

M.B.A. DEGREE PROGRAMME

Curriculum & Syllabi – 2024

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BANNARI AMMAN INSTITUTE OF TECHNOLOGY

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

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VISION OF THE SCHOOL OF MANAGEMENT STUDIES

- To be a 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.

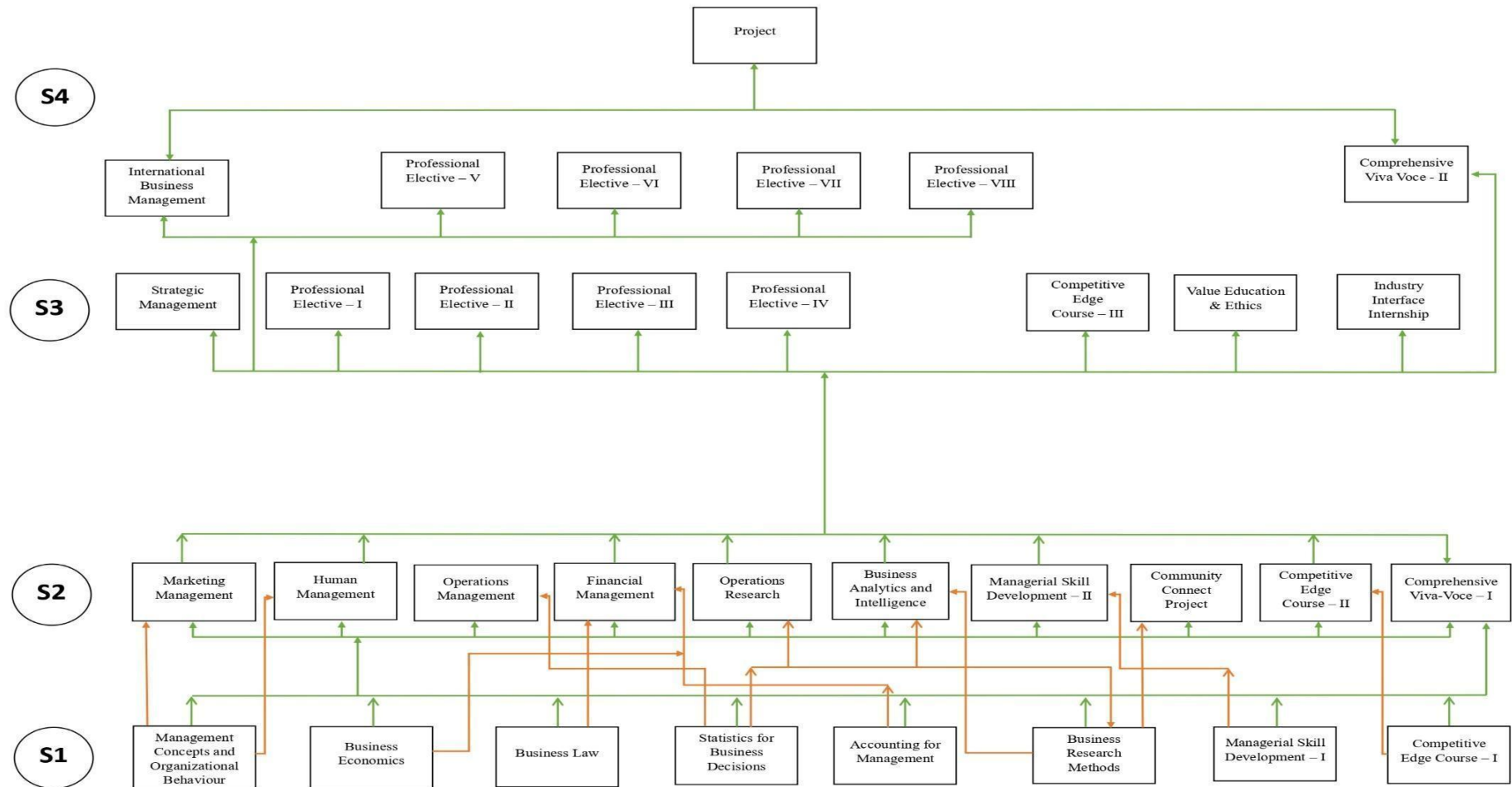
PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

