerial Effectiveness in Government and Private Sector, Leadership Styles, Personality Attributes, Cross Cultural Management, AI-Powered Leadership Assessments and Behavioral Profiling, Using AI to Enhance Managerial Decision-Making Through Predictive Insights.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. K Minraj ,Managerial Behaviour and Effectiveness, 2020.
2. Senyo Adjibolosoo, The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness Paperback – Import, 17 May 2018.
3. Milkovich and Newman, Compensation, New Delhi: McGraw-Hill International, 2015.
4. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, New Delhi: Pearson Education, 2010.
5. Mathis Jackson, Human Resource Management, 17th edition, Mason: Thomson South-western, 2023

Online Resources

1. https://www.academia.edu/37018852/A_Course_Material_on_MANAGERIAL_BEHAVIOR_AND_EFFECTIVENESS
2. https://www.researchgate.net/publication/229702546_Studies_of_Managerial_Jobs_and_Behaviour_The_Ways_Forward
3. https://cde.annauniv.edu/mbamqpp/pdf/Elective/DBA1743/MBA1725.pdf
4. https://jconsortium.com/index.php/scholar/article/view/144
5. https://www.academia.edu/5972460/MANAGERIAL_BEHAVIOUR_AND_EFFECTIVENESS

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24MBH03	Organizational Change and Intervention Strategy	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basics of Management principles ● Basics of Organisational Behaviour ● Introduction to HRM	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To facilitate students to understand the organizational change process.
- To enable students to understand organization development and Interventions.
- To help students understand Change Management Strategies.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze and apply change management frameworks and strategies to effectively manage organizational change, overcome resistance, and promote ethical practices in business environments.
CO2	Evaluate change models and organizational pressures to design and implement effective change management processes that enhance adaptability and address real-world business challenges.
CO3	Diagnose organizational readiness for change and model key components to enable managers to lead change initiatives and address performance and adaptability challenges
CO4	Design and implement appropriate organizational development interventions to address human, structural, and strategic challenges, fostering long-term effectiveness and adaptability.
CO5	Develop and apply effective communication and implementation strategies to manage change initiatives, build required skills, and evaluate outcomes for continuous improvement.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2		3		2	
CO 2	2	3				3	
CO 3	1	2			3	2	
CO 4	1	2			3	2	
CO 5		1			3	1	

Unit I	ORGANIZATIONAL CHANGE	8 Hours

Meaning, Forces, Types, Frameworks, Process. Resistance to Change, Overcoming Resistance, Organizational ethics and change. - Redefining Organizational Boundaries - Digital Transformation and Change

Unit II	**PERSPECTIVES ON ORGANIZATIONAL CHANGE**	**8 Hours**
Models, Integration, Need for Change - Environmental Pressures, Organizational Pressures – Organizational Culture and Change, Change Management Process.		
Unit III	**CHANGE MANAGEMENT**	**8 Hours**
Diagnosis for Change, Modelling Organizations, Component Analysis, Diagnosing Readiness, - Change Leadership - Stakeholder Analysis and Engagement		
Unit IV	**OD INTERVENTION**	**8 Hours**
Types: Human Process, Techno Structural, Strategic Change, Designing Interventions, Future of OD. - Agile Methodologies in OD - Ethical Considerations in OD Interventions		
UNIT V	**IMPLEMENTING CHANGE**	**8 Hours**
Strategies for Communicating, Implementation Process: Approaches, Managing Skills, Consolidating Change, Evaluation - Utilizing Technology for Change Implementation		
Suggested Self-Study Topics: Fear of Change, Formal Culture, Unfreezing change, Manipulation, Managing Transformation in a Non-Profit Organization Implication of Technical Changes, Perspective on changes, Role and style of Consultant, Role of Communication in change and OD, AI in Change Management: Predicting Resistance and Readiness for Change, AI-Driven Organizational Network Analysis for Change Interventions.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Donald L. Anderson, Organization Development: The Process of Leading Organizational Change, 6th Edition, SAGE Publications, 2024.
2. Darren McCabe, Changing Change Management: Strategy, Power and Resistance (Routledge Studies in Organizational Change & Development), 1st Edition, Routledge, 2020.
3. Ruth Tearle, How to Change Business Paradigms: 10 Organizational Development Interventions: (Organizational Development Interventions Library), 1st Edition, 2021.
4. William J. Rothwell, Sohel M. Imroz, et al., Organization Development Interventions: Executing Effective Organizational Change, 1st Edition, Productivity Press, 2021.
5. Ian Palmer, Richard Dunford, Gide Akin, Managing Organizational Change, Tata McGraw Hill, 2012.

Online Resources :

1. onlinecourses.nptel.ac.in/noc24_mg32
2. www.timespro.com/leadership-and-change-management-programme/iim-lucknow
3. www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/a-model-for-effective-change-management
4. ocw.mit.edu/courses/sloan-school-of-management/15-311-organizational-processes-fall-2004/
5. hbr.org/topic/change-management

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24MBH04	Performance Management	L	T	P	C
		3	1	0	4

Pre-requisite

- Basics of Management principles
- Basics of Organisational Behaviour
- Introduction to HRM

Assessment Pattern

Mode of Assessment	Weightage (%)
Continuous Assessment	40
Semester End Examinations	60

Course Objectives

- To understand the concept and importance of Performance Management.
- To comprehend the process of Performance Management System and its evaluation.
- To expose the various methods of measuring and monitoring performance.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Differentiate between performance appraisal and performance management to explain their purposes and organizational significance.
CO2	Apply the performance management process, including planning, feedback, and counselling, to improve employee development.
CO3	Evaluate approaches and methods for measuring employee performance and develop appropriate appraisal tools.
CO4	Implement monitoring, feedback, and coaching strategies to support continuous performance improvement.
CO5	Analyze reward systems and evaluation methods to align recognition with organizational and individual goals.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	1	
CO 2	1		2		2	2	
CO 3		2		2		2	
CO 4		2	2		2	1	
CO 5	1		2			2	

Unit I	INTRODUCTION	8 Hours

Definition, Importance of performance management, Purpose, Performance appraisal Vs Performance Management.

Unit II	**PROCESS**	**8 Hours**
Performance Management Process, Performance Planning, Performance Dimensions, Feedback Management in Performance management - Types, delivery methods, Performance Counselling		
Unit III	**MEASURING PERFORMANCE**	**9 Hours**
Approaches in Measuring Performance, Methods of Measuring Results, Methods of Measuring, Behaviours, Developing Appraisal forms, challenges and limitations in performance management		
Unit IV	**IMPLEMENTATION AND MONITORING**	**7 Hours**
Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counseling and Coaching in managing performance		
UNIT V	**REWARDS AND EVALUATION**	**8 Hours**
Rewards and Recognitions, Traditional pay plans, Contingent pay plans, Areas of Evaluation, role of non-monetary rewards		
Suggested Self-Study Topics: Ideal Characteristics of Performance Management System, Rater Biases, Communication Plan, Methods of Evaluation, Performance Agreements, Ethics in Performance Management, AI-Enabled Continuous Performance Feedback Systems, Using Machine Learning to Predict Employee Performance Trends.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1. T V Rao, Performance Management: Toward Organizational Excellence, 2nd Edition, New Delhi: SAGE Publications, 2015. 2. A S Kohli, Deb T, Performance Management, 2nd Edition, New Delhi: Oxford University Press, 2010. 3. Robert Bacal, Performance Management, 2nd Edition, New Delhi: McGraw-Hill, 2011. 4. Franklin Hartle, Transforming the Performance Management Process, 2nd Edition, London: Kogan Page Limited, 2012. 5. Herman Aguinis, Performance Management, 3rd Edition, New Delhi: Pearson International, 2012.		
Online Resources :		
1. https://www.bimkadapa.in/materials/PM-BALAJI%20MBA%20COLLEGE_KADAPA.pdf 2. https://sim.edu.in/wp-content/uploads/2016/10/Perfromance-management-counselling.pdf 3. https://nptel.ac.in/courses/109105127 4. https://srmuniv.digimat.in/nptel/courses/video/110105137/L03.html 5. https://www.coursehero.com/file/93841400/W4A1pdf/		

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24MBH05	Behaviour Modification and Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basics of Management principles ● Basics of Organisational Behaviour ● Introduction to HRM	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the basic concepts in Spiritual Intelligence, Emotional Intelligence and Transaction Analysis.
- To know the types and benefits of yoga.
- To comprehend the reasons for stress and the methods to relieve it.

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.
PO5	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.
PSO1	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.

Course Outcomes (COs)

The students will be able to

CO1	Analyze the philosophical and practical foundations of yoga to enhance personal well-being and life quality.
CO2	Evaluate spiritual intelligence concepts and implement strategies to foster spiritually inclined organizations.
CO3	Apply emotional intelligence techniques for managing thoughts, emotions, and fostering positive workplace relationships.
CO4	Assess sources and impacts of stress; design coping strategies to promote work-life balance and organizational health.
CO5	Perform transaction analysis and develop goal-setting frameworks to support effective behavioral change in professional contexts.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2		2			1	
CO 2	2		3			2	
CO 3	2	2			2	2	
CO 4		2			2	2	
CO 5	1	2	2		2	2	

Unit I	**YOGA**	**8 Hours**
Purpose, Properties of Yoga, Eight Limbs of Yoga, Seven Chakras and their Characteristics, Types of Yoga, Importance of Breath and Quality of Life		
Unit II	**SPIRITUAL INTELLIGENCE**	**8 Hours**
Definition, Spirituality Vs Religion, Goals of Life, Strategies to Develop a Spiritually Inclined Organization		
Unit III	**EMOTIONAL INTELLIGENCE**	**9 Hours**
Definition, Factors of Emotional Intelligence, Analysis of Thoughts, Basing of Desires, Neutralization of Anger, Eradication of Worries, Overcoming Fear, Harmony and Happiness in Life, Attachment, Detachment, and Moderation in Enjoyment		
Unit IV	**STRESS**	**7 Hours**
Understanding Stress: Meaning, Individual Stress, Work-Related Stress, Strategies to Cope-up with Stress, Importance of Work-Life Balance, dual career families and stress management		
UNIT V	**TRANSACTION ANALYSIS AND GOAL SETTING**	**8 Hours**
Transaction Analysis, Kinds of Transactions, Strokes, Types of Scripts, Time Structuring, Achieving Goals		

Suggested Self-Study Topics

Influence of EI & SI in Workforce, Benefits of Yoga in workplace, Spiritual Inclination, Importance of EI in Workplace, Symptoms of stress, Setting Goals, Strengthening Behaviors through Reinforcement, Measurement of Behavior and Behavior Change and Reinforcement, Behavioral Skills Training, AI-Based Monitoring Tools for Workplace Behavioral Interventions, Gamification and AI for Positive Behavior Reinforcement in Organizations.

Theory	**30 Hours**
Tutorial	**10 Hours**
Total	**40 Hours**

References

1. Garry Martin, Joseph Pear - Behavior Modification, Taylor & Francis Group, 2nd Edition, 2014.
2. Raymond Miltenberger - Behavior Modification: Principles and Procedures, Wadsworth Publishing Co Inc, 6th Edition, 2015.
3. R. Nandagopal and R. N. Ajith Sankar - Indian Ethos and Values in Management, Tata McGraw-Hill, 2011.
4. Guru - Stress Simplified: A Guide to Controlling and Reducing Stress Effectively, Paperback – 16 July 2021.
5. Yogiraj Vethathiri Maharishi - Journey of Consciousness, Vethathiri Publications, 2015.

Online Resources :
1. https://www.ekhartyoga.com/articles/philosophy/the-8-limbs-of-yoga-explained 2. https://srisrischoolofyoga.org/na/blog/8-limbs-of-yoga-ashtanga-yoga/ 3. http://acl.digimat.in/nptel/courses/video/109105116/lec35.pdf 4. https://www.medicalnewstoday.com/articles/323324#chronic-stress 5. https://www.matrrix.in/blogs/transactional-analysis

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24MBH06	Learning and Development	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic knowledge in Human Resource Management ● Basic understanding on the Concept of learning.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to identify needs of learning.
- To help the students in understanding training methods.
- To familiarize the students in pedagogical approaches for Management Development.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze learning theories and influencing factors to design effective learning strategies that enhance employee performance and address workplace skill gaps.
CO2	Evaluate training needs and processes to design targeted learning programs that align with organizational goals and improve employee performance.
CO3	Design and deliver effective training programs using appropriate methods and technologies to build trainer capabilities and meet evolving workforce development needs.
CO4	Design and apply development methods and team-building exercises to enhance individual capabilities, strengthen collaboration, and improve organizational performance.
CO5	Evaluate training programs using appropriate designs and outcome measures to improve effectiveness, address challenges, and ensure alignment with business objectives.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2			3	1	
CO 2	1	3			3	1	
CO 3		2			3	2	
CO 4		1	2		3	2	
CO 5	1	2			3	3	

Unit I	**LEARNING**	**8 Hours**

Learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories.

Unit II	**TRAINING**	**8 Hours**
Scope, Objectives, Importance, Training Process, benefits, Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis		
Unit III	**TRAINING DESIGN AND IMPLEMENTATION**	**8 Hours**
Designing Training Programmes, Training Methods, e-learning, Developing Effective Trainers		
Unit IV	**Approaches to Management Development**	**8 Hours**
Methods of Executive Development, Designing Development Programme, Team Building Exercises, Methods of Executive Development		
UNIT V	**EVALUATION OF TRAINING AND DEVELOPMENT**	**8 Hours**
Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and Development		
Self-Study Topics: Learning Environment, Learning Process, Learning Cycle, Importance of need analysis, Outsourcing, Management Games, Return on Investment, AI-Powered Personalized Learning Paths in Corporate Training, Chatbots and Virtual Coaches for Continuous Learning and Feedback.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Raymond A Noe, Amitabh Deo Kodwani Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 8e,2021.
2. Steven A. Beebe, Timothy P. Mottet, et al.,Training & Development : Communicating for Success ,Second Edition , By Pearson ,2019
3. Dr Arpita Kaul Sunita Chhabra, Training and Development, JSR Publishing House LLP; First edition ,2019
4. Dr. Pawan Kumar Sharma,Training and Development, Galgotia Publishing Company,2016
5. Randy L Desimone and John M Werner, *Human Resource Development*, New Delhi: Thomson Publishing, 2011.

Online Resources:

1. Training and Development - Course (nptel.ac.in)
2. Training Of Trainers - Course (nptel.ac.in)
3. Human resource development - Course (nptel.ac.in)
4. https://sscbs.du.ac.in/course/training-and-management-development/

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24MBH07	Competency Mapping and Developing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic knowledge in Human Resource Management • Basic understanding on the Concept of skills and competencies	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To make the students comprehend the basic concepts in competency mapping.
- To understand the role and importance of competency mapping in the development of an organization
- To figure out the steps involved in developing a competency mapping model.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Explain and differentiate key concepts of competence, competency, skill, and motive relevant to organizational performance.
CO2	Analyze and categorize threshold, differentiating, technical, leadership, and organizational competencies within professional contexts.
CO3	Design a competency model through assessment, mapping, and validation techniques supporting strategic talent management.
CO4	Evaluate competency models for leadership, management, and HR to recommend actions for overcoming resistance and promoting capability growth.
CO5	Implement competency mapping processes, address identified gaps, and assess the ROI of development interventions.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1		2		2	1	
CO 2	1		2		2	2	
CO 3	2	2			2	2	
CO 4		2	3		2	2	
CO 5	2	3	2		2	2	

Unit I	**Introduction**	**8 Hours**

Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping

Unit II	**Competency Categories**	**8 Hours**
Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies.		
Unit III	**Developing Competency Model**	**8 Hours**
Identifying Core Competencies, Developing Assessment Instrument, Performance Effectiveness Criteria, Base Competency Map, Competency Grading, Competency Assessment, Finalizing and Validating Competency Model		
Unit IV	**Competency Models**	**8 Hours**
Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model		
UNIT V	**Implementation and Development**	**8 Hours**
Communication & Implementation of Competency Mapping, Strategies to Address the Gaps, Evaluate ROI, Reassess Competencies and Development		
Suggested Self-Study Topics: Uses of competency mapping, Generic or Key Competencies, Data Gathering, Causes for Resistance against Competency mapping, Competency based Pay, Challenges in Implementation of Competency Mapping, Competency Based Career & Succession Planning, AI in Identifying Skill Gaps and Competency Frameworks, Machine Learning Models for Predicting Future Competency Needs.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Sudhir Warier, Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press; 1st edition, 2019
2. Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, Mc Graw Hill Education (India), 2011.
3. Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE Publications India Pvt Ltd; First edition ,2019
4. Seema Sanghi ,The Handbook Of Competency Mapping: Understanding, Designing And Implementing Competency Models In Organizations, Sage Publications India Private Limited; Third edition,2016
5. Shyam Bhatawdekar ,Dr Kalpana Bhatawdekar -Competency Management: Competency Matrix and Competencies, Createspace Independent Publication, 2015

Online Resources:

1. https://onlinecourses.nptel.ac.in/noc21_mg49/preview
2. Managerial skills and competencies - Course (nptel.ac.in)
3. Human resource development - Course (nptel.ac.in)
4. http://www.ndl.gov.in/he_document/nptel/nptel/courses_109_105_109105121_video_lec40

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24MBH08	Social Psychology	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
	Mode of Assessment	**Weightage (%)**
• Basic knowledge in Human Resource Management • Basic understanding on the Concept of social psychology.	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To study social interaction and social influence.
- To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.
- To create awareness about influence of social Psychology in business.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Explain key concepts of social psychology and analyze their applications in business and society.
CO2	Interpret social perception processes and evaluate how nonverbal communication and impression management affect interactions.
CO3	Apply theories of social cognition, persuasion, and attitude change to influence behavior effectively.
CO4	Assess interpersonal relations, including identity, prejudice, and aggression, to improve social dynamics.
CO5	Examine social influence mechanisms and group behaviors to design strategies for positive social change.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		2	
CO 2		2		2		1	
CO 3	2	2				2	
CO 4		2		2	1	2	
CO 5	2	2		2		2	

Unit I	Introduction	8 Hours

Social Psychology – Origin and development – Social behaviour and social thought -Applications in society and business.

Unit II	Perceiving and Understanding Others	8 Hours

Social perception – Nonverbal communication – Attribution – Impression formation- Impression management.

Unit III	**Cognition in the Social World**	**8 Hours**
Social cognition – Schemas – Heuristics – Errors – Attitudes - Factors leading to success or failure of attitude change & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem		
Unit IV	**Interpersonal Relations**	**8 Hours**
Self & Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.		
UNIT V	**Applied Social Psychology**	**8 Hours**
Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues.		

Suggested Self-Study Topics:
Evaluating the Applications of Social Psychology, Prosocial Behavior, Micro Expressions, Social Comparison, Workplace Interplace Relationship, Social Tension, AI in Analyzing Group Behavior and Online Social Interactions, Facial Emotion Recognition Using AI in Social Experiments.

Theory	**30 Hours**
Tutorial	**10 Hours**
Total	**40 Hours**

References

1. Elliot Aronson, Timothy D. Wilson, Samuel R. Sommers, Veena Tucker, Social Psychology, 12th Edition, By Pearson,2022
2. Arun Kumar Singh, Social Psychology, PHI Learning Pvt. Ltd.; 4th edition, 2021
3. R. Branscombe Nyla, A. Baron Robert, Kapur Preeti,Social Psychology Fifteenth Edition by Pearson, 2021
4. Richard J. Crisp and Rhiannon N. Turner, Essential Social Psychology (India), SAGE Publications India Pvt Ltd; Fourth edition,2021
5. Frank W (Author), Schneider, Applied Social Psychology: Understanding and Addressing Social and Practical Problems, SAGE South Asia; Third Edition,2021

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2. https://www.coursera.org/learn/social-psychology
3. https://www.my-mooc.com/en/mooc/social-psychology-coursera/
4. https://onlinecourses.swayam2.ac.in/cec21_hs30/preview
5. http://www.ndl.gov.in/he_document/nptel/nptel/courses_109_105_109105121

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24MBH09	HR Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic knowledge in Human Resource Management ● Basic understanding on the Concept of HR Analytics	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to identify need of HR metrics and Analytics.
- To help the students in understanding staffing utility.
- To estimating pay offs from learning and development.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze HR measurement approaches to connect workforce metrics with organizational effectiveness and support data-driven decision-making.
CO2	Apply HR analytics to measure and manage employee absenteeism and turnover, minimizing associated costs and improving workforce stability.
CO3	Evaluate the costs and benefits of health and wellness programs using analytics to inform strategic decision-making that enhances employee well-being and reduces organizational expenses.
CO4	Analyze the relationship between employee attitudes, behaviors, and financial outcomes to enhance engagement and improve service climate for better business performance.
CO5	Evaluate staffing decisions and HR development programs using utility analysis to optimize workforce investment and maximize organizational payoffs.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3				2	
CO 2	1	3				2	3
CO 3	1	2		3		2	3
CO 4		3	3			2	2
CO 5	2	3				2	2

Unit I	Strategic Role of HR Metrics	8 Hours

Connecting measures and organizational effectiveness- HR measurement approaches - Traditional versus contemporary HR measures.

Unit II	**Absenteeism and Separation**	**8 Hours**
Employee Absenteeism- how absenteeism creates costs – analytics and measures for Employee Absenteeism- Employee separation: Turnover, separation and acquisition – computation of turnover rates– Analytics – handling turnover costs.		
Unit III	**Employee Assistance and Workplace Health**	**8 Hours**
Assessment of cost and benefit of health, wellness and promotions – Analytics for decision making.		
Unit IV	**The Employee Attitude and Engagement**	**8 Hours**
The logic connecting attitude, behavior and financial outcome- employee engagement and service climate – Estimating the financial impact of employee attitude.		
UNIT V	**Staffing Utility and Benefits of HR Utility Programs**	**8 Hours**
The concept and measurement: staffing measurement - staffing decisions through utility analysis- Cost and benefit of HR Development program: Estimating pay offs from learning and development.		
Suggested Self-Study Topics: HR Analytics Function, HR dashboard, Workplace counseling, Machine Impact in HR Analytics, Recruitment utility analysis, Statistical analysis for HR, AI role in Predictive HR Analytics Using Machine Learning Models, Natural Language Processing (NLP) in Employee Feedback and Sentiment Analysis using AI.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Dr. Michael Walsh ,HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series), Vibrant Publishers,2021
2. Shonna D. Waters PhD, Valerie Streets, et al. ,The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society For Human Resource Management,2020
3. Manish Gupta Pratyush Banerjee, Jatin Pandey, Practical Applications of HR Analytics: A Step-by-Step Guide ,SAGE Publications India Pvt Ltd; First edition,2019
4. Dr Martin Edwards , Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric ,Kogan Page; 2nd edition, 2019
5. Jac FITZ-ENZ ,The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom , 2018

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2. https://onlinecourses.nptel.ac.in/noc24_hs126/preview
3. https://onlinecourses.nptel.ac.in/noc23_mg64/preview
4. https://onlinecourses.swayam2.ac.in/imb24_mg56/preview
5. https://onlinecourses.swayam2.ac.in/cec21_hs30/preview

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24MBH10	Political Behaviour and Impression Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic knowledge in Human Resource Management ● Basic understanding on the Concept of political behaviour and impression management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide basic knowledge in organizational politics and Impression Management.
- To enable the students to understand the tactics to deal politics.
- To impart knowledge on social networking.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Analyze the dynamics of power, politics, and impression management to navigate organizational environments ethically.
CO2	Develop positive political strategies and tactics to enhance influence across upward, lateral, and downward organizational relationships.
CO3	Apply influence tactics effectively by leveraging political skills to shape supervisors' and peers' perceptions.
CO4	Evaluate social network theories to build strategic connections and manage interpersonal relationships within organizations.
CO5	Identify dysfunctional political behaviours and implement measures to foster a high-integrity political culture.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		1	
CO 2			3		2	2	
CO 3		2	3		2		
CO 4		2			2	2	
CO 5			2	3		2	

Unit I	Introduction	8 Hours

Impression Management, Power and Politics in organizational Life, Framework for Effective Use of organizational Politics, Ethics of Organizational Politics, Ethical Lobbying.

Unit II	**Strategies and Tactics of Politics**	**8 Hours**
Initiatives for Acquiring Power-Power Dynamics in Negotiations, Development and Transfer of Power across Organizational Levels. Upward Relations-The politics of Impression Management in Organizations: Contextual Effects, Managing Your Boss. Lateral Relations-Political Tactics to Enhance Team Play, Protective Impression Management, Relationship Quality & Relationship Context, Building a Savvy Team. Downward Relations-The Symbiosis of Organizational Politics and Democracy, Team Trust/Competence Grid, Antecedents, Processes and Outcomes of Collective Politics in Organizations.		
Unit III	**Influence Tactics**	**8 Hours**
Organizational Politics: Building Positive Political Strategies in Turbulent Times, Influence Tactics Used by Subordinates, The Impact of Political Skill on Impression Management Effectiveness, Role of Subordinate Political Skill on Supervisor's Impressions.		
Unit IV	**Social Networks within the Organization**	**8 Hours**
Social Network Theory, Weaving a Safety Network, Capabilities of the Consummate Net-worker, Competent Jerks, Lovable Fools and the Formation of Social Networks.		
UNIT V	**Managing Dysfunctional Politics**	**8 Hours**
Negative Tactics & Blunders-Negative Political Tactics, Detecting Power Dynamics, Agendas and Unwritten Rules, Rethinking Political Correctness. Controlling Dysfunctional Politics-Consequences of Dysfunctional Impression Management, Forging a High Integrity Politics Culture, The Bigger Picture: A Societal Wake-Up Call.		
Suggested Self-Study Topics: Understanding Office Politics & Your Tendency to Play Organizational Politics, Impression Management through Story Telling, Creating an Impression of Power, Engaging in Effective Flattery, High-Quality Exchanges with Co-worker's, Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions, HBR Simulation, Building Your Network Blunder Recovery and Damage Control, Confronting a Backstabber, AI Tools for Detecting Organizational Politics via Communication Patterns, AI in Analyzing Digital Footprints for Impression Management on Social Media and Internal Platforms.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1. Gerald R. Ferris , Darren C. Treadway, Politics in Organizations: Theory and Research Considerations (SIOP Organizational Frontiers Series), December 2017 2. Eran Vigoda-Gadot , Amos Drory ,Handbook of Organizational Politics:2nd edition ,29 September 2017 3. Karen Dillon,HBR Guide to Office Politics (HBR Guide Series), Harvard Business Review Press ,2014 4. Jeffery Pfeffer ,Power: Why Some People Have It—and Others Don't, HarperCollins e-books; 1st edition , 2010 5. Marie G. McIntyre, Secrets to Winning at Office Politics: How to Achieve Your Goals and Increase Your Influence at Work , St. Martin's Griffin; 1st edition , 2005		
Online Resources:		
1. https://onlinecourses.nptel.ac.in/noc21_hs18/preview 2. http://www.ndl.iitkgp.ac.in/he_document/nptel/nptel/110105154_b6cezp44t5a 3. https://archive.nptel.ac.in/courses/110/105/110105154/ 4. Introduction to Political Theory - Course (nptel.ac.in)		

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PROFESSIONAL ELECTIVES – OPERATIONS

24MBP01	Business Process Reengineering	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basics of Management concepts ● Understanding of Production Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the importance of business process reengineering and kaizen.
- To enable the students to understand the relevance of change management in BPR.
- To familiarize the process of implementation of Business Process Engineering.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership ability
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Explain the principles of BPR and Kaizen and analyze their strategic roles in business improvement.
CO2	Compare BPR with related management concepts like TQM, QFD, ISO standards, and ERP to integrate best practices.
CO3	Develop BPR implementation plans by identifying, measuring, and redesigning key business processes.
CO4	Evaluate organizational roles and anticipate pitfalls to effectively lead BPR initiatives and performance measurement.
CO5	Manage change during BPR projects by applying negotiation techniques and radical change strategies

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				1	
CO 2	2	3				2	2
CO 3	3	2				2	2
CO 4		2	3		2	2	
CO 5		2	2		3	2	

Unit I	Business Process Reengineering and Kaizen	8 Hours

BPR: Definition, Japanese Business strategy, Kaizen and Management, Characteristic features of Kaizen relevant to BPR.

Unit II	**Business Process Reengineering and Other Management Concepts**	**8 Hours**
Issues in BPR, BPR and TQM, QFD, ISO Standards and QMS, ERP.		
Unit III	**Implementation of Business Process Reengineering**	**8 Hours**
Business Vision and Process Objectives, Identification of Processes To Be Reengineered, Measurement of Processes, Design, BPR Life Cycle Methodology.		
Unit IV	**Reengineering Structure and Pitfalls**	**8 Hours**
BPR Leader, Process Owners, Reengineering Teams, Pitfalls in Organizational Environment. Complacency Management, Performance Measurement In BPR.		
UNIT V	**Change Management in Business Process Reengineering**	**8 Hours**
Structure of Change, Approaches to Radical Change, Management of Change In BPR, Application of Negotiation in BPR.		
Suggested Self Study Topics New developments in BPR, Benefits of ISO standards, Evaluation of process prototype, Appraisal system, Role of IT in BPR. Business Process Modeling with AI, AI-Driven Operations Planning and Process Optimization		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Blokdyk, G., Business Process Reengineering A Complete Guide - 2020 Edition, 1st Edition, 2020, Published by 5STARCooks.
2. Tsai, H. L., Information Technology and Business Process Reengineering: New Perspectives and Strategies, 1st Edition, 2021, Springer.
3. Pitman, B., Business Process Reengineering Plain and Simple: Planning to Successfully Achieve Dramatic Improvement in Business Performance, 3rd Edition, 2020, Trafford Publishing.
4. Caprarescu, G., Services and Business Process Reengineering, 2020, IGI Global.
5. Kreng, V., Business Process Reengineering in the Service Sector: Organizational and Technological Challenges, 2021, Routledge.

Online Resources

1.https://onlinecourses.nptel.ac.in/noc20_mg06/preview
2.https://www.coursera.org/learn/business-process-management-in-healthcare-organizations
3.https://archive.nptel.ac.in/courses/110/105/110105083/
4.https://www.coursera.org/learn/operations-management-organization-and-analysis
5.https://www.shiksha.com/online-courses/business-process-re-engineering-certification-340

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24MBP02	Advanced Maintenance Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basics of Management concepts ● Understanding of Production Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce the functions of maintenance.
- To familiarize the students with Total Productive Maintenance.
- To enable the students to understand the concept of optimum overhaul.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Explain maintenance objectives, types, and strategies, and organize maintenance functions using the Five Zero concept.
CO2	Analyze failure data using MTBF, MTTF, and statistical distributions to predict system availability and maintainability.
CO3	Evaluate maintenance planning policies and determine optimal overhaul and replacement intervals for assets.
CO4	Compare various maintenance systems and implement total productive maintenance for operational efficiency.
CO5	Apply advanced techniques like Reliability Cantered Maintenance and expert systems to improve asset reliability and maintenance processes

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					1	
CO 2		3				2	2
CO 3	2	3				2	2
CO 4		2	2		2	2	
CO 5	2	2				2	2

Unit I	Maintenance Concepts	8 Hours

Objectives and Functions Of Maintenance, Types, Maintenance Strategies. Organization for Maintenance. Five Zero Concept.

Unit II	**Failure Data Analysis**	**8 Hours**
MTBF, MTTF, Useful Life, Survival Curves, Repair Time Distribution, Break Down Time Distributions, Poisson, Exponential and Normal Distribution. Availability Of Repairable Systems, Maintainability Prediction, Design for Maintainability.		
Unit III	**Maintenance Planning**	**8 Hours**
Overhaul And Repair: Meaning And Difference, Optimal Overhaul / Repair / Replace Maintenance Policy, Re Placement Decisions: Optimal Interval.		
Unit IV	**Maintenance Systems**	**8 Hours**
Fixed Time Maintenance, Condition Based Maintenance; Operate To Failure, Opportunity Maintenance, Design Out Maintenance, Total Productive Maintenance. Predictive Maintenance, Prescriptive Maintenance.		
Unit V	**Advanced Techniques**	**8 Hours**
Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM)- Philosophy and Implementation, Signature Analysis - Expert Systems – Concept of Terro Technology, Reengineering Maintenance Process, Concept of Reliability, Reliability Improvement, Concept of Maintainability and Maintainability Improvement - Asset Management Techniques.		
Suggested Self Study Topics New Developments in Maintenance, Preventive Maintenance, Group Replacement, Reduction of Maintenance Cost, Maintenance Management Information System & Technical Audit, Machine Learning for Reliability Engineering and Failure Prediction, Artificial Intelligence for Predictive Maintenance		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Angeles, R., and Nelms, C. R., World Class Maintenance Management - The 12 Disciplines, Lulu Publishing, 2020.
2. Blokdyk, G., Maintenance Management A Complete Guide - 2020 Edition, 1st Edition, 5STARCooks, 2021.
3. Ben-Daya, M., and Duffuaa, S. O., Handbook of Maintenance Management and Engineering, 2nd Edition, Springer, 2021.
4. Parida, A., and Kumar, U., Digital Maintenance Management, Springer, 2022.
5. Smith, R., and Hawkins, B., Lean Maintenance: A Practical, Step-By-Step Guide for Increasing Efficiency, 2nd Edition, Elsevier, 2021.

Online Resources

1. https://www.euromatech.com/course/advanced-maintenance-management/
2. https://oxford-management.com/course/certificate-course-in-advanced-maintenance-management/
3. https://rcademy.com/course/advanced-maintenance-management-certification-course/
4. https://www.meirc.com/training-courses/maintenance-engineering/advanced-maintenance-management
5. https://mercury-training.com/c/6020.html

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24MBP03	Lean Manufacturing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basics of Management concepts ● Understanding of Production Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the principles behind lean manufacturing philosophy.
- To enable the student to understand the concept of Value Steam Mapping (VSM)
- To familiarize them with the implementation of various lean manufacturing 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.
PO5	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PSO1	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems
PSO2	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.

Course Outcomes (COs)

The students will be able to

CO1	Apply knowledge of management theories and practices to solve business problems.
CO2	Foster Analytical and critical thinking abilities for data-based decision making.
CO3	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
CO4	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
CO5	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	3	
CO 2	2	2				3	3
CO 3	2				2	3	
CO 4	2					3	3
CO 5	2				2	3	

Unit I	Benefits of Lean Manufacturing System	8 Hours

History And Modern Applications, MRP And Their Impact, Lean Manufacturing Model, Kanban Methodology, Continuing Evaluation, Strategic Business Analysis.

Unit II	**Understanding Product, Process and Demand**	**8 Hours**
Value Stream Mapping - Scope, Selecting Parent Parts, Lean Line, Demand, Documenting Process Flow, Takt Time, Process Linking And Balancing. Imbalance, Approach, Resource, Definition, Physical Layout, Designing 5S.		
Unit III	**Kanban Strategies**	**8 Hours**
Process, Single, Multi Card System, Inventory Management, Team Establishment: Commitment, Physical Facilitation, Management Structure, Application Of Kanban.		
Unit IV	**Lean Implementation And Milestones**	**8 Hours**
Software Requirement Milestones, Understanding Process, Product And Materials, Checking, Factory Design, Line Start-Up And Introduction To Lean Tools.		
Unit V	**Lean Line Management**	**8 Hours**
Matching Customer Demand, Customer Response Policy, Lean Line Optimization, Resistance To Change. Continuous Improvement Practices, Value Stream Mapping, Standardized Work Processes.		
Suggested Self Study Topics Concept of IoT to improve Lean Manufacturing, Kanban Signalling, Transformation process perpetual inventory, Lean implementation in services- Banks, Flexibility and rewards, AI-Powered Demand Forecasting and Kanban Optimization, Artificial Intelligence in Lean and Smart Manufacturing		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Marc Helmold, Lean Management and Kaizen: Fundamentals from Cases and s in Operations and Supply Chain Management, Springer, 2021.
2. J. Paulo Davim (Ed.), Progress in Lean Manufacturing, CRC Press, 2021.
3. James P. Womack and Daniel T. Jones, Lean Thinking: Banish Waste and Create Wealth in Your Corporation (Revised and Updated), Simon & Schuster, 2021.
4. George Blokdyk, Lean Manufacturing: A Complete Guide - 2020 Edition, 1st Edition, 5STARCooks, 2020.
5. John Bicheno and Matthias Holweg, The Lean Toolbox: The Essential Guide to Lean Transformation, 6th Edition, Picsie Books, 2021.

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1. https://ocw.mit.edu/courses/16-660j-introduction-to-lean-six-sigma-methods-january-iap-2012/
2. https://onlinecourses.swayam2.ac.in/imb24_mg119/preview
3. https://ieeexplore.ieee.org/document/9244796/
4. https://ocw.mit.edu/courses/esd-60-lean-six-sigma-processes-summer-2004/
5. https://ieeexplore.ieee.org/document/9353889/

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24MBP04	Purchasing and Materials Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basics of Management concepts ● Understanding of Production Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce purchase and materials management practices.
- To enable the students to understand supply sources.
- To familiarize warehouse management.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze the purchasing function and its integration with organizational departments to develop effective procurement strategies.
CO2	Evaluate supply sources using vendor development, rating, and negotiation techniques to select optimal suppliers.
CO3	Apply materials planning tools such as codification, classification, and standardization to streamline inventory management.
CO4	Assess legal and ethical aspects in materials management to strengthen buyer-seller relationships and compliance.
CO5	Manage warehousing operations and implement Materials Management Information Systems for accurate control and documentation

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	3	
CO 2	2				2	3	
CO 3	2	2				3	3
CO 4			2	2		3	
CO 5	2					3	3

Unit I	Purchasing Functions	8 Hours

Relationship Of Purchasing Department with Other Departments, Procurement, Supply Management Activities, Purchasing Objectives and Policies, Operating Procedures, Purchasing Cycles, Objectives Of Materials Management.

Unit II	**Supply Sources**	**8 Hours**
Importance Of Source Selection, Vendor Development & Maintenance, Vendor Rating, Competitive Bidding, Selecting the Source, Negotiation: Objectives, Process, Techniques, Price Negotiation, Purchasing of Capital Goods, Seasonal Commodities, Insurance Spares.		
Unit III	**Materials Planning**	**8 Hours**
Materials Codification: Evolution Of Codes, Classification, Methodology, Advantages, Standardization: Definition, Specification, Advantages, Techniques, Pricing Principles: Price Analysis, Discounts.		
Unit IV	**Materials Management**	**8 Hours**
Materials Management, Legal Aspects of Buying, Buyer-Seller Relationship, Ethics in Material Management - Supplier Relationship Management, Sustainable Procurement Practices.		
Unit V	**Warehousing Management**	**8 Hours**
Stores Management, Incoming Material Control, Stores Documentation & Accounting, Materials Management Information System (MMIS).		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self Study Topics

Organization of material function, Contract management, Economic consideration in determining the right price, Industry ethical practices in Materials, New developments in MMIS, AI-Driven Inventory and Warehouse Optimization, Artificial Intelligence in Procurement and Supplier Relationship Management

References

1. R. Rajan, Strategic Procurement and Supply Chain Management: Theory and Practice, 1st Edition, Wiley, 2021.
2. John C. A. Mangan, David J. D. Jones, and Chandra L. C. Upton, Purchasing and Supply Chain Management: Strategies and Realities, 2nd Edition, Routledge, 2021.
3. Robert J. Trent, Supply Chain Management: A Global Perspective, 4th Edition, Pearson, 2021.
4. Kenneth B. Kahn, Purchasing and Materials Management: A Strategic Approach, 2nd Edition, McGraw-Hill Education, 2021.
5. Rajiv J. Shah, Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control, and Improvement, 1st Edition, Wiley, 2020.

Online Resources

1. https://nptel.ac.in/courses/110105095
2. https://onlinecourses.nptel.ac.in/noc24_mg57/preview
3. https://ieeexplore.ieee.org/iel8/6287639/6514899/10684612.pdf
4. https://www.iso.org/standards.html
5. https://www.ascm.org/procurement-certificate-program/

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24MBP05	Service and Operations Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
	Mode of Assessment	**Weightage (%)**
● Understanding of basic management principles. ● Knowledge of operations and supply chain management. ● Familiarity with basic economic principles related to services.	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the role of services in economic development.
- To enable the students to understand the service design and management.
- To familiarize the students in the area of service productivity.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze the role and nature of services to formulate effective service strategies across different sectors.
CO2	Design service enterprises using tools like service blueprints and integrate technology to improve service quality.
CO3	Manage service operations by balancing capacity and demand, and optimizing global service supply relationships.
CO4	Apply quantitative models such as queuing theory and forecasting to enhance service efficiency and resource planning.
CO5	Evaluate service productivity using linear programming and measure performance through Data Envelopment Analysis (DEA).

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					1	
CO 2	2	3				2	2
CO 3	2	2			3	2	2
CO 4		3				2	2
CO 5		3				1	2

Unit I	Understanding services	8 Hours

Role of services in the economy, Nature of services, Types of services, Service strategy, Role of digital services in modern economy

Unit II	**Designing the service enterprise**	**8 Hours**
New service development, Service blue print, Technology in services, Service quality, Process improvement in service encounter, Supporting facility and process Flows, Self-service technologies, AI and automation in services, Customer journey mapping.		
Unit III	**Managing service operations**	**8 Hours**
Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships. Growth and Globalization of Services.		
Unit IV	**Quantitative models for service management**	**8 Hours**
Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods.		
UNIT V	**Service productivity and measurement of performance**	**8 Hours**
Application of linear programming techniques through Data Envelopment Analysis, Application of DEA in service sector, Real-time performance monitoring.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self Study Topics

Different service industries, Service facility Location, managing project, Application of queuing models in different services, Scoring systems, Predictive Analytics and AI for Service Operations Optimization, Artificial Intelligence in Service Design and Customer Experience Management

References

1. Sanjeev K. Bordoloi, James A. Fitzsimmons, and Mona J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, 10th Edition, McGraw Hill, 2023.
2. David W. Parker, Service Operations Management: The Total Experience, 2nd Edition, Edward Elgar Publishing, 2018.
3. Nigel Slack, Alistair Brandon-Jones, and Nicola Burgess, Operations Management, 10th Edition, Pearson, 2022.
4. William J. Stevenson and Thomas K. Kull, Operations and Supply Chain Management, 15th Edition, McGraw Hill, 2023.
5. Ricardo Ernst and Panos Kouvelis, Creating Values with Operations and Analytics: A Tribute to the Contributions of Professor Morris Cohen, Springer, 2022.