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

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|---|
| <ol style="list-style-type: none">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. |
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Online Resources

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| <ol style="list-style-type: none">1. https://onlinecourses.nptel.ac.in/noc23_mg33/preview2. https://elearning.uou.ac.in/pluginfile.php/108550/mod_page/content/6/PrinciplesofManagement-OP_ulIS5L6.pdf3. https://www.udemy.com/course/principles-of-management-j/4. https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management5. https://onlinecourses.nptel.ac.in/noc22_mg78/preview |
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24MB102	Business Economics				L	T	P	C										
					3	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)																		
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr></table>									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		
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																		
<table><tr><td>CO1</td><td>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.</td></tr><tr><td>CO2</td><td>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.</td></tr><tr><td>CO3</td><td>Compare and analyze market structures like perfect competition, monopoly to evaluate firm behaviour, pricing strategies, and economic efficiency.</td></tr><tr><td>CO4</td><td>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.</td></tr><tr><td>CO5</td><td>Analyze foundational and contemporary economic theories and concepts to evaluate behaviour, market dynamics, and policy effectiveness</td></tr></table>									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
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, 7 th Edition, Cengage Learning, 2018. 2. Geetika, Piyali Ghoshand, Purba Roy Chowdhury, Managerial Economics, 3 rd Edition, Tata McGraw Hill, 2017. 3. Nick Wilkinson, Matthias Klaes, An Introduction to Behavioural Economics, 3 rd Edition, The Red Globe Press, 2018. 4. Paul Krugman and Robin Wells, "Microeconomics" 5 th Edition, Worth Publishers, 2018. 5. R. Glenn Hubbard and Anthony P. O'Brien, "Microeconomics", 9 th Edition, Pearson, 2021.		
Online Resources		
1. https://www.coursera.org/specializations/managerial-economics-business-analysis . 2. https://www.coursera.org/learn/macroeconomics-for-business-management . 3. Principles of Economics - Course (nptel.ac.in) 4. An Introduction to Microeconomics - Course (nptel.ac.in) 5. Principles of Macroeconomics - I - Course (swayam2.ac.in)		

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24MB103	Business Law				L	T	P	C	
					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, Emily 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		
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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		2 Hours
Transcribing data in SPSS		
Experiment 2		2 Hours
Exploring Data – Histogram, Box and Whisker Plot, Scatter Plot		
Experiment 3		2 Hours
Descriptive Statistics		
Experiment 4		2 Hours
Checking for Reliability, Normality and Homogeneity of Variance		
Experiment 5		2 Hours
Conducting Factor Analysis		
Experiment 6		2 Hours
Conducting Non-Parametric Tests		
Experiment 7		2 Hours
Conducting Parametric Tests		
Experiment 8		2 Hours
Conducting Discriminant Analysis		
Experiment 9		2 Hours
Correlation and Regression		
Experiment 10		2 Hours
Conducting Cluster Analysis		
Laboratory		20 Hours
Theory		30 Hours
Total		50 Hours

References
1. William G. Zikmund, Business Research Methods, Thomson Learning, 8th Edition, 2018. 2. Naresh K. Malhotra, Marketing Research - An Applied Orientation, 7th Edition, Pearson Education, 2019. 3. Uma Sekaran, Research Methods for Business, Wiley India, 7th Edition, 2016. 4. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, 11th Edition, 2018 5. Krishnaswamy, Appa Iyer Sivakumar, Mathirajan, Management Research Methodology, 1st Edition, Pearson, 2018.
Online Resources
1. https://onlinecourses.nptel.ac.in/noc24_mg42 2. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4178691 3. https://link.springer.com/book/10.1007/978-3-319-94153-0 4. https://guides.library.illinois.edu/c.php?g=347869&p=2345388 5. https://statistics.laerd.com/