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1. https://courses.business.columbia.edu/B8107
2. https://www.coursera.org/courses?query=operations+management
3. https://www.poms.org/pomjournal/departments/serviceopsman
4. https://www.bloomsbury.com/us/service-operations-management-9781137609236/
5. https://safetyculture.com/topics/service-operations-management/

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24MBP06	Supply Chain and Logistics Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic knowledge of business management. ● Understanding of logistics and transportation fundamentals. ● Knowledge of production and inventory management systems.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce the concept of supply chain and logistics.
- To familiarize the key drivers of supply chain performance.
- To enable the students to understand the analytical tools necessary to solve supply chain problems.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze supply chain structures and performance drivers to design efficient supplier-manufacturer-customer networks.
CO2	Evaluate demand forecasting methods and determine optimal inventory and product availability under uncertainty.
CO3	Develop distribution network designs using location models and assess their impact through decision tree analysis.
CO4	Apply logistics strategies including freight management, containerization, and 3PL/4PL to optimize transportation systems.
CO5	Implement supply chain technologies like GPS and IT frameworks to enhance transactional logistics and global operations.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				3	3
CO 2	2	2				3	3
CO 3	2	2				3	3
CO 4		2				3	3
CO 5				2		3	3

Unit I	**Supply chain**	**8 Hours**

Fundamentals, Importance, Decision Phases, Process view, 'Supplier- Manufacturer-Customer chain', Supply chain performance: Drivers, Structuring supply chain, Sustainable supply chain practices.

Unit II	**Overview of demand forecasting in the supply chain**	**8 Hours**
Aggregate planning, Managing predictable variability. Managing supply chain cycle inventory, Uncertainty, safety inventory, Determination of optimal level of product availability, AI and machine learning in demand forecasting, Predictive analytics.		
Unit III	**Distribution network design**	**8 Hours**
Role, factors influencing network, options, Value Addition. Models for facility location and capacity planning. Network design: Impact of uncertainty, decisions using decision trees. Distribution centre location models. Supply chain network optimization models, Last-mile delivery optimization, Omni-channel distribution strategies, Blockchain in network design		
Unit IV	**Logistic system**	**8 Hours**
Evolution, Infrastructure and Networks. Freight Management, Route Planning, Containerization. Modal Characteristics, Inter-modal operators and transport economies. Ocean carrier management, import- export logistics management. Logistics outsourcing, 3PL / 4PL, Importance of Insurance, Autonomous vehicles and drones in logistics, Electric vehicles in freight management, Carbon footprint reduction in logistics		
UNIT V	**Transactional logistics**	**8 Hours**
Framework and role of supply chain in e- business and b2b practices. Supply Chain IT Framework. International supply chain, GPS, tracking system.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self Study Topics

Overview of supply chain models, Coordination in the Supply Chain, New developments in network designs, Reverse logistics, Software Packages in Supply Chain, AI based techniques in supply chain and logistics management, Role of Sustainability Certifications in Supply Chains, AI-Enabled Logistics and Intelligent Transportation Systems, Artificial Intelligence and Predictive Analytics in Supply Chain Forecasting

References

1. Sunil Chopra, Peter Meindl, and D. V. Kalra, Supply Chain Management: Strategy, Planning, and Operation, 7th Edition, Pearson Education, 2019.
2. Donald Bowersox, David Closs, and M. Bixby Cooper, Supply Chain Logistics Management, 6th Edition, McGraw Hill, 2019.
3. John Manners-Bell, Logistics and Supply Chain Innovation: A Practical Guide to Disruptive Technologies and New Business Models, 2nd Edition, Kogan Page, 2020.
4. Yossi Sheffi, The Magic Conveyor Belt: Supply Chains, AI, and the Future of Work, MIT CTL Media, 2023.
5. Hugo T. Y. Yoshizaki (Ed.), Supply Chain Management and Logistics in Emerging Markets, Emerald Publishing, 2019.

Online Resources

1. https://www.pearson.com/store/p/supply-chain-management-strategy-planning-and-operation/P100000904441
2. https://www.mheducation.com/highered/product/Supply-Chain-Logistics-Management-Bowersox.html
3. https://www.koganpage.com/product/logistics-and-supply-chain-innovation-9781789662516
4. https://www.amazon.com/Magic-Conveyor-Belt-Supply-Future/dp/0262045963
5. https://www.emerald.com/insight/content/doi/10.1108/9781786351512-001

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24MBP07	Total Quality Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic understanding of management concepts. ● Knowledge of quality control and operations management. ● Familiarity with process improvement techniques.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To make the students understand the basic concepts of TQM and appreciate its importance in
- today's business environment.
- To enable them to acquire required diagnostic skills and use various quality tools.
- To familiarize the students about the Quality Management System.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Explain core concepts and analyze the evolution and dimensions of quality within a Total Quality Management framework.
CO2	Evaluate leadership roles and apply Deming's principles and quality tools like PDSA for effective TQM implementation.
CO3	Apply process-based approaches and integrate continuous improvement techniques such as Kaizen, Juran's Trilogy, and 5S.
CO4	Use quality tools like FMEA, Poka-Yoke, and TPM to enhance process reliability and reduce defects.
CO5	Assess quality management systems such as ISO 9000/14000 and compare global certification practices and standards.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		3	
CO 2	2		2			3	
CO 3			1			3	3
CO 4		2				3	3
CO 5				2		3	

Unit I	Introduction	8 Hours

Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM frame work, Adoption of AI in quality management, and Role of data analytics in measuring and enhancing quality.

Unit II	**TQM implementation**	**8 Hours**
Leadership for TQM, Deming's quality principle, TQM implementation, PDSA cycle, Quality Circles, Quality Council.		
Unit III	**Process approach to TQM**	**8 Hours**
Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S.ESI (Early Supplier Involvement), Automation of quality processes, AI integration in process optimization, and Predictive maintenance techniques.		
Unit IV	**Tools and techniques**	**8 Hours**
7 Old quality control tools, Total productive maintenance, Failure mode and effect Analysis, POKAYOKE, Six Sigma		
UNIT V	**Quality management systems**	**8 Hours**
Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Korean and American QMS		
	Tutorial	**10 Hours**
	Theory	**30 Hours**
	Total	**40 Hours**

Suggested Self Study Topics

Cost of Quality, Supplier Partnership, 5M, Toyota and Six Sigma, Quality Awards, Predictive Quality Analytics and Intelligent Maintenance Systems, Artificial Intelligence in Quality Control and Process Optimization

References

1. Joseph A. Schilling, Strategic Management of Technological Innovation, 6th Edition, McGraw-Hill Education, 2021
2. William J. Abernathy & Philip B. Crosby, Quality Management for Organizational Excellence, 3rd Edition, Pearson Education, 2021
3. S. K. Chakrabarti, Total Quality Management: A Comprehensive Approach, 5th Edition, PHI Learning, 2022
4. G. Kanji, Business Excellence: The Integrative Approach to Total Quality Management, 2nd Edition, Sage Publications, 2021
5. Besterfield, D. H., Total Quality Management, 4th Edition, Pearson Education, 2022

Online Resources

1. https://nptel.ac.in/courses/110/106/110106103/
2. https://www.coursera.org/learn/six-sigma-define-and-measure
3. https://www.coursera.org/learn/total-quality-management
4. https://asq.org/quality-resources/quality-tools
5. https://www.udemy.com/course/total-quality-management-tqm-basics/

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24MBP08	Six Sigma	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
	Mode of Assessment	**Weightage (%)**
● Understanding of basic quality management principles. ● Knowledge of statistical methods and data analysis. ● Familiarity with process improvement and operational efficiency tools.	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce the concept of Six Sigma
- To familiarize the different stages in Six Sigma.
- To enable the students to understand the control charts and Six Sigma measurement.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to

CO1	Develop a strategic Six Sigma deployment plan focusing on customer needs and effective project selection.
CO2	Define project objectives and measure process performance using appropriate metrics and baseline estimation.
CO3	Analyze process variations and improve workflows by implementing and verifying innovative solutions.
CO4	Control improved processes by standardizing methods and evaluate Six Sigma metrics to measure quality impact.
CO5	Select and apply suitable control charts to monitor process stability and maintain quality standards.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	
CO 2	2	3				2	
CO 3		3				2	
CO 4		3				2	
CO 5	2	2				2	

Unit I	Introduction	8 Hours

Deployment Strategy-Six Sigma- Difference between six sigma and TQM- Elements of Successful deployment, Personnel requirement –Training plan –Training needs analysis, Focusing the Deployment- Customer focus-Project selection, Agile methodology in Six Sigma.

Unit II	Define and Measure Stage	8 Hours

Define Stage-Objectives-Project Definition-Top level process Definition-Team formation, Measure Stage-Process Definition-Metric Definition-Process baseline estimation.

Unit III	**Analysis and Improve Stage**	**8 Hours**
Analyze stage-Value Stream Analysis-Analyzing the sources of Variation-Determining Process Drivers, Improve Stage- Defining New Process-Assessing the benefits of proposed solution, Evaluating Process failure modes-Implementation and verification.		
Unit IV	**Control stage and six sigma measurements**	**8 Hours**
Control Stage-Standardize on the new Methods-Measure Bottom Line Impact-Document Lessons learned, Six Sigma Measurements-Converting defect rates to sigma Quality Level Units-Rolled Throughput Yield - Six Sigma Relationships-Process Cycle Time, Advanced Control Techniques in Six Sigma using IoT.		
UNIT V	**Control charts**	**8 Hours**
Introduction to control charts, Selection of control charts – Variable Control Charts, X & R Charts – Attribute Control Chart – p, np, u and c.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Suggested Self Study Topics

DMAIC methodology, Measurement System Analysis, Value stream analysis tools, Defects per million Opportunities (DPMO), Quality Control Charts, Use of Cloud-Based Platforms in Six Sigma Projects, Predictive Quality Analytics and Intelligent Maintenance Systems, Artificial Intelligence in Quality Control and Process Optimization.

References

1. James R. Evans, William M. Lindsay, The Management and Control of Quality, 10th Edition, Cengage Learning, 2021.
2. Thomas Pyzdek, The Six Sigma Handbook: A Complete Guide for Green Belts, Black Belts, and Managers at All Levels, 7th Edition, McGraw-Hill Education, 2020.
3. Bohdan O. Szalewski, Six Sigma for Everyone: A Complete Guide to Understanding and Implementing the Methodology, Wiley, 2021.
4. Michael L. George, Lean Six Sigma: Combining Six Sigma Quality with Lean Production Speed, McGraw-Hill Education, 2021.
5. Abdelaziz Bouras, Mohamed Abdelaziz, Six Sigma for Engineers and Managers, 2nd Edition, CRC Press, 2022.

Online Resources

1. https://www.sixsigmaonline.org/
2. https://www.iassc.org/
3. https://www.sixsigmadaily.com/
4. https://www.coursera.org/learn/six-sigma-define-and-measure
5. https://www.sixsigma.us/

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PROFESSIONAL ELECTIVES – BUSINESS ANALYTICS

24MBA01	Big Data Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic Computing Knowledge ● Basics of Database Management and Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the computational approaches to big data analytics.
- To understand the various search methods and visualization techniques.
- To learn how to use various techniques for mining data stream and understand the applications using Map Reduce Concepts.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze big data characteristics and tools to overcome limitations of conventional systems in complex decision-making.
CO2	Design stream processing solutions to handle real-time data using estimation and filtering techniques for analytics.
CO3	Develop scalable applications using Hadoop and MapReduce to manage and analyze large-scale distributed data sets.
CO4	Construct big data queries and workflows using Pig, Hive, and HBase to extract insights from complex datasets.
CO5	Apply regression models and interactive visualization techniques to interpret data and support business forecasting.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2					2
CO 2		3					3
CO 3		2				2	3
CO 4		2				3	3
CO 5		3					2

UNIT I	INTRODUCTION TO BIG DATA	8 Hours

Introduction to Big Data Platform – Challenges of Conventional Systems – Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting

UNIT II	MINING DATA STREAMS	8 Hours

Introduction To Streams Concepts – Stream Data Model and Architecture – Stream Computing - Sampling Data in a Stream – Filtering Streams – Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real Time Analytics Platform (RTAP) Applications - Case Studies - Real Time Sentiment Analysis- Stock Market Predictions

UNIT III	**HADOOP**	**8 Hours**
History of Hadoop- the Hadoop Distributed File System – Components of Hadoop Analyzing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS Java Interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job Run-Failures-Job Scheduling-Shuffle and Sort – Task Execution - Map Reduce Types and Formats- Map Reduce Features Hadoop Environment.		
UNIT IV	**FRAMEWORKS**	**8 Hours**
Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – HiveQL – Querying Data in Hive - Fundamentals of HBase and Zoo Keeper - IBM Info Sphere Big Insights and Streams		
UNIT V	**VISUALIZATION TECHNIQUES**	**8 Hours**
Predictive Analytics- Simple Linear Regression- Multiple Linear Regression- Interpretation of Regression Coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications		
Suggested Self-Study Topics Hybrid Cloud, Application of Artificial Intelligence in Big Data Analytics, Generative AI, Quantum Computing, AI-Based Real-Time Analytics and Streaming Intelligence, Integration of Big Data Ecosystems with AI-Driven Predictive Analytics		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Frank J Ohlhorst, “Big Data Analytics: Turning Big Data into Big Money”, Wiley and SAS Business Series, 2013.
2. Colleen Mccue, “Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis”, Elsevier, Second Edition, 2015.
3. Michael Berthold, David J. Hand, “Intelligent Data Analysis”, Springer, Second Edition, 2007.
4. Anand Rajaraman and Jeffrey David Ullman, “Mining of Massive Datasets”, Cambridge University Press, 2014.
5. Bill Franks, “Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics”, Wiley and SAS Business Series, 2012.
6. Mark Talabis, Robert McPherson, I Miyamoto and Jason Martin, “Information Security Analytics: Finding Security Insights, Patterns, and Anomalies in Big Data”, Syngress Media, U.S., 2014.

Online Resources

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2. https://onlinecourses.nptel.ac.in/noc24_cs130/preview
3. https://www.udemy.com/course/big-data-and-hadoop-essentials-free-tutorial
4. https://www.coursera.org/learn/big-data-introduction#about
5. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-big-data-and-hadoop

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24MBA02	Data Mining for Business Intelligence	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic Computing Knowledge ● Basics of Data Base Management and Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand how to derive meaning from huge volume of data and information.
- To understand how knowledge discovering process is used in business decision making.
- To acquire the knowledge for doing advanced Multivariate Analysis.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze various types of mining techniques and their applications in structured and unstructured business data.
CO2	Evaluate data mining processes and apply performance metrics and validation techniques to assess model effectiveness.
CO3	Apply advanced time series and regression models to forecast trends and patterns in business data.
CO4	Compare and implement classification and clustering techniques to segment customers and uncover market insights.
CO5	Design intelligent business solutions using machine learning and optimization algorithms for predictive analytics.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2					2
CO 2		3					3
CO 3		2					3
CO 4		2				3	3
CO 5		3					3

UNIT I	INTRODUCTION	8 Hours

Data Mining, Text Mining, Web mining, Spatial Mining, Process Mining, Data Warehouse and Data Marts.

UNIT II	DATA MINING PROCESS	8 Hours

Data mining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction Performance Measures - RSME, MAD, MAP, MAPE, Confusion Matrix, Receiver Operating Characteristic Curve & AUC; Validation Techniques - Hold-Out, k-Fold Cross-Validation, LOOCV, Random Subsampling, and Bootstrapping

UNIT III	**PREDICTION TECHNIQUES**	**8 Hours**
Data Visualization, Time Series – ARIMA, Winter Holts, Vector Autoregressive Analysis, Multivariate Regression Analysis		
UNIT IV	**CLASSIFICATION AND CLUSTERING TECHNIQUES**	**8 Hours**
Classification- Decision Trees, k Nearest Neighbour, Logistic Regression, Discriminant Analysis; Clustering; Market Basket Analysis.		
UNIT V	**MACHINE LEARNING AND AI**	**8 Hours**
Genetic Algorithms, Neural Network, Fuzzy Logic, Support Vector Machine, Optimization Techniques – Ant Colony, Particle Swarm, Data Envelopment Analysis (DEA).		
Suggested Self-Study Topics Different Types of Graphs to Visualize Data, Multidimensional Analysis, Conjoint Analysis, Explainable AI (XAI) for Business Intelligence and Managerial Decision Making, AI-Driven Text and Web Mining for Competitive and Market Intelligence		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition, 2013.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition, 2011

Online Resources

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2. https://onlinecourses.nptel.ac.in/noc24_mg70/preview
3. https://www.udemy.com/course/data-mining-fundamentals-for-beginners
4. https://www.coursera.org/learn/intro-business-analytics?specialization=analytics
5. https://olympus.mygreatlearning.com/courses/40967

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24MBA03	Deep Learning and Artificial Intelligence	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic Computing Knowledge ● Basics of Database Management and Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To expose various algorithms related to Deep Learning and Artificial Intelligence.
- To prepare students to apply suitable algorithm for the specified applications.
- To equip the students in the area of Knowledge Representation.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Design deep neural networks with suitable architectures and regularization techniques to solve non-linear learning problems.
CO2	Apply optimization algorithms and adaptive learning strategies for efficient training of deep learning models.
CO3	Develop intelligent systems using AI foundations and heuristic search techniques for problem-solving in business scenarios.
CO4	Construct planning systems using semantic networks and frames for effective knowledge representation in AI.
CO5	Analyze expert systems and apply machine learning paradigms to build adaptive business intelligence applications.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2					3
CO 2		3					3
CO 3	1	2					2
CO 4	1	2					2
CO 5		3					3

UNIT I	DEEP NETWORKS	8 Hours

Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.

UNIT II	MODELS	8 Hours

Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms.

UNIT III	**INTELLIGENT SYSTEMS**	**8 Hours**
Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction – General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.		
UNIT IV	**KNOWLEDGE REPRESENTATION**	**8 Hours**
Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems – Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.		
UNIT V	**APPLICATIONS**	**8 Hours**
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.		
Suggested Self-Study Topics Auto Encoder, Self-Organizing Map, Boltzmann Machines, Convolutional neural networks (CNNs), Enterprise Adoption of Deep Learning Systems: Opportunities and Challenges, Human–AI Collaboration and Decision Augmentation in Intelligent Systems.		
	Theory	**40 Hours**
	Total	**40 Hours**
References		
1. Ian Goodfellow, YoshuaBengio, Aaron Courville, “Deep Learning”, MIT Press, 2016. 2. Li Deng and Dong Yu, “Deep Learning Methods and Applications”, Foundations and Trends in Signal Processing. 3. YoshuaBengio, “Learning Deep Architectures for AI”, Foundations and Trends in Machine Learning. 4. SarojKaushik, “Artificial Intelligence”, Cengage Learning India Pvt. Ltd. 5. Deepak Khemani, “A First Course in Artificial Intelligence”, McGraw Hill Education(India) Private Limited, NewDelhi.		
Online Resources		
1. https://www.deeplearning.ai/resources/ 2. https://www.reddit.com/r/learnpython/comments/163pblq/good_resources_to_learn_mldeep_learning_in_python/ 3. https://www.mltut.com/best-resources-to-learn-deep-learning/		

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24MBA04	Python Programming	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic Computing Knowledge ● Basics of Statistics and Database Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- Preparing the students to use Python Programming for decision making.
- Groom the students to apply appropriate packages and generate solution.
- To learn the Object and Classes.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Develop algorithms and write Python programs using variables, expressions, and basic data types.
CO2	Construct control structures and apply sequence data structures to implement logic in business applications.
CO3	Apply modular programming using functions, dictionaries, sets, and recursion for structured problem-solving.
CO4	Build object-oriented Python programs using classes, inheritance, and packages to model real-world scenarios.
CO5	Implement file handling, exception handling, and multithreading to enhance system efficiency and reliability.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2					2
CO 2		2					2
CO 3		3					3
CO 4	1	2				2	3
CO 5		3					3

UNIT I	**INTRODUCTION**	**8 Hours**

Introduction to Computer Systems – Computer Hardware – Computer Software – Programming Languages – Algorithmic Problem Solving – Building Blocks of a Program – Fundamentals of Python Programming – Syntax and Styles: Data types – Literals – Variable – Operators and Expressions

UNIT II	**DATA COLLECTIONS AND LANGUAGE COMPONENT**	**8 Hours**
Control Flow: If, While, For, Break, Continue, Pass Statements – Entry Controlled Loop – Exit Controlled Loop – Counter Controlled Loop – Condition Controlled Loop – Nested Loops – Sample Programs – Sequences– Lists – Tuples: Need of Tuple – Sequence Unpacking - Methods		
UNIT III	**FUNCTIONS AND MODULES**	**8 Hours**
Dictionaries: Making a Dictionary – Basic Operations – Dictionary Operations – Sets – Iterators and Generators – Functions: Introduction – Defining Functions – Calling Functions – Passing Arguments – Keyword Arguments – Default Arguments – Required Arguments – Variable –length Arguments – Return Statement – Nesting of Passing Arguments – Anonymous Functions – Recursive Function – Scope of Local and Global Variable – Sample Programs – Modules		
UNIT IV	**OBJECT AND CLASSES**	**8 Hours**
Object Oriented Programming Principles: Class Statement – Class Body – Objects – Class Methods – Self Variable – Class Properties and Instance Properties – Static Method – Data Hiding – Deleting an Object – Constructor – Method Overriding – Inheritance – Packages – Strings and Regular Expressions		
UNIT V	**I/O, ERROR HANDLING AND THREADS**	**8 Hours**
Files and Directory Access: Files and Streams – Opening a File – Reading/Writing Operations on a File – Other File Operations – Iterating through Files – Splitting Words – Serialization and De-serialization – Hash files – Directory Access – Errors and Exceptions – Multithreading: Introduction to Thread – Differences between Process and Thread – Threading Module – Thread Synchronization		
Suggested Self-Study Topics NumPy, Pandas, Matplotlib, Seaborn, Scikit-learn, TensorFlow, SQLAlchemy, Python Libraries for Artificial Intelligence and Business Analytics, Using Python for Data Preprocessing and Feature Engineering in AI Models.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Ch Satyanarayana, M Radhika Mani, B N Jagadesh, "Python Programming", Universities Press (India) Private Ltd 2018.
2. Kenneth A. Lambert, B.L. Juneja, M. Arunachalam, G. Balakrishnan, "Problem Solving and Python Programming", Cengage Learning India Pvt. Ltd.
3. Allen B. Downey, "Think Python: How to Think Like a Computer Scientist", II edition, Updated for Python 3, Shroff/O'Reilly Publishers, 2016 (http://greenteapress.com/wp/thinkpython/)
4. Robert Sedgewick, Kevin Wayne, Robert Dondero, ―Introduction to Programming in Python: An Inter-disciplinary Approach, Pearson India Education Services Pvt. Ltd., 2016.
5. Timothy A. Budd, - Exploring Python, Mc-Graw Hill Education (India) Private Ltd., 2015.
6. Kenneth A. Lambert, - Fundamentals of Python: First Programs, CENGAGE Learning, 2012.