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24MB107	Managerial Skill Development - I				L	T	P	C																																																
					0	0	4	2																																																
Pre-requisite					Assessment Pattern																																																			
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.																																																								
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List of Laboratory Experiments																																																								
Activity / Experiment 1							4 Hour																																																	
Business Communication – Components, Types, Communication in Digital Era, Mistakes in Communication																																																								

Activity / Experiment 2	4 Hour
Business Letters – Positive, Negative and Neutral, Sales Letters, Complaint Letters and Enquiry Letters.	
Activity / Experiment 3	4 Hours
Letters related to HR – Offer letter, Warning letter, Transfer Letter, Promotion Letter	
Activity / Experiment 4	4 Hours
Adapting E-Mail Correspondence and E-Mail Etiquettes	
Activity / Experiment 5	4 Hours
Drafting Memos, Agenda and Minutes of Meeting	
Activity / Experiment 6	4 Hours
Framing Advertisements, Slogans, Captions	
Activity / Experiment 7	4 Hours
Preparing Press Releases, Business Proposals	
Activity / Experiment 8	4 Hours
Non-Verbal Communication – Body Language, Business Etiquettes	
Activity / Experiment 9	4 Hours
Managerial Speeches – Presentations, Extempore, Introduction, Thanking	
Activity / Experiment 10	4 Hours
Preparing Resume, Job Applications, Preparing for Job Interviews	
Total	40 Hours
References	
1. Aruna Koneru, Professional Communication, Tata McGraw Hill, 2018. 2. Raymond V. Lesikar, Business Communication (SIE): Connecting in a Digital World, 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.	
Online Resources	
1. https://onlinecourses.swayam2.ac.in/nou24_cm10 2. https://onlinecourses.nptel.ac.in/noc24_hs58 3. https://www.coursera.org/learn/business-english-intro?specialization=business-english 4. https://www.coursera.org/learn/communication-strategies-virtual-age 5. https://www.coursera.org/learn/art-of-job-interview	

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SECOND SEMESTER

24MB201	Marketing Management		L	T	P	C		
			3	0	0	3		
Pre-requisites			Assessment Pattern					
- 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 Keller, Abraham Koshy, and Mithileswar Jha, Marketing Management: A South Asian Perspective, Pearson, 2020. 2. Lamb, Hair, Sharma, McDaniel, MKTG: A South-Asian Perspective, Cengage Learning, New Delhi 2016. 3. Rajan Saxena, Marketing Management, 6 th Edition, Tata McGraw Hill, New Delhi, 2019. 4. Gupta Prachi, Aggarwal Ashita, Marketing Management: Indian Cases, 1 st Edition, Pearson, 2020. 5. V. S. Ramaswamy, S. Namakumari, Marketing Management: Indian Context Global Perspective, 6 th 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.																																																								
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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, 10 th Edition, Tata McGraw Hill, 2023. 2. Biswajeet Pattanayak, Human Resource Management, 5 th Edition, Prentice Hall of India, 2020. 3. Gary Dessler and Biju Varkkey, Human Resource Management, 7 th 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, 2 nd edition, Cengage Learning, 2016.		
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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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Signature with date