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2. https://onlinecourses.swayam2.ac.in/cec24_cs11/preview
3. https://onlinecourses.nptel.ac.in/noc24_cs113/preview
4. https://www.coursera.org/learn/python-crash-course
5. https://www.udemy.com/course/python-for-absolute-beginners-u

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24MBA05	R Programming	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic Computing Knowledge ● Basics of Statistics and Database Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To study the fundamentals of R programming to apply in quantitative analysis.
- To familiarise with R Packages and its applications.
- To equip the students to do the Statistical Analysis and construct Graphs.

Programme Outcomes (POs)

PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Set up the R environment and use its basic structures to read, organize, and visualize business data.
CO2	Write control statements and functions in R to automate business tasks and iterative processes.
CO3	Apply data manipulation techniques and basic statistical methods to explore and summarize business data.
CO4	Construct and evaluate linear models using regression and diagnostics to interpret business relationships.
CO5	Implement advanced models including time series, clustering, and non-linear models for predictive analytics.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2					2
CO 2		2					2
CO 3		3					3
CO 4		3					3
CO 5		3					3

UNIT I	GETTING STARTED WITH R	8 Hours

Installing R - The R environment - R packages - Basics of R - Data Structures – Reading data into R - Graphics in R

UNIT II	FUNCTIONS AND STATEMENTS	8 Hours

Writing R functions - Control Statements (if and else, switch, if else, compound tests) - Loops in R (for, while, controlling loops) - Applications using the functions and loops

UNIT III	DATA MANIPULATION AND ANALYSIS	8 Hours

Group manipulation - Data Reshaping - Manipulating Strings - Basic Statistics using R (Summaries, Correlation, t-tests, ANOVA)

UNIT IV	**LINEAR MODELS USING R**	**8 Hours**
Linear Models - Simple and Multiple regression, GLM - Logit Regression, Model diagnostics - Residuals, Cross validation, Boot strapping		
UNIT V	**NON-LINEAR MODELS, TIME SERIES AND CLUSTERING USING R**	**8 Hours**
Nonlinear Models - Non-Linear least square, Splines, Generalised Additive Models, Decision trees, Random forests. Time Series - Autoregressive moving average, VAR, GARCH. Clustering - K means, PAM and Hierarchical Clustering		
Suggested Self-Study Topics Meta R package for data analysis, Data wrangling and manipulation, Data visualization, Data wrangling and manipulation, Time series analysis, Data import, - Machine learning. Model Evaluation, Validation, and Risk Assessment in AI Systems using R, AI-Driven Forecasting and Decision Support using R.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Robert Kabacoff, R in Action: Data Analysis and Graphics with R, Manning Publications Co. Third Edition, 2022.
2. Sandip Rakshit, R Programming for Beginners, McGraw Hill Education, 2017.
3. Jared P.L., R for Everyone - Advanced Analytics and Graphics, Addison Wesley Data and Analytics series, 2015.
4. Andrie de Vries Joris Meys, R for Dummies, John Wiley & Sons, Ltd. 2022.
5. Andy Field, Jeremy Miles & Zoe Field, Discovering Statistics Using R, Sage Publication, 2022

Online Resources

1. https://www.coursera.org/learn/data-analysis-r
2. https://www.coursera.org/learn/introducton-r-programming-data-science
3. https://www.udemy.com/course/r-for-absolute-beginners
4. https://www.udemy.com/course/r-for-buddies
5. https://alison.com/course/r-programming-for-data-science

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24MBA06	Social Media Web Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic Computing Knowledge ● Basics Knowledge of Social Media Platforms and Statistics.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To showcase the opportunities that exist today to leverage the power of the web and social media.
- Preparing the students to develop mass communication strategy and campaign.
- Learn the social media polices and web analytics.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze the evolution and influence of social media using social theory and communication models.
CO2	Design social media strategies to build communities and drive brand engagement in digital platforms.
CO3	Evaluate social media policies and apply analytics tools to measure campaign performance and audience sentiment.
CO4	Apply web analytics strategies to track KPIs and derive business insights through data-driven reports.
CO5	Assess SEO and search behaviours to improve user engagement, interface design, and content optimization.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2		2			
CO 2		2			2	2	
CO 3		3		2			3
CO 4		3					3
CO 5		3					3

UNIT I	INTRODUCTION	8 Hours

Evolution of online communities - History and evolution of social media- Social media vs. traditional media - Social media audience and goals for using social media - Understanding social media: Strong and weak ties – Influencers - How ideas travel – Viralness - Social theory and social media - technological determinism in popular discourse on social media technologies.

UNIT II	**COMMUNITY BUILDING AND MANAGEMENT**	**8 Hours**
Science of social media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.		
UNIT III	**SOCIAL MEDIA POLICIES AND MEASUREMENTS**	**8 Hours**
Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking social media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use		
UNIT IV	**WEB ANALYTICS**	**8 Hours**
Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis		
UNIT V	**SEARCH ANALYTICS**	**8 Hours**
Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User cantered design, Understanding search behaviours		
Suggested Self-Study Topics Sentiment Analysis, Rival IQ, Audience Analysis, Buffer, AI-Driven Social Listening and Consumer Sentiment Intelligence, Artificial Intelligence in Influencer Identification and Viral Content Prediction.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013 2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014 3. Bittu Kumar, Social Networking, V & S Publishers, 2013 4. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007 5. Eric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004 6. Takeshi Moriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016		
Online Resources		
1. https://www.upgrad.com/web-analytics-free-course/ 2. https://www.coursera.org/learn/introduction-to-data-analytics 3. https://www.coursera.org/learn/digital-marketing-analytics 4. https://www.mygreatlearning.com/academy/learn-for-free/courses/web-analytics-for-beginners 5. https://www.udemy.com/course/digital-marketing-analytics-fundamentals-and-process		

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24MBA07	Stochastic Modelling	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic Computing Knowledge ● Basics of Mathematics and Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To learn the applications of stochastic modelling
- To understand the techniques of stochastic modelling
- Make the students to choose the appropriate models for the business decision making process.

Programme Outcomes (POs)

PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Analyze stochastic processes and probability distributions to model uncertainty in real-world business systems.
CO2	Apply discrete-time Markov chains to evaluate state transitions and steady-state behavior in queuing systems.
CO3	Use continuous-time Markov chains and birth-death processes to model dynamic systems like networks and service queues.
CO4	Interpret Brownian motion and martingales to solve stochastic differential equations in financial and operational models.
CO5	Evaluate renewal processes and regenerative processes to analyze long-run behavior in complex queueing and branching systems.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2					2
CO 2		3					3
CO 3		3					3
CO 4		3					3
CO 5		3					3

UNIT I	INTRODUCTION TO STOCHASTIC PROCESSES	8 Hours

Basics of probability- random variables and distributions -sequence of random variables; Stochastic process-Definition, classification, Simple stochastic processes

UNIT II	DISCRETE-TIME MARKOV CHAINS	8 Hours

Introduction, Definition and Transition Probability Matrix, Chapman-Kolmogorov Equations, Classification of States and Limiting Distributions: Limiting and Stationary Distributions, Limiting Distributions, Ergodicity and stationary distributions-Time Reversible Markov Chain, Application of Irreducible Markov chains in Queueing Models- Reducible Markov Chains

UNIT III	CONTINUOUS-TIME MARKOV CHAINS	8 Hours

Definition, Kolmogorov Differential Equation and, Infinitesimal Generator Matrix, Limiting and Stationary Distributions, Birth Death Processes, Poisson processes: M/M/1 Queuing model, Simple Markovian Queueing Models: Applications of CTMC- Queuing networks, Communication systems, Stochastic Petri Nets.		
UNIT IV	**BROWNIAN MOTION**	**8 Hours**
Definition and Properties, Processes Derived from Brownian Motion, Stochastic Differential Equation: Martingales: Conditional Expectation and filtration, Definition and simple examples.		
UNIT V	**RENEWAL PROCESSES**	**8 Hours**
Renewal Function and Equation, Generalized Renewal Processes, and Renewal Limit Theorems, Markov Renewal and Markov Regenerative Processes, Non-Markovian Queues, Application of Markov Regenerative Processes: Branching Processes, Stationary and Autoregressive Processes		
Suggested Self-Study Topics Metric spaces and topology, large deviations theory Cramér's theorem, large deviations for i.i.d. random variables, Markov Decision Processes (MDP) and Their Role in AI-Based Decision Making, Uncertainty, Risk, and Probabilistic Reasoning in AI Systems.		
	Theory	**30 Hours**
	Total	**40 Hours**
References		
1. J Medhi, Stochastic Processes, 3rd edition, New Age International Publishers, 2009 2. Liliana Blanco Castaneda, Viswanathan Arunachalam, Selvamuthu Dharmaraja, Introduction to Probability and Stochastic Processes with Applications, Wiley, 2012. 3. Kishor S. Trivedi, Probability and Statistics with Reliability, Queuing, and Computer Science Applications, 2nd Edition, Wiley, 2002. 4. Introduction to Probability Models, Sheldon M. Ross, Academic Press, tenth edition, 2009		
Online Resources		
1. https://www.tandfonline.com/journals/lstm20 2. https://www.maplesoft.com/ns/math/stochastic-modeling.aspx 3. https://appliedmath.arizona.edu/sites/default/files/0f04d86a836182cbf608dfc86c7a70f5e5f6_0.pdf 4. https://www.mirabilisdesign.com/stochastic-modeling/ 5. https://corporatefinanceinstitute.com/resources/data-science/stochastic-modeling/		

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24MBA08	Time Series Analysis	L	T	P	C
		4	0	0	4

Pre-requisite	Assessment Pattern	
● Basic Computing Knowledge ● Basics of Mathematics and Statistics.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- It familiarizes the learners and researchers to the theory and practice of time series analysis.
- Learn the Univariate Stationary and Non-Stationary Process.
- Learn to apply Multivariate Stationary and Non-Stationary Process.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Explain the concept of stationary stochastic processes and apply Box-Jenkins methodology for time series forecasting.
CO2	Identify and model non-stationary time series using unit root tests and ARIMA models.
CO3	Analyze volatility in time series using ARCH/GARCH models and interpret their significance in financial data.
CO4	Apply vector autoregressive models for multivariate stationary time series and interpret Granger causality and impulse responses.
CO5	Examine cointegration in multivariate non-stationary time series using Engle-Granger and Johansen approaches.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3					2
CO 2	2	3					3
CO 3		3					3
CO 4	1	2					3
CO 5	1	3					3

UNIT I	UNIVARIATE STATIONARY TIME-SERIES MODELS	8 Hours

Introduction to stochastic process, stationary processes, Wold's representation theorem, autocovariance functions, autocorrelation and partial autocorrelation, auto regressive and moving average models, conditions for stationary and invertible process, Box- Jenkins approach, forecasting.

UNIT II	UNIVARIATE NONSTATIONARY PROCESSES	8 Hours

Nonstationary process, deterministic and stochastic trends, Integrated process and random walk, random walk with drift, Unit root process-, test for unit root- Dicky Fuller tests, ARIMA process. Fractional integrated process

UNIT III	MODELING VOLATILITY CLUSTERING	8 Hours

Volatility-Meaning and measurement, Volatility clustering, Econometric models of volatility, ARCH model, GARCH model and its various extensions, testing for ARCH/GARCH effects		
UNIT IV	**MULTIVARIATE STATIONARY AND NON-STATIONARY PROCESSES**	**8 Hours**
Vector autoregressive model, Granger causality, impulse response function, variance decomposition		
UNIT V	**MULTIVARIATE NON-STATIONARY PROCESSES**	**8 Hours**
Introduction to cointegration, testing for cointegration: Single-equation approaches: Engle Granger method, Johansen test for cointegration, Vector error correction model		
Suggested Self-Study Topics Time Series Clustering, Anomaly Detection, Traffic Prediction, Data Preprocessing, AI-Based Volatility and Risk Forecasting in Financial and Economic Time Series, Hybrid Time-Series Models: Integrating Econometric and AI Approaches.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Brooks, C., Introductory Econometrics for Finance, 3rd Edition, Cambridge University Press, 2014.
2. Enders, W., Applied Econometric Time Series, second edition, John Wiley and Sons, 2006.
3. Hamilton, J. D., Time Series Analysis, Princeton University Press, 1994.
4. Johnston J. and DiNardo, J. Econometric Methods. 4th Ed. McGraw-Hill 1997.
5. Maddala G.S. and In-Moo Kim, Unit Roots, Cointegration, and Structural Change, 1998

Online Resources

1. https://www.coursera.org/projects/googlecloud-understand-explore-and-visualize-a-time-series-dataset-4ghdl.
2. https://www.coursera.org/projects/intro-time-series-analysis-in-r
3. https://www.udemy.com/course/forecasting-python
4. https://www.coursera.org/projects/time-series-analysis-arima-with-r
5. https://www.intel.com/content/www/us/en/developer/topic-technology/artificial-intelligence/training/course-time-series-analysis.html

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PROFESSIONAL ELECTIVES – BANKING AND INSURANCE

24MBB01	Indian Economy and Indian Financial System	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic concepts of Economics, Financial Systems	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the structure of the Indian economy and key economic concepts relevant to the banking and financial sector.
- To analyze the architecture of the Indian financial system and evaluate various financial products and markets.
- To apply knowledge of financial services and regulatory frameworks to assess market dynamics and banking operations.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Evaluate the impact of economic reforms, globalization, and SDGs on strategic business decisions in India's economic environment.
CO2	Critically analyze macroeconomic indicators like inflation, GDP, and interest rates to optimize business and policy-level decisions.
CO3	Interpret the structure and regulations of Indian financial institutions to navigate compliance and funding decisions in business.
CO4	Design investment strategies by comparing financial products such as bonds, derivatives, and mutual funds across various markets.
CO5	Integrate market dynamics and financial services like credit rating and merchant banking into strategic financial planning.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2		2		3			2
CO 3	2				3	2	
CO 4		2					3
CO 5	1	2			3	2	

UNIT I	**INDIAN ECONOMIC ARCHITECTURE**	**8 Hours**
An Overview of the Indian Economy, Economic Planning in India, Sectors of the Indian Economy, Role of Priority Sector and MSME in the Indian Economy, Infrastructure including Social Infrastructure, Globalization – Impact on India, Economic Reforms, Foreign Trade Policy, Foreign Investments, and Economic Development, International Economic Organizations (World Bank, IMF, etc.), Climate change, Sustainable Development Goals (SDGs), Issues facing Indian Economy.		
UNIT II	**ECONOMIC CONCEPTS RELATED TO BANKING**	**8 Hours**
Fundamentals of Economics, Microeconomics, Macroeconomics, and Types of Economies, Supply and Demand, Money Supply and Inflation, Theories of Interest, Business Cycles, Monetary Policy and Fiscal Policy, National Income and GDP Concepts, Union Budget.		
UNIT III	**INDIAN FINANCIAL ARCHITECTURE**	**8 Hours**
Indian Financial System – An Overview, Indian Banking Structure, Banking Regulation Act, 1949, and RBI Act, 1934, Development Financial Institutions, Micro Finance Institutions, Non-Banking Financial Companies, Insurance Companies, Indian Financial System – Regulators & their roles Reforms & Developments in the Banking Sector.		
UNIT IV	**FINANCIAL PRODUCTS**	**8 Hours**
Money Markets and Capital Markets, Fixed Income Markets – Debt / Bond Markets, Capital Markets and Stock Exchanges, Forex Markets, Derivatives Market including Credit Default Swaps, Mutual Funds, Insurance Products, Pension Funds (including APY, NPS), Venture Capital, Leasing and Hire Purchase, Real Estate Investment Funds / Infrastructure Investment Fund (REITs/InvITs), Factoring, Forfeiting & Trade Receivables Discounting System (TReDS).		
UNIT V	**FINANCIAL SERVICES**	**8 Hours**
Overview of Financial Markets, Interconnection of Various Markets / Market Dynamics, Merchant Banking Services, Credit Rating Agencies & their Functions, Guidelines on Para Banking & Financial Services Provided by Banks.		
Suggested Self-Study Topics: Digital Banking, FinTech Innovations in India, Green Finance, Central Bank Digital Currency, Anti-Money Laundering, AI in Monetary Policy Forecasting and Inflation Prediction, AI in Regulatory Compliance and Risk Monitoring in the Indian Financial system.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		

1. Mishra & Puri, Indian Economy, Himalaya Publishing House, 41st Edition, 2023.
2. Sundaram K.P.M., Vaish M.C., Banking Theory, Law & Practice, Sultan Chand & Sons, 21st Revised Edition, 2022.
3. Bharti V. Pathak, The Indian Financial System: Markets, Institutions and Services, Pearson Education, 5th Edition, 2020.
4. D.M. Mithani, Money, Banking, International Trade and Public Finance, Himalaya Publishing House, Revised Edition, 2021.
5. K.C. Shekhar, Lekshmy Shekhar, Banking Theory and Practice, Vikas Publishing House, 22nd Edition, 2021.

Online Resources

1. https://www.rbi.org.in/
2. https://www.indiabudget.gov.in/economicsurvey/
3. https://www.niti.gov.in/
4. https://www.investopedia.com/
5. https://nptel.ac.in/courses/109/104/109104184/

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24MBB02	Principles and Practices of Banking	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic concepts of Banking	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To demonstrate knowledge of general banking operations, legal framework, and customer service standards.
- To analyze the architecture of the Indian financial system and evaluate various financial products and markets.
- To apply knowledge of financial services and regulatory frameworks to assess market dynamics and banking operations.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Examine general banking operations and compliance requirements to ensure efficient customer service and regulatory adherence.
CO2	Apply legal frameworks and grievance redressal mechanisms to resolve customer complaints in financial institutions.
CO3	Analyze lending principles, loan operations, and recovery laws to make informed credit and financing decisions.
CO4	Evaluate banking technologies and digital payment systems to improve service delivery and mitigate cyber risks.
CO5	Assess ethical principles and their implications for professional conduct and integrity in banking practices.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	2			3			2
CO 3	2	2			3	3	
CO 4	2	3					3
CO 5	1		1	2			

UNIT I	**GENERAL BANKING OPERATIONS**	**8 Hours**
Banker-Customer Relationship, AML-KYC Guidelines, Operational Aspects of KYC, Opening Accounts of Various Types of Customers, Operational Aspects of Deposit Accounts Operational Aspects of Handling Clearing/Collection/Cash, Banker's Special Relationship Foreign Exchange Remittance Facilities for Individuals, Operational Aspects of NRI Business Foreign Currency Accounts for Residents and Other Aspects, Cash Management Services and Its Importance, Payment and Collection of Cheques and Other Negotiable Instruments, Responsibility of Paying Bank, Responsibility of Collecting Bank, Ancillary Services, Financial Inclusion & Financial Literacy, Customer Service Guidelines.		
UNIT II	**LEGAL FRAMEWORK IN FINANCIAL SERVICES**	**8 Hours**
Grievance Redressal & RBI Integrated Ombudsman Scheme 2021, The Consumer Protection Act, 2019: Preamble, Extent and Definitions, The Right to Information Act, 2005.		
UNIT III	**FUNCTIONS OF BANKS**	**8 Hours**
Principles of Lending, Different Types of Borrowers, and Types of Credit Facilities, Appraisal and Assessment of Credit Facilities, Operational Aspects of Loan Accounts, Types of Collaterals and Their Characteristics, Different Modes of Charging Securities, Documentation, Non-Performing Assets/ Stressed Assets, Important Laws Relating to Recovery Of Dues, Contracts of Indemnity Contracts of Guarantee & Bank Guarantee, Letters of Credit, Deferred Payment Guarantee, Laws Relating to Bill Finance, Credit Cards, Home Loans, Personal Loans, Consumer Loans, Priority Sector Advances, Agricultural Finance, Finance to MFIs/Co-Lending Arrangements with NBFCs Micro, Small and Medium Enterprises in India, Government Sponsored Schemes, Self-Help Groups.		
UNIT IV	**BANKING TECHNOLOGY**	**8 Hours**
Essentials of Bank Computerization, Operational Aspects of the CBS Environment, Alternate Delivery Channels – Digital Banking, Data Communication Network and EFT Systems, Digital Payment Systems – NPCI, Impact of Technology Adoption and Trends in Banking Technology Security Considerations and Mitigation Measures in Banks, Operational Aspects of Cyber Crimes/Fraud Risk Management in Cyber Tech, Technology trends in Banking, e-RUPI, Fintech – RegTech, SupTech, Hashtag banking.		
UNIT V	**ETHICS IN BANKS AND FINANCIAL INSTITUTIONS**	**8 Hours**
Ethics, Business Ethics & Banking: An Integrated Perspective, Ethics at the Individual Level, Ethical Dimensions: Employees, Work Ethics and the Workplace, Banking Ethics: Changing Dynamics.		
Suggested Self-Study Topics: Basel Norms, Shadow Banking System in India, Role of Artificial Intelligence and Machine Learning in Banking, Cryptocurrency, ESG (Environmental, Social, Governance) in Financial Services, AI and Cybersecurity in Digital Banking, AI in Credit Risk Assessment and Loan Underwriting.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References
1. Gordon, E., & Natarajan, K., *Banking Theory Law and Practice*, 25th Edition, Himalaya Publishing House, 2022. 2. Indian Institute of Banking and Finance (IIBF), *Principles and Practices of Banking*, Macmillan Education, 3rd Edition, 2021. 3. Muraleedharan, D., *Modern Banking: Theory and Practice*, 2nd Edition, PHI Learning Pvt. Ltd., 2022. 4. Machiraju, H.R., *Modern Commercial Banking*, New Age International Publishers, 3rd Edition, 2021. 5. Koch, W., & MacDonald, S. S., *Bank Management*, 8th Edition, Cengage Learning, 2015.
Online Resources
1. https://onlinecourses.nptel.ac.in/noc25_mg40/preview 2. https://www.rbi.org.in/ 3. https://www.ibps.in/ 4. https://www.iibf.org.in/ 5. https://www.npci.org.in/

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24MBB03	Accounting and Financial Management for Bankers	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic concepts of Banking	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable students to understand and apply core accounting principles, processes, and standards relevant to banking operations.
- To develop the ability to analyze and prepare company financial statements, assess financial performance, and manage financial decisions.
- To equip students with foundational knowledge of taxation, costing techniques, and financial tools essential for banking and finance professionals.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Apply accounting principles and processes to prepare and analyze financial records and reports in banking operations.
CO2	Interpret company accounts and shareholding structures to assess corporate financial positions and ownership patterns.
CO3	Construct financial statements in compliance with regulatory guidelines and accounting standards including IND AS.
CO4	Analyze financial ratios, capital structure, and investment decisions to improve financial performance and planning.
CO5	Evaluate tax systems and cost accounting methods to support budgeting, compliance, and cost-effective decision-making.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	2	
CO 2	2			2		2	
CO 3	2				2	2	
CO 4	2	3					3
CO 5	2	2				2	3

UNIT I	ACCOUNTING PRINCIPLES AND PROCESSES	8 Hours

Definition, Scope, and Accounting Standards including Ind AS, Basic Accountancy Procedures Maintenance of Cash/Subsidiary Books and Ledger, Bank Reconciliation Statement, Trial Balance, Rectification of Errors, and Adjusting & Closing Entries, Depreciation & its Accounting Capital and Revenue Expenditure, Bills of Exchange, Operational Aspects of Accounting Entries Back Office Functions/Handling Unreconciled Entries in Banks, Bank Audit & Inspection.		
UNIT II	**COMPANY ACCOUNTS – I**	**8 Hours**
Definition, Types of Companies, Distinction between Partnership and Limited Liability Company, Classes of Share Capital, Issue of Shares, Voting and Non-voting shares.		
UNIT III	**COMPANY ACCOUNTS – II**	**8 Hours**
Forms of Balance sheet, General instructions for preparation of balance sheet, General instructions for preparation of statement of Profit and Loss, General instructions for preparation of consolidated Financial Statements, Impact of IND AS on Financial Statements.		
UNIT IV	**FINANCIAL MANAGEMENT**	**8 Hours**
Ratio Analysis, Financial Mathematics – Calculation of Interest & Annuities, Financial Mathematics – Calculation of YTM, Financial Mathematics – Forex Arithmetic, Capital Structure and Cost of Capital, Capital Investment Decisions/Term Loans, Equipment Leasing/Lease Financing, Working Capital Management, Derivatives.		
UNIT V	**TAXATION AND FUNDAMENTALS OF COSTING**	**8 Hours**
Taxation: Income Tax/TDS/Deferred Tax, Goods & Services Tax, An Overview of Cost & Management Accounting, Costing Methods, Standard Costing, Marginal Costing, Budgets and Budgetary Control.		
Suggested Self-Study Topics: Comparison of Indian GAAP vs Ind AS vs IFRS, Recent Trends in Equity Financing in India, Analysis of a Published Annual Report of a Listed Company, Practical Applications of Ratio Analysis in Credit Rating, Recent Amendments in GST and Their Business Implications, AI in Financial Statement Analysis for Corporate Clients, AI in Automated Accounting and Reconciliation Systems in Banks.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Grewal, T.S., & Gupta, S.C. Financial Accounting, Sultan Chand & Sons, Revised Edition, 2022.
2. Shukla, M.C., Grewal, T.S., & Gupta, S.C. Corporate Accounting, 21st Edition, S. Chand Publishing, 2021.
3. Chandra, Prasanna. Financial Management: Theory and Practice, 10th Edition, McGraw Hill Education, 2021.
4. Arora, M.N. Cost Accounting: Principles and Practice, 13th Edition, Vikas Publishing House, 2022.
5. Singhania, Vinod K., & Singhania, Monica. Students' Guide to Income Tax including GST, 68th Edition, Taxmann Publications, 2024.

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1. https://onlinecourses.nptel.ac.in/noc24_mg81/preview 2. https://www.icai.org/post/indian-accounting-standards-indas 3. https://cleartax.in/s/gst-law-goods-and-services-tax 4. https://www.rbi.org.in/financialeducation/ 5. https://onlinecourses.nptel.ac.in/noc24_mg114/preview

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24MBB04	Retail Banking and Wealth Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic concepts of Banking	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce the fundamentals and operational structure of retail banking, including key products, services, and customer engagement strategies.
- To equip students with the knowledge of marketing techniques, technology integration, and CRM practices in retail financial services.
- To develop an understanding of wealth management strategies including investment, risk, retirement, and tax planning tailored for various client profiles.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Distinguish between retail and corporate banking operations to evaluate profitability and strategic focus in retail banking.
CO2	Design suitable retail banking products using customer profiling, credit scoring, and digital technologies for enhanced service delivery.
CO3	Apply marketing and CRM strategies to optimize customer engagement and service standards in retail banking.
CO4	Develop personalized wealth management plans integrating risk management, retirement, and estate planning tools.
CO5	Evaluate advanced wealth management strategies and digital tools to serve high-net-worth individuals and ensure compliance.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	
CO 2	2	2					3
CO 3	2	3				2	
CO 4	2					3	3
CO 5	2	2		2		2	3

UNIT I	RETAIL BANKING	8 Hours

Retail Banking: Introduction, Retail Banking: Role within the Bank Operations, Applicability of Retail Banking Concepts and Distinction between Retail and Corporate/Wholesale Banking, Branch Profitability.

UNIT II	RETAIL PRODUCTS AND RECOVERY	8 Hours

Customer Requirements, Product Development Process, Credit Scoring, Important Retail Liability Products, Important Retail Asset Products, Credit and Debit Cards, Remittance Products, Digitisation of Retail Banking Products, Role of AI and Technology in Retail Banking, Recovery of Retail Loans Management Information Systems, Securitization.

UNIT III	**MARKETING OF BANKING SERVICES/PRODUCTS**	**8 Hours**

Marketing – An Introduction, Delivery Channels in Retail Banking, Delivery Models, Customer Relationship Management in Retail Banking, Service Standards for Retail Banking, Marketing Information Systems- A Longitudinal Analysis

UNIT IV	**WEALTH MANAGEMENT**	**8 Hours**

Introduction to wealth management, client profiling and goal setting, investment management, retirement and estate planning, Risk Management.

UNIT V	**ADVANCED WEALTH MANAGEMENT STRATEGIES**	**8 Hours**

Tax planning and compliance, Banking and Financial Services for HNIs, Wealth management products and services, Web and digital tools in wealth management, recent trends and ethical aspects of wealth management.

Suggested Self-Study Topics:
Neobanks and Digital-only Banking Models, Fraud Detection in Digital Banking, Data Protection in Banking, Role of Chatbots in Banking, Behavioural Finance in Retail Banking and Wealth Management, AI-Driven Customer Relationship Management (CRM), AI in Chatbots and Virtual Assistants for Retail Banking

Theory	**30 Hours**
Tutorial	**10 Hours**
Total	**40 Hours**

References

1. Gordon, E., & Natarajan, K. Banking Theory Law and Practice, Himalaya Publishing House, 25th Edition, 2022.
2. Indian Institute of Banking & Finance (IIBF). Retail Banking, Taxmann Publications, 2nd Edition, 2020.
3. Suresh, P., & Paul, P. J. Management of Banking and Financial Services, Pearson Education, 3rd Edition, 2017.
4. Leimberg, S. R., Satinsky, M. S., Doyle Jr., R. J., & Jackson, T. L. Tools & Techniques of Wealth Management, National Underwriter Company, 4th Edition, 2014.
5. Mishkin, F. S., & Eakins, S. G. Financial Markets and Institutions, Pearson Education, 9th Edition, 2018.

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2. https://onlinecourses.nptel.ac.in/noc23_mg62/preview
3. https://nptel.ac.in/courses/110107142
4. https://archive.nptel.ac.in/courses/110/107/110107144/
5. https://onlinecourses.nptel.ac.in/noc25_mg08/preview

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24MBB05	Principles and Practice of General Insurance	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Functions of Insurance ● Insurance regulations	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- Understand the fundamentals and evolution of general insurance
- Explore various non-life miscellaneous insurances
- Master the process of underwriting and premium setting in general insurance

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Evaluate the structure, types, and legal aspects of general insurance to understand market dynamics and industry growth.
CO2	Apply motor insurance regulations to assess legal compliance and compensation mechanisms in accident-related claims.
CO3	Analyze fire insurance policies and premium structures to ensure proper coverage and effective claim settlement.
CO4	Interpret marine insurance policies and loss management techniques to support risk mitigation in trade and shipping.
CO5	Examine agricultural insurance schemes to address rural risk management through crop and livestock protection.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	2			2		2	
CO 3	2	2				3	
CO 4	2					2	3
CO 5	2			2		2	3

Unit I	Introduction	8 Hours

Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance – General Insurance Corporation Act - Areas of General Insurance - Structure - Classification - Salient features of Indian general insurance market.

Unit II	**Motor Insurance**	**8 Hours**
Motor Vehicles Act 1988 - Requirements for compulsory third party insurance - Certificate of insurance – Liability without fault – Compensation on structure formula basis - Hit and Run Accidents.		
Unit III	**Fire Insurance**	**8 Hours**
Features – Kinds of policies – Policy conditions – Payment of claims – Standard Fire and Special peril Policy - Documentation - Cover Note - Calculation of premium.		
Unit IV	**Marine Insurance**	**8 Hours**
Contract of Marine Insurance – Classes of policies – Function of Marine insurance - Policy conditions – Marine Losses - Insurance intermediaries.		
UNIT V	**Agriculture Insurance**	**8 Hours**
Types of agricultural insurances - Crop insurance - Problems of crop insurance - Crop Insurance vs Agricultural relief - Considerations in Crop insurance - Live Stock Insurance.		
Suggested Self Study Topics Third-party insurance, marine insurance policies, conditions, and intermediaries, examine agricultural insurance, including crop and livestock insurance challenges, AI in General Insurance Underwriting and Policy Pricing, AI in Market Trend Analysis for General Insurance Products.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. M.N. Mishra, Insurance Principles and Practices, 12th Edition, S. Chand & Co, 2020.
2. P.S. Palandi, Insurance in India, Latest Edition, Response Books – Sagar Publications, 2021.
3. C. Gopalkrishna, Insurance – Principles and Practices, Latest Edition, Sterling Publishers Private Ltd., 2021.
4. M.N. Mishra & S.B. Mishra, Insurance - Principles and Practice, 10th Edition, S. Chand & Company Ltd, 2021.
5. Dr. P.K. Gupta, Principles and Practice of Non-Life Insurance, 6th Edition, Himalaya Publishing House, 2020.

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1. www.gicofindia.com
2. https://library.itc.ac.ug/qualifications/certificate-of-proficiency-in-insurance/principles-and-practice-of-general-insurance-business
3. https://www.udemy.com/course/ic-11-practice-of-general-insurance-mcq-mock-test-iii-licentiate-exam/?couponCode=ST11MT170325G3
4. www.insuranceinstituteofindia.com
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24MBB06	Principles and Practices of Life Insurance	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Basic Concepts of Insurance and Financial Systems	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- Understand and apply the fundamental principles of life insurance
- Explore the legal principles governing life insurance contracts
- Analyse and evaluate different life insurance plans and riders

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Evaluate the principles and structure of life insurance to understand its regulatory environment and industry evolution.
CO2	Analyze various life insurance policies and assess customer needs to recommend suitable insurance solutions.
CO3	Calculate premiums and benefits to effectively manage policy evaluation and claims settlement processes.
CO4	Apply underwriting principles to assess risk and determine insurability of clients.
CO5	Integrate life insurance into financial planning strategies considering investment alternatives and tax implications.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	2	2				2	
CO 3	3					3	
CO 4	2					2	3
CO 5	2	2		2			3

Unit I	**Principles of Life Insurance**	**8 Hours**

Meaning of Life Insurance – The Evolution and Growth of Life Insurance – Basic Principles of Insurance – Life Insurance Organizations in India-– Competition and Regulation of Life Insurance.

Unit II	**Life Insurance Policies Evaluation**	**8 Hours**

Types of Life Insurance Policies – Term Life Insurance – Whole Life insurance – Endowment Life Insurance – Unit Linked Policies with or without Profit Policies –Customer Evaluation – Policy Evaluation – Cost and Benefit – Group and Pension Insurance Policies – Special features of Group Insurance / Super Annuation Schemes – Group Gratuity Schemes – Super Annuation schemes.

Unit III	**Claim Settlement**	**8 Hours**
Computation of Premiums and Settlement of claims: Premium defined – Premium Calculation Including Rebates – Mode of Rebates – Large sum assured Rebates – Premium Loading – Rider Premiums – Computation of Benefits – Surrender value – Paid up value – Settlement of claims: Intimation procedure, documents and settlement procedures.		
Unit IV	**Underwriting**	**8 Hours**
Underwriting: The need for underwriting – Guiding principles of Underwriting – Factors affecting Insurability – Methods of Life Classification – Laws affecting Underwriting.		
UNIT V	**Investment in Insurance**	**8 Hours**
Financial Planning and taxation: Savings – Insurance vis-à-vis- Investment in the Units Mutual Funds, Capital Markets – Life Insurance in Individual Financial Planning – Implications in IT treatment.		
Suggested Self Study Topics Utmost Good Faith, Indemnity, Proximate Cause, Steps Involved in the Claim Settlement Process, tax benefits of life insurance policies, AI in Premium Calculation and Risk-Based Pricing for Life Insurance, AI Applications in Personalized Life Insurance Planning and Wealth Optimization.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. M. N. Mishra, Insurance Principles and Practices, 12th Edition, S. Chand & Co, New Delhi, 2020.
2. Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Latest Edition, Prentice Hall of India, New Delhi, 2021.
3. G. S. Pande, Insurance - Principles and Practices of Insurance, 6th Edition, Himalaya Publishing House, 2020.
4. G. R. Desai, Life Insurance in India, Latest Edition, Macmillan India, 2021.
5. K.C. Mishra & C.S. Kumar, Life Insurance: Principles and Practice, Latest Edition, Cengage Learning, New Delhi, 2021.
6. H. Sadhak, Life Insurance in India, Latest Edition, Response Books, New Delhi, 2021.

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4. https://alison.com/course/insurance-underwriting-principles-and-practices
5. www.insuranceinstituteofindia.com

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24MBB07	Risk Management and Insurance	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Risk management	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the fundamental concepts of risk, uncertainty, and the rationale behind risk management in organizations.
- To develop skills in identifying, assessing, and analyzing various types of risks, including physical, financial, and legal risks.
- To explore and apply risk control tools and techniques, including risk avoidance, reduction, financing, and transfer methods.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to

CO1	Identify sources of risk and analyze potential exposures to formulate comprehensive risk management frameworks.
CO2	Apply tools and techniques to assess, measure, and mitigate risks related to assets, liabilities, and workforce.
CO3	Interpret insurance regulations, pricing mechanisms, and policy structures for effective financial and legal planning.
CO4	Evaluate insurance contracts and liability risks to support corporate decision-making in risk-sensitive scenarios.
CO5	Design risk control strategies using risk transfer, retention, and financing tools to reduce business vulnerability.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	2					3
CO 3	2			3		2	2
CO 4	2	2				2	3
CO 5	2			2		2	3

Unit I	Risk Management	8 Hours

Introduction to risk and uncertainty – Rationale for Risk Management in organizations - Sources of Risk – Exposures to Risk – Framework for Potential Risk - Identification – Hazard and Loss Analysis – Risk Evaluation – Direct and Indirect Losses.

Unit II	**Risk Assessment**	**8 Hours**
Risk identification – risk analysis – Exposures – physical assets – financial assets – human assets – legal liability – work-related injury – Risk measurement - Risk Control Tools – Risk financing techniques – Risk Management Decisions – Data Organisation and Analysis.		
Unit III	**Insurance Markets and Functions**	**8 Hours**
Insurance Industry –Pricing of Insurance – Insurance Regulation (IRDA) – Financial assessment – Legal Aspects of Insurance Contracts – Insurance Contract Analysis – property and liability coverage – Classification of Policies – Annuities – Surrender Values – Valuation and Surplus.		
Unit IV	**Insurance Evaluation**	**8 Hours**
Analytical in corporate risk management -– products liability – Environmental liability – Directors and Officers Liability-Issues in liability risk and management- Valuation Balance Sheet – Life Insurance Accounts – Fire Insurance Accounts – Marine Insurance Accounts – Essential Elements of Insurance Contract – Practical Problems.		
UNIT V	**Risk Control**	**8 Hours**
Risk Control Tools and Techniques in Insurance – Risk Avoidance – Risk Reduction – Prevention of Loss – Loss Control – Risk Financing – Risk Retention – Risk Transfer – Risk Management Policy.		
Suggested Self Study Topics Various types of risks (physical, financial, legal) in organizations, liability coverage, annuities, and surrender values, Product, environmental, and directors' and officers' liability in corporate risk management, AI in Insurance Claim Fraud Detection and Automated Document Verification, XAI Explainable AI in ERM-Enterprise Risk Management.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. George E. Rejda & Michael McNamara, Principles of Risk Management and Insurance, 14th Edition, Pearson Education, 2022.
2. Emmett J. Vaughan & Therese M. Vaughan, Fundamentals of Risk and Insurance, 12th Edition, Wiley, 2021.
3. Robert W. Black, Risk Management and Insurance, 6th Edition, Pearson Education, 2020.
4. Harold D. Skipper & W. Jean Kwon, Risk Management and Insurance, 3rd Edition, Pearson, 2021.
5. Mark S. Dorfman, Introduction to Risk Management and Insurance, 10th Edition, Pearson Education, 2019.

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2. https://www.coursera.org/specializations/risk-management
3. https://www.theirm.org/training/public-courses/certificate-in-risk-management-for-insurance/
4. https://www.udemy.com/course/risk-analysis-and-insurance-planning-cfp-certification/
5. https://www.oxfordhomestudy.com/courses/risk-management-online-courses/free-online-risk-management-courses-with-certificates

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PROFESSIONAL ELECTIVES – ENTREPRENEURSHIP

24MBE01	Entrepreneurship and Small Business Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● To know basic knowledge of what entrepreneurship involves. ● Awareness of the risks and rewards of starting a business.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To develop entrepreneurial competence among the students.
- To enable the students to take up self-employment by exposing them to entrepreneurial competence and environment.
- To make the students understand business plan, launching of small business and management of small business.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Analyze entrepreneurial traits and processes to develop effective business ventures.
CO2	Evaluate the entrepreneurial environment and institutional support for fostering small business growth.
CO3	Develop comprehensive business plans integrating SWOT and financial feasibility for startup success.
CO4	Manage small business challenges by monitoring performance and implementing rehabilitation strategies.
CO5	Apply Intellectual Property Rights laws to protect innovations and competitive advantages in small businesses.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				3	3	
CO 2	2			2		3	
CO 3	2	2		3		3	3
CO 4	2	2		2		3	3
CO 5				2		3	

UNIT I	ENTREPRENEURIAL COMPETENCE	8 Hours

Nature, Scope and Types of Entrepreneurships, Entrepreneur Personality Characteristics, Entrepreneurship Process.