24MB203	Operations Management				L	T	P	C																																																
					3	1	0	4																																																
Pre-requisites					Assessment Pattern																																																			
- Management Principles - Basics of Statistics					Mode of Assessment		Weightage (%)																																																	
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- 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.																																																								
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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																																																								
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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		2 Hours
Calculating Present Value (PV) of different cashflow streams		
Experiment 2		2 Hours
Calculating Future Value (FV) of different cashflow streams		
Experiment 3		2 Hours
Analyzing alternative investment decisions using DCF Techniques		
Experiment 4		2 Hours
Analyzing alternative investment decisions using Non-DCF Techniques		
Experiment 5		2 Hours
Calculating Cost of Capital for various sources of funds		
Experiment 6		2 Hours
EBIT – EPS Analysis using What-if Analysis		
Experiment 7		2 Hours
Calculating Financial, Operating and Combined Leverages		
Experiment 8		2 Hours
Analyze the impact of Dividend Decisions on Value of the Firm		
Experiment 9		2 Hours
Calculating Operating Cycle		
Experiment 10		2 Hours
Estimation of Working Capital Requirements		
Laboratory		20 Hours
Theory		30 Hours
Total		50 Hours

References

1. I M. Pandey, Financial Management, 12th Edition, Vikas Publishing House Private Ltd, New Delhi, 2019.
2. Van Horne and John M Wachowicz, Fundamentals of Financial Management, 13th Edition, Pearson Education India, New Delhi, 2015.
3. Prasanna Chandra, Financial Management- Theory and Practice, 9th Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi, 2017.
4. M. Y. Khan and P. K. Jain, Financial Management- Text, Problems and Cases, 8th Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi, 2018.
5. Brigham and Houston, Fundamentals of Financial Management, 13th Edition, Cengage Learning India Private Limited, New Delhi, 2015.

Online Resources

1. <https://alison.com/tag/financial-management>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-financial-management>
3. <https://www.coursera.org/courses?query=financial%20management>
4. https://www.practicalmoneyskills.com/en/resources/free_materials.html
5. https://onlinecourses.nptel.ac.in/noc20_mg31/preview

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24MB205	Operations Research	L	T	P	C																																																
		3	0	2	4																																																
Pre-requisite		Assessment Pattern																																																			
- 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.																																																					
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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		2 Hours
Construct a Linear Programming model using solver.		
Experiment 2		2 Hours
Solving Linear Programming with sensitivity analysis.		
Experiment 3		2 Hours
Solving Transportation Problem		
Experiment 4		2 Hours
Construct the Optimized solution for the Assignment.		
Experiment 5		2 Hours
Solve the Travelling Salesman Problem		
Experiment 6		2 Hours
Calculate the expected time using PERT		
Experiment 7		2 Hours
Find out the Critical Path		
Experiment 8		2 Hours
Decision Tree Analysis		

Experiment 9	2 Hours
Determine the value of the game using Game Theory.	
Experiment 10	2 Hours
Applying Single Server Queuing Model.	
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.	
Online Resources	
1. https://onlinecourses.nptel.ac.in/noc22_ma48/preview 2. https://nptel.ac.in/courses/110106062 3. https://www.edx.org/learn/operations-management/indian-institute-of-management-bangalore-operations-management 4. https://www.classcentral.com/course/swayam-operations-research-14219 5. https://om.utdallas.edu/program-resources/	

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24MB206	Business Analytics and Intelligence	L	T	P	C		
		3	0	2	4		
Pre-requisite		Assessment Pattern					
- Management Principles - Business Environment - Basic Computer Knowledge		Mode of Assessment		Weightage (%)			
		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		2 Hours
Basic Report Preparation using Pivot Table		
Experiment 2		2 Hours
Percentage Calculations in Pivot Table		
Experiment 3		2 Hours
Calculations in Pivot Table		
Experiment 4		2 Hours
Pivot Chart and Dashboard Preparation		
Experiment 5		2 Hours
Extraction and Cleaning of Structured and Semi Structured Data from Spreadsheet		
Experiment 6		2 Hours
Transformation of Structured and Semi Structured Data from Spreadsheet		
Experiment 7		2 Hours
Data Modelling – Star Schema		