UNIT II	**ENTREPRENEURIAL ENVIRONMENT**	**8 Hours**
Business Environment, Role of Family and Society, Institutional Support for Small Entrepreneurs, Central and State Government Industrial Policies and Regulations, Indian Start-up Eco-system, Tamilnadu Start-up community.		
UNIT III	**BUSINESS PLAN PREPARATION**	**8 Hours**
Business Opportunities-SWOT, Seed Capital Assistance, Business Plan Process, Feasibility Study, Functional Plan Marketing Plan, Operational Plan, Organizational Plan, Financial Plan, Evaluation Criteria		
UNIT IV	**MANAGEMENT OF SMALL BUSINESS**	**8 Hours**
Monitoring and Evaluation of Business, Causes of Sickness, Detecting and Preventing Sickness, Rehabilitation of Business Units.		
UNIT V	**INTELLECTUAL PROPERTY RIGHTS FOR SMALL BUSINESS**	**8 Hours**
Importance of IPR in Small Business, IPR Legislation in India-TRIPS, WTO, GATT. Patents, Trademark, Copy Right and Geographical Indications.		
Suggested Self-Study Topics: Real time Social Entrepreneurs, Accelerators, Start-up India, Co-Working Spaces and TBIs, Sensitivity Analysis of DSCR and Unicom Start-ups, SARPAESI Act, Documentation Process, AI-based market analysis & competitor intelligence extraction, Financial projection using ML simulation tools (cash flow forecasting, break-even estimation).		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Hisrich, Entrepreneurship, New Delhi: Tata McGraw Hill, 2014.
2. P. C Jain, Handbook for New Entrepreneurs, EDII, New Delhi: Oxford University Press, 2009.
3. Prasanna Chandra, Projects - Planning, Analysis, Selection, Implementation and Reviews, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2014.
4. Subroto Bagchi., The High-Performance Entrepreneur, New Delhi: Penguin Books, 2016.
5. Thomas Zimmerer, Norman M. Scarborough and Doug Wilson, Essential of Entrepreneurship and Small Business Management, Prentice Hall of India, 2007

Online Resources

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2. https://www.coursera.org/
3. https://www.startupindia.gov.in/
4. https://openlearning.mit.edu/
5. https://www.ediindia.org/

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24MBE02	Creativity, Innovation and Entrepreneurship	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Ability to identify challenges and turn them into opportunities for improvement. ● A clear sense of purpose and the ability to set short- and long-term goals.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to identify business opportunities
- To enhance lateral thinking for innovation and creativity
- To acquaint the students with the Intellectual Property Rights and Patents

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to:

CO1	Identify and screen business opportunities by applying creativity and value analysis techniques.
CO2	Apply lateral thinking methods to generate innovative solutions and alternative business ideas.
CO3	Manage different types and sources of innovation to foster competitive advantage in enterprises.
CO4	Facilitate decision-making using Six Thinking Hats to enhance team creativity and problem-solving.
CO5	Evaluate intellectual property rights to protect innovations and manage patents strategically in business

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					3	
CO 2		2			2	3	
CO 3		2			2	3	
CO 4		2	2		2	3	
CO 5		2		2		3	

UNIT I	BUSINESS OPPORTUNITY GUIDANCE	8 Hours

Business Opportunity Identification, Opportunities into Ideas, Idea screening, Creativity and Innovation, Value Analysis

UNIT II	**CREATIVITY**	**8 Hours**
Lateral Thinking, Lateral vs. Vertical Thinking, Use of Lateral Thinking, Techniques -Generation of Alternatives, Fractionation, Reversal Method, Analogies		
UNIT III	**INNOVATION**	**8 Hours**
Sources of Innovation, Types of Innovation, Goals of Innovation, Diffusion of Innovation, Basics of TRIZ, Innovation Management, Innovation Driven Enterprises.		
UNIT IV	**SIX THINKING HATS**	**8 Hours**
Brainstorming, Six Hats, Using the Hats, Benefits of Six Thinking Hats.		
UNIT V	**INTELLECTUAL PROPERTY RIGHTS**	**8 Hours**
TOWS Analysis, Pitch Pests, Misconceptions and Myths about Creativity &Innovation, Mechanism of Diffusion, Thinking Out of the Box, Registering a Trademark		
Suggested Self-Study Topics: Real time Social Entrepreneurs, Accelerators, Start-up India, Co-Working Spaces and TB is, Sensitivity Analysis of DSCR and Unicom Start-ups, SARPAESI Act, Documentation Process, Generative AI tools for product design ideas (e.g., Midjourney, Open AI DALL-E), AI simulation for innovation diffusion models.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1. Edward De Bono, "Lateral Thinking", England: Penguin/Viking Books, 2016. 2. Edward De Bono, "Six Thinking Hats", England: Penguin/Viking Books, 2016. 3. Dr.Rekha Shetty &Adhilsheety, "Corporate Strategy Mind Power Innovation" Chennai: Mind Power publications, 2015. 4. Allan Afuah, "Innovation Strategy", New Delhi: Oxford University press, 2015. 5. John Adair, "The Art of Creative Thinking: How to Be Innovative and Develop Great Ideas"		
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24MBE03	Legal and Regulatory Framework for Entrepreneurship	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● To understand the different legal entities. ● To understanding business tax obligations	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint the students with the procedure for setting up of an enterprises and registration formalities
- To enable the students to choose appropriate form of organization
- To enhance the knowledge of students in the area of Taxation and Corporate Governance

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO1	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Differentiate between types of enterprises and navigate registration and incentives to establish new businesses.
CO2	Analyze various business organizational forms to select appropriate legal structures for entrepreneurial ventures.
CO3	Evaluate GST and VAT mechanisms to ensure compliance and optimize indirect tax management in MSMEs.
CO4	Interpret income tax laws and filing procedures to manage direct tax obligations for individuals and companies.
CO5	Assess corporate governance frameworks to promote transparency, accountability, and ethical business practices.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		3	
CO 2	2			1		3	
CO 3		2				3	3
CO 4		2				3	3
CO 5				2		3	

UNIT I	MICRO, SMALL AND MEDIUM, AND LARGE ENTERPRISES	8 Hours

Definition of Tiny, Small, Medium and Large Enterprises, Procedure for Setting Up these Enterprises, Registration Formalities, Incentives and Subsidies.

UNIT II	**FORMS OF ORGANIZATION**	**8 Hours**
Sole Proprietorship, Partnership, Public Limited and Private Limited Companies, Limited Liability partnership - Formation, Registration, Uniqueness, Conversion of Partnership, Private I Unlisted Public Companies into LLP.		
UNIT III	**GOODS AND SERVICE TAX (GST) AND VAT**	**8 Hours**
Indirect Taxes, GST, GST Mechanism, GST and its Impact on Various Sectors, VAT -Rules Regulations Governing VAT, Filing of Tax Returns, Taxation with Special Reference to MSME.IT		
UNIT IV	**INCOME TAX**	**8 Hours**
Direct Tax -Personal Income and Corporate Tax, Deductions and Rebates, Taxability of Capital Gains, Investments, Filing of Tax Returns		
UNIT V	**CORPORATE GOVERNANCE**	**8 Hours**
Governance Committee, Audit Committee, Compensation Committee -Roles and Responsibilities, Independent Directors, Whistle Blowing, RTI Act, Insider Trading.		
Suggested Self-Study Topics: Recent Amendments and Changes, Limiting Benefits of LLP, Role in VAT, Tax Planning, Ethics in Entrepreneurship, OPC, Special Tax Holidays for Startups, Automated form filling, compliance checkers & subsidy recommendation engines, AI-based eligibility assessment for government schemes, incentives & subsidies.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1.Akhileshwar Pathak, "Legal Aspects of Business", New Delhi: Tata McGraw Hill, 2016. 2.Ramani K K& Jain N C, "Limited Liability Partnership (LLP)-Tax Planning, Law and Practice", 3.Kamal Garg, "Goods & Service Tax", New Delhi: Bharat Law House Pvt. Ltd.,2015. 4.Ram Charan, "Owning up-The 14 Questions Every Board Member Needs to Ask", New Delhi: Wiley India Pvt. Ltd, 2015. 5.Legal Framework, www.rbi.org.in		
Online Resources		
1.https://onlinecourses.nptel.ac.in 2.https://www.coursera.org/ 3.https://www.startupindia.gov.in/ 4.https://openlearning.mit.edu/ 5.https://www.ediindia.org/		

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24MBE04	Soft Skills for Entrepreneurship	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● To empathize with others (customers, partners, employees). ● To think outside the box.	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To heighten the awareness of developing emotional intelligence that may influence the running of business.
- To enable the students to manage their time effectively.
- To equip them in building rapport and being ethical towards society.

Programme Outcomes (POs)

PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to:

CO1	Analyze and manage emotions effectively to enhance personal and professional relationships.
CO2	Develop interpersonal skills and time management techniques to improve self-leadership and productivity.
CO3	Apply coaching and mentoring strategies to foster employee growth and organizational leadership.
CO4	Build professional networks using effective communication and business etiquette for career advancement.
CO5	Evaluate ethical principles and corporate social responsibility to promote integrity in business management.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1			2		3		
CO 2			2		3		
CO 3			2		3	2	
CO 4			1		3		
CO 5				2		3	

UNIT I	EMOTIONAL INTELLIGENCE	8 Hours

Introduction, Perceiving Emotions, Understanding Emotions, Managing Emotions, Developing Emotional Intelligence, Persuasion

UNIT II	SELF-DEVELOPMENT	8 Hours

Johari Window, Building Interpersonal Skills - Transactional Analysis, Time Management - Steven Covey Model, Power of Trust - Competencies for Building Trust.		
UNIT III	**COACHING AND MENTORING**	**8 Hours**
Coaching - Methods, Executive Coaching, Mentoring vs. Counselling, Being an Effective Mentor, Reverse Mentoring, Techniques of Counselling, Leadership Coaching.		
UNIT IV	**NETWORKING**	**8 Hours**
Importance of Networking, Making Contacts, Getting Connected, Building Rapport, Building the Bond, Business Etiquette, connecting on the Phone, Connecting in Writing, Social Networking.		
UNIT V	**BUSINESS ETHICS**	**8 Hours**
Does Ethics Pay- On Becoming an Ethical Manager, Building an Ethical Organization, Ethics towards Competitors, Corporate Social Responsibility.		
Suggested Self-Study Topics: Emotional Intelligence and Leadership Effectiveness, Delegation, Emergence of Personal Theory of Counselling, Social Networking Sites, Roots of Unethical Behaviour, AI-based emotion recognition tools (tone, text & facial sentiment analysis, Productivity & time-management apps powered by AI (Notion AI, Motion AI, Reclaim AI).		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**
References		
1. Daniel Goleman, "Emotional Intelligence", New York: Bantam Books, 2016. 2. Joe Healey, "Radical Trust", New Delhi: Wiley India Pvt. Ltd, 2015. 3. "Coaching and Mentoring", Boston: Harvard Business School Publishing Corporation, 2014. 4. John Timperley, "Network Your Way to Success", London: Piatkus, 2015. 5. ManiKutty S, "Being Ethical -IIMA Business Books", Noida: Random House India, 2016.		
Online Resources		
1. https://onlinecourses.nptel.ac.in 2. https://www.coursera.org/ 3. https://www.startupindia.gov.in/ 4. https://openlearning.mit.edu/ 5. https://www.ediindia.org/		

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24MBE05	Business Plan	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• To know Licensing, permits, zoning, and regulatory requirements. • Clear Business Idea, market research	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the importance of a business plan.
- To expose the students to the nitty-gritty's of a business plan.
- To comprehend the various aspects of a business plan.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Develop comprehensive business plans to effectively communicate venture objectives and attract stakeholders.
CO2	Design market research and marketing strategies to identify opportunities and forecast sales for new ventures.
CO3	Manage human resource functions including recruitment, motivation, and training to build productive teams.
CO4	Evaluate various financing options and prepare financial projections to ensure venture viability and growth.
CO5	Conduct feasibility studies and present business models to assess project potential and guide decision-making.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2		2		3	3	
CO 2		2				2	2
CO 3		2	2		3	3	
CO 4	1	2				3	3
CO 5	1	2				3	3

UNIT I	BUSINESS PLAN PREPARATION	8 Hours

Purpose of Business Plan, Benefits of a Business Plan, Elements of the Business Plan, Developing a Well-Conceived Business Plan, Guidelines to a Write a Business Plan.

UNIT II	**MARKETING**	**8 Hours**
Importance of Market Orientation, Market Research, Sales Forecast, Features of Entrepreneurial Marketing, Purpose and Timing of the Marketing Plan, Marketing Research for the New Venture, Understanding the Marketing Plan, Characteristics of Marketing Plan, Steps in Preparing the Marketing Plan..		
UNIT III	**HUMAN RESOURCES**	**8 Hours**
Introduction, Human Resources Mobilization I Head Hunting, Conducting Interviews, Induction, Motivating Employees, Training, Knowledge Management, and Separation.		
UNIT IV	**FINANCE**	**8 Hours**
Raising Capital-Sources, Family and Friends, Angel Funding, Venture Capital, Equity Funding, DebtFinancing, Projected Cash Flow and Profitability Statements, DSCR and Sensitivity Analysis.		
UNIT V	**FEASIBILITY STUDY**	**8 Hours**
Pre-Feasibility Study, Project Profile Preparation, Feasibility Report Preparation and Evaluation, Operations Planning, presenting a Business Plan Using the Business Canvas Model.		
Suggested Self-Study Topics: Format of Business Plan and Silicon Valley Models, Marketing Mix, Human Resource Planning Boot Strapping, Case studies of successful start-ups, AI onboarding & training bots, AI for valuation & startup funding research (PitchBook, CB Insights, Razor AI).		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Paul Barrow, "The Best-Laid Business Plans", London: Virgin Publishing Ltd, 2015.
2. "Entrepreneur's Tool Kit", Boston: Harvard Business School Publishing Corporation, 2015.
3. Charles Bronfman, Jeffrey R. Solomon, John Sedgwick, "The Art of Giving: Where the Soul Meets a Business Plan", New Delhi: Wiley, 2016.
4. Philip Kotler, Kevin Lane Kellar, Abraham Koshy, and Mithileswar Jha., "Marketing Management -A South Asian Perspective", Noida: Pearson, 2014.
5. C K Prahlad, "Fortune at the bottom of the Pyramid", Pearson Education, 2013.

Online Resources

1. https://onlinecourses.nptel.ac.in
2. https://www.coursera.org/
3. https://www.startupindia.gov.in/
4. https://openlearning.mit.edu/
5. https://www.ediindia.org/

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24MBE06	Building a Sustainable Enterprise	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● To enhance sustainability in the industry ● Sustainable Business Model	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce the students to various growth strategies of a business.
- To expose the students to the prospects of internationalization of the business.
- To enable the students to understand the importance of succession planning and e-commerce.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to:

CO1	Formulate competitive strategies leveraging IT to drive MSME growth and sustainability.
CO2	Evaluate various growth strategies like mergers, acquisitions, and franchising to expand business operations effectively.
CO3	Analyze internationalization opportunities and cultural impacts to facilitate successful global market entry.
CO4	Design e-commerce and succession planning frameworks to enhance business continuity and market reach.
CO5	Manage MSME challenges through monitoring, evaluation, and rehabilitation for long-term business viability.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3					2	
CO 2	2					2	
CO 3	2			3		2	
CO 4	2	2		2		2	
CO 5	2	2				2	

UNIT I	STRATEGIZING	8 Hours

Concept of Strategy, Formulating Strategies for Competitive Advantage, MSME &Strategic Issues, Information Technology as a Growth Strategy.

UNIT II	GROWTH STRATEGIES	8 Hours

Objectives of Growth, Stages of Growth, Types of Growth Strategies- Expansion, Diversification, Joint Ventures, Mergers and Acquisition, Sub-Contracting, Franchising.

UNIT III	**INTERNATIONALIZATION**	**8 Hours**
Export Potential, Constraints and Prospects, Support Organizations Promoting Exports and their Role, Entry into International Business, Impact of Culture in Business, Foreign Direct Investment, the Role of FIPB		
UNIT IV	**ELECTRONIC COMMERCE AND SUCCESSION PLANNING**	**8 Hours**
E-commerce, Benefits, Prospective Areas, challenges, B2B, B2B2C, B2C, Need for Succession Planning, Challenges in Succession Planning.		
UNIT V	**MANAGEMENT OF BUSINESS**	**8 Hours**
Monitoring and evaluation of Business, Challenges of MSME Units Preventing Sickness and Rehabilitation of Business Units and Effective Management of Small Business, Essence of SICA 1985		
Suggested Self-Study Topics: Human Resource and Innovation as Competitive Advantages, Introduction to Sustainable Development Goal, Vertical and Horizontal Integration ECGC and FIEO, Small business support by MNCs, Security Issues in E-Commerce, Challenges in Reviving Sick Units, AI for diversification and business forecasting, AI-based risk detection and MSME sickness prevention.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Charles W L, Hill & Gareth and R Jones, "Strategic Management an Integrated Approach", New Delhi: Biztantra Publishers, 2015.
2. Elias M and Award, Electronic Commerce -From Vision to Fulfillment, New Delhi: Prentice Hall of India, 2015.
3. Export services, www.eximbankindia.com.
4. Efraim Turban, Jae Lee & David King and H. Michael Chung, "Electronic Commerce: A Managerial Perspective", New Delhi: Prentice Hall, 2014.
5. James C Collins & Jerry I Porras, "Built to Last", London: Random House Business Books/Hooper Business, 2016.

Online Resources

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2. https://www.coursera.org/
3. https://www.startupindia.gov.in/
4. https://openlearning.mit.edu/
5. https://www.ediindia.org/

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24MBE07	Intellectual Property Rights	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● To enhance sustainability in the industry ● Sustainable Business Model	**Mode of Assessment**	**Weightage (%)**
	Continuous Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the legal rights available to innovators.
- To give an insight on the four main types of intellectual property.
- To create awareness amongst students with regard to penalties for infringement of rights.

Programme Outcomes (POs)

PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to:

CO1	Assess the significance of Intellectual Property Rights (IPR) and relevant Indian legislations to protect small business innovations.
CO2	Interpret patent laws and procedures to strategically secure and manage patent rights in business contexts.
CO3	Evaluate trademark and geographical indication regulations to safeguard brand identity and regional products.
CO4	Analyze copyright laws and digital rights to protect creative works and digital content in evolving markets.
CO5	Apply industrial design protections and registration processes to prevent piracy and enhance product competitiveness.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		1		3		1	
CO 2		3		3		2	
CO 3		3		3		2	
CO 4		2		2		2	
CO 5				3		2	

UNIT I	INTRODUCTION	8 Hours

Importance of IPR in Small Business, IPR Legislation in India. Patents, Trademark, Copy Right and Geographical Indications. Concept of Intellectual Property - Kinds of Intellectual Property - Economic Importance of Intellectual Property - Need for Protection - IPR Legislations in India - Introduction to Various Conventions - WIPO, TRIPS & TRIMS, Basal Conventions

UNIT II	PATENTS	8 Hours

Introduction to Patents - Patentable Subject Matter - Patent Act 1970 - Amendments of the Act Procedure for

Obtaining of Patents -License Agreement - Infringement - Remedies - Patent Cooperation Treaty (PCT)		
UNIT III	**TRADEMARKS AND GEOGRAPHICAL INDICATIONS**	**8 Hours**
Introduction to Trademarks -Provisions of the Indian Trademark Act 1999 - Kinds of Trademarks - Registration of Trademarks - Rights of Registered Trademark Owners Infringement of Trademarks - Introduction to GI - Trademarks and Geographical Indications -The Geographical Indications of Goods(Registration and Protection) Act, 2000 - Domain Names.		
UNIT IV	**COPYRIGHT**	**8 Hours**
Introduction to Copyright - Works Protected Under Copyright Law - Authorship and Ownership – Rights Conferred on Copyright Owners - Related Rights - Copyright in Digital Era - Infringement and Remedies.		
UNIT V	**INDUSTRIAL DESIGNS**	**8 Hours**
Introduction - Classification of Designs - The Industrial Designs Act 2000 - Subject Matter of Protection and Requirements -Registration Procedures -Piracy.		
Suggested Self-Study Topics: Western Theories on Private and IP, International Treatieson Patents, International Convention/Agreements on GI, Software Copyright, Offences and Penalties for Infringement, Machine Learning for Patentability Assessment Computer Vision for counterfeit GI product tracking (Tea, Silk, Spices), Copyright Challenges in Generative AI.		
	Tutorial	**10 Hours**
	Theory	**30 Hours**
	Total	**40 Hours**
References		
1. Shlomo Maital and D V R Seshadri, "Innovation Management", New Delhi: Sage Publications, 2012. 2. Prabuddha Ganguli & Dr Kamil Idris, "Intellectual Property Rights: Unleashing the Knowledge Economy", New Delhi: Tata McGraw-Hill Education, 2016. 3. Catherine Holland, Vito Canuso III, Diane Reed, Sabing Lee, Andrew Kimmel, Wendy Peterson, "Intellectual Property: Patents, Trademarks, Copyrights and Trade Secrets" McGraw Hill Education, 2016. 4. Stirn Richard W, "Intellectual Property: Patents, Trademarks, and Copyrights", Cengage Learning, 2012. 5. Jayashree Watal, "Intellectual Property Rights in the WTO and Developing Countries", Oxford university press, 2010.		
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1. https://onlinecourses.nptel.ac.in 2. https://www.coursera.org/ 3. https://www.startupindia.gov.in/ 4. https://openlearning.mit.edu/ 5. https://www.ediindia.org/		

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COMPETITIVE EDGE COURSES

24MBX01	Power BI – I	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic computer knowledge	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To identify the primary components of the Power BI interface, reports, data, and model views.
- To learn how to Import Excel data and build basic visuals and publish a desktop report to the Power BI Service.
- To enable them to understand common challenges in Power BI data models, implement smart solutions, and avoid common mistakes

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Distinguish between traditional BI and self-service BI models to evaluate their relevance in modern business environments.
CO2	Analyze Power BI architecture and its components to optimize business intelligence workflows and reporting.
CO3	Design interactive dashboards and reports using Power BI Desktop to support real-time data-driven decision-making.
CO4	Implement cloud-based and on-premise BI solutions to manage organizational data securely and efficiently.
CO5	Integrate mobile BI tools to enhance data accessibility and executive-level decision support on the go.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	2					3
CO 3		3					3
CO 4	2			3		2	2
CO 5	2				3		3

Power BI history, Traditional BI, Self-service BI, Data Visualization, Business Intelligence (BI), Reporting, Power BI Products, Power BI Desktop, Flow of Work, Cloud-based BI, On-premise BI, Power BI Report Server, Power BI Service, Power BI Mobile Flow, Of work in Power BI, Power BI architecture

Total	**20 Hours**

References

1. Greg Deckler and Brett Powell, Mastering Microsoft Power BI, PACKT, 2nd Edition, 2022
2. Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, John Wiley & Sons, Inc., Hoboken, New Jersey, 2015.
3. Marco Russo and Albero Ferrari, The definitive guide to DAX, Microsoft, 2nd Edition, 2019.
4. Matt Allington, Supercharge Power BI, 3rd Edition, 2021.
5. Brian Larson, Data Analysis with Microsoft Power BI, McGraw Hill, 2020.

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24MBX02	Power BI – II	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Power BI – I	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To equip the students to add dynamic elements to report visuals that are user-controlled.
- To make them learn how to develop a sleek, modern user experience around visuals.
- To enable them to create advanced queries using custom functions, list functions, and complex columns.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Apply Power Query and Power Functions to extract, transform, and load data for business analysis.
CO2	Utilize DAX functions and data modeling techniques to build intelligent and efficient BI models.
CO3	Design and publish interactive reports using Power BI Desktop and Service to communicate actionable insights.
CO4	Integrate Power BI with Excel to enhance cross-platform data analytics and reporting.
CO5	Implement data refresh and filtering strategies to maintain dynamic and up-to-date dashboards.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3					3
CO 2		3					3
CO 3	2	2				2	2
CO 4		2				2	3
CO 5	2				3		3

Power Query, Power Functions, DAX Functions, Modelling with Power BI, Publishing, and Sharing, Power BI cloud components and use, Power BI Desktop and Service Visualization Tools, Refreshing data, Power BI and Excel together, Filtering data, Basic reports in Power BI.

Total	**20 Hours**

References
1. Greg Deckler and Brett Powell, Mastering Microsoft Power BI, PACKT, 2nd Edition, 2022. 2. Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, John Wiley & Sons, Inc., Hoboken, New Jersey, 2015. 3. Marco Russo and Albero Ferrari, The definitive guide to DAX, Microsoft, 2nd Edition, 2019. 4. Matt Allington, Supercharge Power BI", Third Edition, 2021. 5. Brian Larson, Data Analysis with Microsoft Power BI, McGraw Hill, 2020.

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24MBX03	Python for Business Decision Making – I	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic Computer Knowledge	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students with the basics of Python.
- To enable the students to develop the algorithmic thinking of using Python.
- To facilitate the students to use of various data types and data structures in Python.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Set up the Python environment and use IDE tools like Spyder for scripting and basic data handling.
CO2	Apply Python data types, control structures, and built-in functions to solve logical business problems.
CO3	Perform data manipulation using lists, dictionaries, and file operations to automate routine tasks.
CO4	Use Pandas and NumPy to create and manage data frames for structured data analysis.
CO5	Conduct descriptive and inferential statistical analysis with Python libraries to support business decisions.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	
CO 2	2	2					3
CO 3	2					2	3
CO 4		2				2	3
CO 5	2	3					3

The basics – Installation, Python packages, set directory, Opening, Saving, and Closing of script files, using Spyder, Data types, Variables, statements, and conditional execution, Stings, files, and inbuilt functions, Lists and dictionaries, Input and Output, and Iterations, Pandas data frame basics and data structure, Descriptive statistical analysis using Numpy and Pandas, Inferential statistical analysis using Numpy and Pandas.	
Total	**20 Hours**
References	

1. David Beazley, Python Essential Reference, Developers Library, England, 4th Edition, 2020.
2. Wes Mckinney, Python for Data analysis: Data wrangling with Pandas, Numpy and Python, O'Reilly, 2nd Edition, 2020.
3. Mark Lutz, "O'Reilly Media Inc, England, 5th Edition, 2020.
4. Luciano Ramalho, Fluent Python: Clear, Concise and Effective Programming, O'Reilly Media Inc, England, 2nd Edition, 2019.
5. Fabrizio Romano, Learn to Code like Professional with Python, PACKT open source, England, 5th Edition, 2019.

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24MBX04	Python for Business Decision Making – II	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Knowledge in Python Basics	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students with the basics of Python.
- To enable the students to develop the algorithmic thinking of using Python.
- To facilitate the students to use of various data types and data structures in Python.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Perform data analysis and visualization using Seaborn and Matplotlib to generate meaningful business insights.
CO2	Apply data cleaning techniques for handling missing, text, and tidy data using Pandas.
CO3	Uses apply and group by operations in Pandas to summarize and segment business data effectively.
CO4	Develop simple web-based business applications using Django for interactive data presentation.
CO5	Solve real-world case problems through integrated data analysis using Python tools and libraries.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2					3
CO 2		3				2	3
CO 3	2	2				2	3
CO 4	2				3		3
CO 5	2	3				2	3

The database uses for data analysis and data visualization using Seaborn, Data analysis and data visualization using Matplotlib, Introduction to plotting, Django web framework in Python, Tidy data, Missing data, Text data, Pandas, apply and group by operations, Case study problem analysis using Python

Total	**20 Hours**

References

1. David Beazley, Python Essential Reference, Developers Library, England, 4th Edition, 2020.
2. Wes Mckinney, Python for Data Analysis: Data wrangling with Pandas, Numpy and Python, O'Reilly, 2nd Edition, 2020.
3. Mark Lutz, Learning Python, O'Reilly Media Inc, England, 5th Edition, 2020.
4. Luciano Ramalho, Fluent Python: Clear, Concise and Effective Programming, O'Reilly Media Inc, England, 2nd Edition, 2019.
5. Fabrizio Romano, Learn to Code like Professional with Python, PACKT open source, England, 5th Edition, 2019.

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24MBX05	R Programming – I	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic computer knowledge	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students on the Basics of R Programming.
- To enable the students to use the Scalar and Vectors.
- To facilitate the students to use the Matrix and Data Frame.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Demonstrate installation and setup of R environments to efficiently manage data analysis projects.
CO2	Manipulate scalars, vectors, and vector functions to perform foundational data operations.
CO3	Construct matrices and data frames to organize and analyze complex datasets effectively.
CO4	Apply matrix and data frame functions to transform and summarize business data accurately.
CO5	Manage data import/export processes to ensure seamless integration and data handling in R.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					1	1
CO 2	3	2				2	2
CO 3	3	2				2	2
CO 4	3	2				2	2
CO 5	2					1	2

The Basics – Installation, R Environments, Set Directory, Opening, Saving and Closing of Script Files, Scalars and Vectors, Vector Functions, Indexing Vectors, Matrices and Data Frames, Matrices and Data Frames Functions, Importing, Saving and Managing Data.

Total	**20 Hours**

References
1. Michael J. Crawley, The R Book, Wiley India Pvt. Ltd., New Delhi, 2nd Edition, 2018. 2. Andy Field, Jeremy Miles and Zoe Field, Discovering Statistics Using R, Sage Publication, New Delhi, 2018. 3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, New York, 2018. 4. Andrie de Vries and Joris Meys, R for Dummies, John Wiley & Sons, Ltd., England, 2018. 5. Joseph Schmuller, Statistical Analysis with R for Dummies, John Wiley & Sons, Ltd, New Jersey, 2017.

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24MBX06	R Programming – II	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Knowledge in R Programming Basics	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students on the Advanced Data Frame.
- To facilitate the students to use the graphical presentation.
- To enable the students to apply basic statistical tools.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Manipulate advanced data frames to organize and prepare complex datasets for effective business analysis.
CO2	Create insightful visualizations through plotting to communicate data-driven business insights clearly.
CO3	Conduct hypothesis testing to validate business assumptions and support evidence-based decision-making.
CO4	Perform ANOVA to compare multiple business groups and identify significant performance differences.
CO5	Develop regression models to predict business outcomes and optimize strategic planning.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	1
CO 2	2	2				2	2
CO 3	2	3				2	2
CO 4	2	3				2	2
CO 5	2	2				2	2

- Advanced Data Frame.
- Plotting.
- Hypothesis Testing.
- ANOVA.
- Regression.

Total	**20 Hours**

References

1. Michael J. Crawley, The R Book, Wiley India Pvt. Ltd., New Delhi, 2nd Edition, 2018.
2. Andy Field, Jeremy Miles and Zoe Field, Discovering Statistics Using R, Sage Publication, New Delhi, 2018.
3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, New York, 2018.
4. Andrie de Vries and Joris Meys, R for Dummies, John Wiley & Sons, Ltd., England, 2018.
5. Joseph Schmuller, Statistical Analysis with R for Dummies, John Wiley & Sons, Ltd, New Jersey, 2017.

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24MBX07	Visual Analytics – I	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic computer knowledge	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students on the Basics of Tableau Public.
- To enable them Preparing and Shaping Data for Visual Analytics.
- To equip them to construct Basic Charts.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Install and configure Tableau Public, manage the working environment, and utilize cloud storage to ensure secure, accessible, and collaborative data visualization for business use.
CO2	Integrate diverse data sources in Tableau to prepare accurate, unified datasets that support business analysis and informed decision-making.
CO3	Carry-out data transformation for data analysis in Tableau to enable accurate visualization and effective business decision-making.
CO4	Differentiate between dimensions and measures, and classify data as discrete or continuous to construct meaningful visualizations that support business insights.
CO5	Apply aggregation techniques and create simple charts in Tableau to summarize data and communicate business insights effectively.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3					2
CO 2		3					2
CO 3		3					3
CO 4	1	3					2
CO 5	1	3					2

Installing Tableau Public, Tableau Environment, Opening and saving the files in the Cloud Storage, An Introduction to connecting to Data in Tableau, Shaping Data for use with Tableau, Getting a Lay of the Land, Dimension versus Measure, Discrete Vs Continuous, Introduction to Aggregation, Simple Charts.

Total	**20 Hours**

References

1. Ryan Sleeper, Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, O'Reilly, Sebastopol, USA, 2018.
2. Molly Monsey and Paul Sochan, Tableau for Dummies, John Wiley & Sons, Inc., New Jersey, USA, 2016.
3. Seema Acharya and Subhashini Chellappan, Pro Tableau, A Step-by-Step Guide, A press, India, 2017.
4. Ben Jones, Communicating Data with Tableau, Designing, Developing, and Delivering Data Visualizations, O'Reilly, USA, 2015.
5. Ashley Ohmann and Matt Floyd, Creating Data Stories with Tableau Public, PACKT Publishing, Mumbai, 2015.

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24MBX08	Visual Analytics – II	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic knowledge in Tableau Public	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students on the Hierarchies and Marks Cards.
- To enable them to create calculated fields and table calculations.
- To equip them to use parameters, sets and Dashboards.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Apply data visualization concepts such as hierarchies, marks cards, encoding, and level of detail to create insightful dashboards that support data-driven business decisions.
CO2	Construct and apply calculated fields and table calculations to generate dynamic business insights and support data-informed decision-making.
CO3	Design and implement dynamic visualizations using parameters and sets to enhance interactivity and uncover targeted insights for strategic business decisions.
CO4	Apply Level of Detail (LOD) expressions to control data granularity and generate accurate, context-specific business insights for informed decision-making.
CO5	Design and develop interactive dashboards to synthesize complex data and support strategic decision-making across business functions.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3					2
CO 2		3					2
CO 3		3				1	2
CO 4	1	3					2
CO 5	1	3				1	2

Hierarchies, Marks Cards, Encoding, and Level of Detail, Calculated Fields and Table, Calculations, Parameters and Sets, Level of Detail Expression, Dashboards.	
Total	**20 Hours**
References	
1. Ryan Sleeper, Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, O'Reilly, Sebastopol, USA, 2018. 2. Molly Monsey and Paul Sochan, Tableau for Dummies, John Wiley & Sons, Inc., New Jersey, USA, 2016. 3. Seema Acharya and Subhashini Chellappan, Pro Tableau, A Step-by-Step Guide, APRESS, India, 2017. 4. Ben Jones, Communicating Data with Tableau, Designing, Developing, and Delivering Data Visualizations, O'Reilly, USA, 2015. 5. Ashley Ohmann and Matt Floyd, Creating Data Stories with Tableau Public, PACKT Publishing, Mumbai, 2015.	

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24MBX09	Digital Banking	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic knowledge in Banking	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To understand the changing face of the banking industry and prepare them for the challenges that lie ahead.
- To help students assimilates knowledge of various digital products in Banking Sector and different Payment Systems in India.
- To understand the New Technologies and Digital Disruptions taking place in transformation of Business Models.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Analyze digital banking fundamentals to enhance financial service delivery and customer experience.
CO2	Evaluate digital payment systems and gateways to optimize secure transaction processing in India.
CO3	Design risk management frameworks to mitigate threats in digital payment environments.
CO4	Assess emerging trends in digital banking to drive innovation and competitive advantage.
CO5	Implement effective digital payment solutions aligned with regulatory and business requirements.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	3				2	
CO 3	2	3				2	2
CO 4	2	2				2	
CO 5	2	2		3		2	

Introduction to Digital banking, Digital Payment Systems in India, Payment Gateways, Risk management in Digital payment systems, New Trends in Digital banking.

Total	**20 Hours**

References

1. Wewege, L., & Thomsett, M. C. The Digital Banking Revolution: How Fintech Companies are Transforming the Retail Banking Industry Through Disruptive Financial Innovation, Walter de Gruyter GmbH & Co KG, 2019.
2. Skinner, C. Digital bank: Strategies to launch or become a digital bank, Marshall Cavendish International Asia Pte Ltd, 2014.
3. McMillan, J. The end of banking: money, credit, and the digital revolution, Book Baby, 2015.
4. Lipton, A., Shrier, D., & Pentland, A. Digital banking manifesto: the end of banks?, Massachusetts Institute of Technology, 2016.
5. Samet, O. Introduction to online payments risk management. O'Reilly Media, Inc., 2013.

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24MBX10	FinTech	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic knowledge in Financial System	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To understand the fundamental concepts of FinTech.
- To know the regulatory framework for FinTech India.
- To help the students to identify the innovative business models in FinTech.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Analyze the evolution of FinTech to identify opportunities for innovation in financial services and business models.
CO2	Evaluate FinTech regulations and compliance frameworks to ensure legal and ethical implementation of financial technologies.
CO3	Interpret blockchain and cryptocurrency applications to design secure and transparent financial solutions.
CO4	Assess crowdfunding, P2P, and marketplace lending models to develop alternative financing strategies for businesses.
CO5	Forecast future trends in data-driven finance to guide strategic decision-making in digital financial ecosystems.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	3				2	
CO 3	2	3				2	
CO 4	2	2				2	
CO 5	2	2		2		2	2

FinTech Transformation (FinTech 1.0, 2.0, 3.0 and 3.5), FinTech Topology, FinTech regulations (FinTech laws in India), Crypto-currencies, Block Chain in Financial Services, Crowd funding, Peer to peer (P2P) Lending, Marketplace Lending, Initial Coin Offering (ICO), The Future of Data-Driven Finance	
Total	**20 Hours**
References	
1. Steven O'Hanlon, Susanne Chishti, FinTech for dummies, Wiley India Pvt Ltd, 2021. 2. Kartik Swaminathan, Future Fintech Framework, Notion Press Publishing, 2021. 3. Paolo Sironi, FinTech Innovation, Wiley India Pvt Ltd, 2016. 4. Stefan Loesch, A Guide to Financial Regulation for Fintech Entrepreneurs, Wiley India Pvt Ltd, 2018. 5. Yoshitaka Kitao, Learning Practical FinTech from Successful Companies, Wiley India Pvt Ltd, 2018.	

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24MBX11	Wealth Management	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic knowledge in Financial Markets and Products	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To acquire the conceptual knowledge and technical skills to prepare them for advanced studies in wealth management and financial planning.
- To gain comprehensive knowledge on risk, return and asset allocation.
- To apply the tools and skills learned in the subject to related knowledge areas.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Analyze various investment products to construct diversified portfolios aligned with client risk profiles and financial goals.
CO2	Evaluate equity, debt, gold, and real estate options to optimize wealth growth and risk mitigation strategies.
CO3	Apply risk management techniques, including insurance, to protect assets and ensure financial stability.
CO4	Develop comprehensive financial plans incorporating estate planning and wealth transfer to maximize client value.
CO5	Assess investment opportunities using evaluation frameworks to support informed decision-making in dynamic economic conditions.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	3				2	2
CO 3	2	2				2	2
CO 4	2	2				2	
CO 5	2	3				2	

Introduction to financial planning, Wealth management and economy, Investment and risk management – Equity, Investment and risk management – Debt, Investing in Gold & Real estate, Investment products and services, Investment evaluation framework, Risk profiling and asset allocation, Risk management through insurance, Estate planning	
Total	**20 Hours**
References	
1. Workbook for wealth management module by National Stock Exchange Ltd, 2016. 2. Dun and Bradstreet, Wealth Management, New Delhi: McGraw Hill Education, 2017. 3. Sinha, Financial Planning: A Ready Reckoner, New Delhi: McGraw Hill Education, 2017. 4. Amar Pandit, The only Financial Planning Book, Mumbai: Network 18 Publications Ltd, 2015. 5. Monika Halen, Let's Talk Money, Nodia: Haper Business publishing, 2018.	

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24MBX12	E-Recruitment and Virtual Onboarding	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic knowledge in recruitment process	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students on the basics of E-Recruitment & Virtual Onboarding.
- To enable the students to use the e-recruitment portals.
- To facilitate the students to know the process in virtual onboarding.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Analyze e-recruitment strategies and channels to optimize talent acquisition in digital hiring environments.
CO2	Evaluate AI-enabled recruitment tools to enhance candidate selection accuracy and reduce hiring biases.
CO3	Design virtual onboarding programs that improve new employee engagement and accelerate productivity.
CO4	Implement best practices for virtual onboarding preparation to ensure smooth integration of remote hires.
CO5	Develop data-driven recruitment solutions to address organizational talent needs and improve hiring outcomes.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	
CO 2	2	3				2	
CO 3	2	2				2	1
CO 4	2	2				2	
CO 5	2	3				2	2

Introduction to e-recruitment, e-recruitment Strategies & Channels , AI enabled recruitment, Virtual Onboarding, Preparation for Virtual Onboarding Programme	
Total	**20 Hours**
References	
1. Gerardus Blokdyk, E-HRM Second Edition Paperback – Import, 5starcooks, 2nd edition, 2019. 2. Arash Mashhady, Investigating the Effectiveness of E-HRM: A Case Study, LAP LAMBERT Academic Publishing, 2018. 3. James H. Dulebohn , Dianna L. Stone ,The Brave New World of eHRM 2.0 (Research in Human Resource Management), Information Age Publishing, 2018 4. Tanya Bondarouk, Dr. Huub Ruel, Emma Parry ,Electronic HRM in the Smart Era (The Changing Context of Managing People), Emerald Publishing, 2017.	

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24MBX13	Applied Psychology	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic knowledge in HRM	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- Gain understanding of the rationale behind human behaviours.
- Acquaint with the wider scope of applied psychology.
- Aid in understanding the applications of applied psychology in various facets of business management.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Course Outcomes (COs)

The students will be able to:

CO1	Differentiate psychology and applied psychology concepts to address real-world organizational challenges.
CO2	Evaluate psychometric testing methods to improve employee selection and development processes.
CO3	Analyze lifespan development and social psychology principles to enhance marketing and economic strategies.
CO4	Apply positive psychology and social gerontology concepts to promote workplace well-being and health.
CO5	Integrate organizational psychology theories to optimize performance and leadership effectiveness in business.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				1	
CO 2	2	3				2	
CO 3	2	2		2		2	
CO 4	2	2			2	2	
CO 5	2	3	3		3	2	

Psychology vs Applied Psychology, Scope of Applied Psychology, Psychometric Testing, Understanding Life Span Development, Applied social psychology, Positive psychology, Social Gerontology and Health, Organizational psychology, Applied Psychology – Applications in Marketing, Applied Psychology – Applications in Economics	
Total	**20 Hours**
References	
1. Rowan Bayne, Gordon Jinks, Applied Psychology: Research, Training and Practice, Sage Publications, Ltd, 2017. 2. Robert B Cialdini, Influence: The Psychology of Persuasion, Harper Business, 2021. 3. Kieran C. O'Doherty, Darrin Hodgetts, Handbook of Applied Social Psychology, Sage Publications, 2019. 4. Paul Levy, Industrial/Organizational Psychology: Understanding the Workplace, Worth, 2016. 5. Carol Dweck, Mindset - The Way You think To Fulfil Your Potential, 6th edition, 2017.	

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24MBX14	Creativity, Innovation and Design Thinking	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic knowledge in Business Environment	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To emphasize the significance and necessity of creativity and innovation for individuals and organizations.
- To learn about methods and techniques to be creative and innovative.
- To introduce the concept of Design Thinking.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Analyze the role of creativity in business to generate novel ideas and improve value creation.
CO2	Apply innovation frameworks to develop strategic solutions for real-world business challenges.
CO3	Use the Six Thinking Hats technique to enhance group ideation and collaborative decision-making.
CO4	Employ ideation methods and customer journey mapping to identify unmet customer needs and innovation opportunities.
CO5	Implement the design thinking approach to frame problems and prototype customer-centric business solutions.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	2	2				2	3
CO 3	2		2		3		
CO 4	2				3	2	3
CO 5	2	2				2	3

Creativity in Business, Innovation in Business, Six Thinking Hats, Ideation Methods, Design Thinking Approach to Problem Solving, Customer Journey Mapping.

Total	**20 Hours**

References

1. Floyd Hurt, Rousing Creativity: Think New Now, ISBN 1560525479, Crisp Publications Inc, 2018.
2. Geoffrey Petty, How to be better at Creativity, The Industrial Society, 2018.
3. Dr. Bala Ramadurai, Karmic Design Thinking - A Buddhism-Inspired Method to Help Create Human-Centered Products & Services, 2020.
4. CSG Krishnamacharyalu, Lalitha R Innovation management, Himalaya Publishing House, 2018.
5. Clayton M. Christensen Michael E. Raynor, The Innovator's Solution, Harvard Publishing, 2018.

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24MBX15	ZOHO CRM	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Defined business goals and processes. ● Data preparation and clean-up. ● User training and role assignment.	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To understand and streamline business processes using Zoho CRM for improved customer relationship management.
- To prepare and manage accurate customer data for effective CRM implementation.
- To equip users with the knowledge and skills to utilize Zoho CRM features efficiently.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Define the basic features and functionalities of Zoho CRM.
CO2	Explain how Zoho CRM supports lead and customer management.
CO3	Apply Zoho CRM tools to automate workflows and manage tasks.
CO4	Analyze customer data and reports to identify trends and opportunities.
CO5	Evaluate the effectiveness of Zoho CRM in achieving business goals and recommend improvements.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	3	2		2		2	2
2	3	2	2		2	3	2
3	2	3	2		2	2	3
4	2	3			2	2	3
5	3	3	3	2	3	3	3

General Settings: Personal Settings, Company Details - **Sales Process Automation:** Leads, Contacts, Accounts, Deals, Campaigns, Activities (Task, Meetings, and Calls), Calendar Booking - **Support:** Cases, Solutions **Users and Control:** Users, Security Control, Compliance Settings - **User Interface:** Mass Actions (Emails, Field Updates, Changing Owner, Conversion), Manage Tags, Merge Duplicates - **Basic Customizations:** List View, Kanban View, Canvas View, Advanced Filters, Business Card View, Related List Customization - **Advanced Customizations:** Modules and Fields, Templates, Wizards, Pipelines, Copy Customization, Customize Home Page, Translation - **Channels:** Emails, Telephony, Social, Chats, Portals, Webforms - **Automation:** Assignment Rules, Case Escalation Rules, Scoring Rules, Marketing Attribution, Segmentation - Experience Center: Signals, Command Center - **Zoho Directory:** Single Sign-On (SAML), Security Policies, Active Directory Sync, Login History - **What's New:** Zia in Zoho CRM, Kiosk Studio, Canvas (Form View), Cadences, Team Space, Team Module, CPQ - **Data Administration:** Import (module-specific), Export, Data Backup, Storage, Recycle Bin, Data Migration from other CRM, Audit Log, Sandbox Admin Tool - **Other Modules:** Reports and Dashboards, Forecasts, Feeds, Motivator - **Marketplace:** All Integrations (Zoho, Google, Microsoft) - **Mobile Apps:** CRM Mobile App, CRM Analytics App.	
Total	**20 Hours**
References	
1. https://www.zoho.com/crm/reporting-analytics.html 2. https://www.zoho.com/crm/developer/docs/ 3. https://www.zoho.com/crm/workflow-automation.html 4. https://www.zoho.com/crm/data-management.html 5. https://www.zoho.com/crm/mobile-apps.html	

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24MBX16	ZOHO HRM	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic computer knowledge ● Basic knowledge on the functions of HRM ● Defined business goals and processes.	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To identify the primary components of the ZOHO HRM interface, reports, data, and model views.
- To learn how to operate and perform actions in Zoho Recruit and Zoho People.
- To enable them to understand common challenges in Human Resource Management and how to overcome these challenges with the help of IT.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Understand HRM Functions: Explain the key functions of Zoho HRM, including recruitment, payroll, performance management, and employee engagement.
CO2	Apply HR Analytics: Utilize Zoho HRM's analytics and reporting features to make data-driven HR decisions.
CO3	Manage Employee Lifecycle: Demonstrate the ability to handle employee onboarding, attendance, and leave management using Zoho HRM.
CO4	Customize HR Workflows: Design and implement automated workflows within Zoho HRM to improve HR processes.
CO5	Ensure Compliance & Security: Evaluate the compliance and security features of Zoho HRM to maintain data integrity and regulatory adherence.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	3	2	2	2	2	3	2
2	2	3			2	2	3
3	3	2	2		3	3	2
4	2	3	2		2	2	3
5	2	2	2	3	2	2	2

- ZOHO RECRUIT: Introduction to Zoho Recruit's purpose and features, setting up a Zoho Recruit account and configuring the company Profile. Walkthrough of the Recruit dashboard: main features like Job Openings, Candidates, Clients, and Reporting, Customizing the dashboard based on company needs.
- Creating job openings manually and through automated integrations (LinkedIn, indeed, etc.)-Setting up job templates for future use, Candidate pipeline management: tracking applicants, stages of the hiring process, and updating statuses, Hands-on practice with tracking multiple candidates through the pipeline.
- Setting up workflows and triggers for candidate management (e.g. automatic emails at different stages), Using recruitment templates and bulk actions to save time, Generating and interpreting recruitment reports: candidate source reports, time-to-hire, and job opening performance, Integration with Zoho People platform.
- Zoho People: Overview of Zoho People's modules: Employee Information, Leave, Attendance, and Performance Management, setting up an account and creating employee profiles, Managing the employee onboarding process: adding new employees, assigning roles, and setting up self-service, Practice customizing employee fields and importing employee data.
- Configuring attendance settings: time-tracking options, geolocation, and facial recognition attendance, setting up and managing leave policies: accruals, types of leaves, and approval workflows, Generating leave and attendance reports for better workforce insights, Hands-on practice with employee time-off requests and approvals.
- Setting up performance appraisal cycles: configuring feedback forms, defining appraisal stages, and scheduling reviews, customizing goal settings and key performance indicators (KPIs), Tracking performance and generating reports, Creating detailed employee reports on performance, attendance, and other metrics.

Total	**20 Hours**

References

1. https://www.zoho.com/people/hr-solutions.html
2. https://www.zoho.com/recruit/login.html
3. https://www.zoho.com/people/help/adminguide/overview.html
4. https://www.zoho.com/people/login.html
5. https://www.zoho.com/people/hr-analytics.html

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24MBX17	Indian Ethos and Values	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Ethics and Values ● Professional Ethics	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- Understand the philosophical foundation of Indian ethos and its relevance in modern contexts.
- Develop an appreciation for ethical values in professional and personal decision-making.
- Apply Indian principles of leadership, management, and sustainability in contemporary settings

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Explain the foundational concepts of Dharma, Karma, and Nishkama Karma and their significance in shaping work ethos from an Indian and global perspective.
CO2	Analyze Indian value systems and leadership principles from epics like Mahabharata, Ramayana, and Arthashastra for application in team and organizational leadership.
CO3	Apply holistic management practices by integrating spiritual and secular values in decision-making, sustainability, and lifelong learning.
CO4	Evaluate approaches to stress management and ethical decision-making in business using insights from Indian scriptures.
CO5	Assess modern applications of Indian ethos through case studies, value-based change management, and lessons for personal and societal growth.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	3	2	2	2			
2	2		3	2	3		
3	2	2	3	2		3	
4	2	3	2	3			
5	3	3	2	3	2	3	2

Foundations of Indian Ethos: Concepts of Dharma, Karma, and Nishkama Karma; Indian work ethos and its comparison with global paradigms; Relevance of ancient Indian texts in modern management.
Values and Leadership: Ethical leadership traits and practices from Indian philosophy; Role of Indian value systems in team dynamics; Leadership lessons from Mahabharata, Ramayana, and Arthashastra.
Holistic Management Practices: Integrating secular and spiritual values in managerial decision-making; Insights from Indian heritage in production, consumption, and sustainability; Gurukul system and its relevance to lifelong learning and professional growth.
Stress and Ethics in Management: Stress management techniques inspired by Indian philosophy; Ethical challenges in business with guidance from Indian scriptures; Promoting human values for harmony, balance, and positive workplace culture.
Modern Applications of Indian Ethos: Case studies on ethical and value-driven practices in Indian corporations; Value-based approaches to global change management; Lessons from Indian ethos for personal growth, professional excellence, and societal well-being.

Total	**20 Hours**

References

1. Pawar, P., Ganjre, K. A., & Laxman, R. Indian Ethos – Modern Management Mantra 1st Ed. Himalaya Publishing House, 2025.
2. Khandelwal, N. M. Indian Ethos and Values for Managers 3rd Ed. Himalaya Publishing House, 2023.
3. Kadavi, G. P. Indian Ethos and Business Ethics: Concepts and Cases. IIP Books, 2023.
4. Garde, A. R. Chanakya on Management. Jaico Publishing House, 2024.
5. Bajpai, B. L. Indian Ethos and Modern Management: An Amalgam of Eastern and Western Ideas. New Royal Publications, 2024.

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24MBX18	AI for Competitive Advantage in Accounting	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Basic knowledge of accounting principles and practices ● Familiarity with spreadsheets and financial data analysis tools	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- Introduce the applications of Artificial Intelligence (AI) in various accounting functions.
- Equip students with skills to apply AI tools for automating financial transactions, reporting, and auditing.
- Develop analytical thinking and decision-making using AI-driven accounting insights.
- Promote understanding of ethical and regulatory considerations in using AI for accounting tasks.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Explain the role of AI in automating accounting and financial processes.
CO2	Apply AI tools to analyze financial data and generate insights for decision-making.
CO3	Integrate AI solutions for tasks such as auditing, fraud detection, and risk assessment.
CO4	Evaluate the impact of AI on financial reporting accuracy and operational efficiency.
CO5	Apply ethical and regulatory guidelines while using AI in accounting practices.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				3	2
CO 2		3		2		2	3
CO 3	2	2			2	2	2
CO 4	2	2	2		2	2	2
CO 5		1		3		1	2

1. Understanding business problem statements and translating them into AI-readable prompts.
2. Bookkeeping using AI tools.

3. Measuring AI output quality using performance metrics. 4. AI for forecasting. 5. Applying prompts for market trend analysis and competitor intelligence. 6. Using AI prompts for financial planning and operational optimization. 7. Scenario planning and risk assessment using AI-generated simulations. 8. Strategic decision-making supported by prompt-driven insights. 9. Bias detection and mitigation in AI-generated outputs. 10. Ensuring compliance and ethical use of AI prompts in business processes.	
Total	**20 Hours**
References	
1. Artificial Intelligence in Accounting and Auditing — Miklos A. Vasarhelyi & Alexander Kogan; Markus Wiener Publishers; 1st Ed., 2022 2. Accounting Information Systems — Marshall B. Romney & Paul J. Steinbart; Pearson; 16th Ed., 2023. 3. AI for Finance and Accounting Professionals — John C. Hull & Sankar Krishnan; Routledge; 1st Ed., 2024 4. AI-Driven Financial Analytics — Maria Smirnova; Springer; 1st Ed., 2023 5. Artificial Intelligence in Accounting and Finance — Dr. Ramesh Babu & Dr. Anuradha Sharma; PHI Learning, India; 1st Ed., 2023	

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24MBX19	Prompt Engineering for Business Applications	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic knowledge of business functions • Familiarity with data analysis and business communication tools	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- Develop the ability to design, evaluate, and optimize prompts for AI tools to solve real-world business problems.
- Equip students with skills to integrate AI-driven prompt solutions into business decision-making, analytics, and strategy.
- Enhance critical thinking and problem-solving capabilities using prompt engineering to improve organizational efficiency and innovation.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Analyze business problems and design effective AI prompts to generate actionable insights.
CO2	Evaluate AI-generated outputs and refine prompts to improve accuracy and relevance.
CO3	Integrate AI prompt solutions into marketing, finance, and operations decision-making.
CO4	Develop innovative business strategies using insights derived from AI prompt outputs.
CO5	Apply ethical and responsible AI principles while engineering prompts for organizational contexts.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	3
CO 2		2		2			3
CO 3	2	2			2	2	2
CO 4	2	2	2		2	2	2
CO 5		1		3		1	2

1. Understanding business problem statements and translating them into AI-readable prompts
2. Designing prompts for data analysis, reporting, and forecasting
3. Measuring AI output quality using performance metrics
4. Iterative prompt refinement techniques for better business insights
5. Applying prompts for market trend analysis and competitor intelligence
6. Using AI prompts for financial planning and operational optimization
7. Scenario planning and risk assessment using AI-generated simulations
8. Strategic decision-making supported by prompt-driven insights
9. Bias detection and mitigation in AI-generated outputs
10. Ensuring compliance and ethical use of AI prompts in business processes

Total	**20 Hours**

References

1. Prompt Engineering for AI Systems — Shivendra Srivastava & Naresh Vurukonda; Manning; ISBN 978-1-63343-591-9; expected 1st Ed., 2025.
2. Prompt Engineering for LLMs: The Art and Science of Building Large Language Model-Based Applications — John Berryman & Albert Ziegler; O'Reilly Media; 1st Ed., 2024
3. Responsible AI: Implementing Ethical and Unbiased Algorithms — Sray Agarwal & Shashin Mishra; Springer (Cham); 1st Ed., 2021.
4. AI Ethics: A Textbook — Paula Boddington; Springer Singapore; 1st Ed., 2023
5. AI Strategy: Unleash the Power of Artificial Intelligence in Your Business — Bernard Marr; Kogan Page; 1st Ed., 2024

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24MBX20	AI- in Legal Aspects of Business	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
● Introductory knowledge of Business Law concepts. ● Basic digital literacy and awareness of AI-based tools used for analysis and decision support. ● Familiarity with commercial transactions and business documentation.	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To enable students to apply AI tools in business law contexts such as contracts, company law, compliance, and legal documentation—focusing on practical, hands-on usage rather than theory.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Understand and explain the role of AI tools in business law applications
CO2	Apply AI tools to draft basic legal documents
CO3	Analyze legal problems using AI-generated insights
CO4	Evaluate AI-generated legal outputs for accuracy and risks
CO5	Create structured prompts and complete legal documentation using AI

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	3	-	3	-	3	3
CO 2	3	3	-	3	-	3	3
CO 3	3	3	-	3	3	3	3
CO 4	3	3	3	3	3	3	3
CO 5	-	3	3	3	3	-	3

1. AI Tool Comparison: Compare AI-generated vs human-written legal answers using the tools like ChatGPT, Microsoft Copilot, Google Gemini, etc. 2. Contract Drafting: Drafting contracts using AI with Key elements: Offer, Acceptance, Consideration and identifying risks and loopholes. 3. Sale of Goods Case: Drafting Sales Agreements with Warranty vs Guarantee analysis and AI-based dispute simulation. 4. Company Law Documentation: AI for corporate documentation for Board resolutions and Compliance checklists. 5. Prompt Engineering: Writing effective legal prompts using Structured prompting and Role-based prompting ("Act as a corporate lawyer…") and Clause refinement prompts.	
Total	**20 Hours**
References	
1. ChatGPT. OpenAI, https://chat.openai.com 2. Microsoft Copilot. Microsoft, https://copilot.microsoft.com 3. Google Gemini. Google, https://gemini.google.com 4. Manupatra. https://www.manupatra.com 5. LexisNexis. https://www.lexisnexis.com	

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VALUE ADDED COURSES

24MBY01	Selling Skills	L	T	P	C
		1	0	0	-

Pre-requisite	Assessment Pattern	
● Management Principles	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To understand the prospective customers.
- To identify the customers.
- To plan and prepare for sales meeting.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Identify and classify potential customers and distinguish between B2B and B2C selling strategies.
CO2	Demonstrate planning and preparation through problem identification and presentation of tailored sales solutions.
CO3	Apply persuasive selling techniques to handle objections, negotiate effectively, and close deals.
CO4	Execute a structured follow-up process to build long-term customer relationships and brand loyalty.
CO5	Use social media platforms and digital tools to conduct online selling and generate leads

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				3	3	
CO 2	2	2				3	
CO 3	2				3	3	
CO 4	2		2		3	3	
CO 5		2		2		2	3

Can you sell? Identify your customers, selling in-house (B2C), Selling outhouse (B2B) Planning and preparations – Need and problem identification, Selling Expertise-The Classic Presentation, Objections to reassurance (resolving customer concern) Negotiation, Closing the sale, Follow-up, social media Selling, Activity – Selling products at real time shop.	
Total	**20 Hours**
References	
1. Zig Ziglar, The Art of Selling, Jaico Publishing House, First edition, 2021. 2. Zig Ziglar, Secrets of Closing the Sale, Magna Publishing Co Ltd, 2020. 3. Ziglar, Selling, Jaico Publishing House; First edition, 2016. 4. Brian Tracy, The Psychology of Selling: 10 Keys to Success in Selling, Jaico Publishing House; First Edition, 2021. 5. Brian Tracy, Be a Sales Superstar, Magna Publishing Co Ltd, 2020.	

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24MBY02	Mutual Funds	L	T	P	C
		1	0	0	-

Pre-requisite	Assessment Pattern	
● Management Principles	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To enable the students to understand the concept, types of mutual funds and legal aspects of mutual funds.
- To make them acquainted with financial planning as an approach to investing in mutual funds.
- To acquire knowledge on accounting, valuation, taxation of mutual funds and enables the students to measure and evaluate mutual fund performance.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Understand the structure, constituents, and regulatory framework of mutual funds, along with investor rights and obligations.
CO2	Evaluate mutual fund distribution channels, sales practices, and commission structures in line with regulatory norms.
CO3	Apply accounting principles to compute NAV, analyze fund expenses, and assess tax implications in mutual fund operations.
CO4	Analyze fund performance based on return, risk factors, benchmarking standards, and fund manager decisions.
CO5	Assist investors in planning, selection of schemes, and recommending model portfolios and investment strategies.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		3	
CO 2	2	3		2		3	
CO 3	2	3				2	3
CO 4					2	2	3
CO 5	2		2		3	3	3

Concept, Fund Structure and Constituent, Investment Restrictions and Related Regulation – Investors' Rights and Obligations. Fund Distribution and Sales Practices Regulatory Aspects of an Offer– Distribution Channels for Mutual Funds – Sales Practices and Commission Structure. Accounting, Valuation and Taxation - Computation of NAV – Factors Affecting the NAV – Identification and Charging of Expenses – Valuation process – Applicability of Various Taxes. Risk, Return and Performance of Funds - Concept of Return on Investment – Risks in Fund Investing –Benchmarking of Performance – Fund Manager Performance. Investor Services - DEMAT Account – Process relating to Purchase and Redemption – Investment Plans and Service – Scheme Selection – Selecting the Right Investment Products for Investors - Helping Investors with Financial Planning – Recommending Model Portfolios and Financial Plans.	
Total	**20 Hours**
References	
1. Sahadevan and Thiripalraju, Mutual Funds: Data, Interpretation and Analysis, New Delhi: Prentice Hall of India, 2020. 2. Jeffrey Laderman, Business Week's Guide to Mutual Funds, New Delhi: Tata Mcgraw Hill, 2020. 3. Sundar and Sandaran, Indian Mutual Funds Handbook, New Delhi: Vision books, 2020. 4. Workbook for NISM-Series-V – A: Mutual Fund Distributors Certification Examination, July 2020. 5. Vivek K Negi, Mutual Funds-Ladder to Wealth Creation, Diamond Books, Noida, 2018.	

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24MBY03	Principles of Insurance	L	T	P	C
		1	0	0	-

Pre-requisite	Assessment Pattern	
● Management Principles	**Mode: Continuous Assessment 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To enable the students to understand the basic concepts and legal aspects of insurance.
- To make them acquainted insurance products and its functional benefits to the insurer.
- To acquire knowledge on reinsurance, banc assurance, insurance premium and claim settlement

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PSO1	Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth
PSO2	Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Course Outcomes (COs)

The students will be able to:

CO1	Explain core insurance principles, contracts, and regulatory frameworks to assess compliance and ethical practice.
CO2	Analyze different types of life and non-life insurance products to recommend suitable policies for individuals and businesses.
CO3	Evaluate risk management strategies and retention tools used by insurers to minimize financial loss.
CO4	Interpret the roles of agents, brokers, and bancassurance in insurance distribution and customer servicing.
CO5	Assess policy servicing elements like claim settlement, lapses, paid-up value, and surrender to support policyholder decision-making.

Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	2	2				2	
CO 3	2	2					3
CO 4	2				3	2	
CO 5	2		2			2	3

Introduction to Principles of Insurance - Insurance Regulatory and Development Act (IRDA) - Indemnity and Insurable interest - Personal and Non-Personal Contracts - Introduction to Life Insurance - Appointment of Agent - Plans of Life Insurance - Risk Management - Managing Risk Retention - Introduction to Non-Life Insurance -

Non-Life Insurance Products - Functions performed by Insurers - Individual and Corporate Agents - Investment and Reinsurance - Functions of Reinsurance Broker - Bancassurance - Banker‘s Indemnity Policy - Claim settlement - Days of Grace - Lapse - Paid Up Policy - Surrender Value - Nomination	
Total	**20 Hours**
References	
1. Dr. C.L. Tyagi, Dr. (Mrs.) Madhu Tyagi, Insurance Law and Practice, Atlantic Publishers and Distributors (P) Ltd; 3rd Revised & Enlarged Edition, 2022. 2. M.N. Srinivasan & K. Kannan, Principles of Insurance Law, Generic, 2020. 3. Beik, J. I., & Pepper. J, Health Insurance Today-E-Book: A Practical Approach. Elsevier Health Sciences, 2020. 4. David Whetten, Dr. Kim Cameron, Principles of Risk Management and Insurance, 13th edition, Pearson Education, 2017. 5. Gupta L.P, General Insurance Guide, Dr. L. P. Gupta Publications, 2017.	

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