Experiment 8	2 Hours
Data Modelling – Snowflake Schema	
Experiment 9	2 Hours
Report Standardization and Presentation Practices	
Experiment 10	2 Hours
Presenting the data and KPIs graphically	
Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours
References	
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	4 Hours
Create effective Presentations using various MS PowerPoint Features	
Activity / Experiment 4	4 Hours
MS Excel Functions I – Math Function, Logical Function, Text Function and Date and Time Function	
Activity / Experiment 5	4 Hours
MS Excel Functions II – Lookup and Reference Function, Database Function and Array Function	
Activity / Experiment 6	4 Hours
Summarizing Data using Histogram and Descriptive Statistics	
Activity / Experiment 7	4 Hours
Budget Template Preparation using Excel	
Activity / Experiment 8	4 Hours
What If Analysis in Excel – Goal Seek and Sensitivity Analysis	
Activity / Experiment 9	4 Hours
What If Analysis in Excel – Scenario Analysis	
Activity / Experiment 10	5 Hours
Applications of Monte Carlo Simulation	
Total	40 Hours
References	
1. Joan Lambert, Microsoft Word 2019 Step by Step, 1 st Edition, Microsoft Press, Washington, 2022. 2. Kevin Pitch, Microsoft PowerPoint Guide for Success, Top Notch International, 2022. 3. Curtis Frye, Microsoft Excel 2016, Step by Step, 1 st Edition, Microsoft Press, Washington, 2015. 4. Wayne L. Winston, Microsoft Excel 2016 – Data Analysis and Business Modelling, O'Reilly Media, Inc., California, 2017. 5. Michael Alexander and Dick Kusleika, Excel 2019, BIBLE, John Wiley and Sons Inc, Indiana, 2018.	
Online Resources	
1. https://support.microsoft.com/en-us/word 2. https://support.microsoft.com/en-us/powerpoint 3. https://support.microsoft.com/en-us/excel 4. https://www.coursera.org/learn/excel-basics-data-analysis-ibm#modules 5. https://create.microsoft.com/en-us/excel-templates	

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24MB208	Community Connect Project				L	T	P	C
					0	0	2	1
Pre-requisites		Assessment Pattern						
- 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)																	
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO4</td><td>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.</td></tr><tr><td>PO5</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr><tr><td>PSO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr></table>								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.
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																	
<table><tr><td>CO1</td><td>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</td></tr><tr><td>CO2</td><td>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.</td></tr><tr><td>CO3</td><td>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.</td></tr><tr><td>CO4</td><td>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.</td></tr><tr><td>CO5</td><td>Evaluate key performance measures at different organizational levels and apply strategic control systems to monitor progress and improve corporate outcomes.</td></tr></table>								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.
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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. Norman Gaither and Greg Frazier, Operations Management, New Delhi: Cengage Learning, 2017. 2. Kanishka Bedi, Production and Operations Management, 3 rd Edition, Tata McGraw Hill Education India, 2016. 3. S.N. Chary, Production and Operations Management, 6 th Edition, Tata McGraw Hill, 2019. 4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016. 5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, Special Edition, Tata McGraw Hill, 2016.		
Online Resources		
1. https://pll.harvard.edu/subject/strategic-management 2. https://www.mygreatlearning.com/academy/learn-for-free/courses/strategic-management 3. https://www.edx.org/learn/strategic-management 4. https://www.oxfordhomestudy.com/courses/online-management-courses/strategic-planning-free-course 5. https://www.ed.youth4work.com/course/342-strategic-human-resource-management-online-course		

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24MB302	Industry Interface Internship				L	T	P	C	
					0	0	4	2	
Pre-requisites					Assessment Pattern				
Basic understanding of Management concepts					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)																																																							
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PO5</td><td>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr></table>								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																																						
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<table><tr><td>CO1</td><td>Analyze and compare international business theories and practices to evaluate global market opportunities and address challenges in trade and investment decisions.</td></tr><tr><td>CO2</td><td>Evaluate the impact of globalization, protectionist measures, and international institutions on business strategies to make informed decisions in diverse global environments.</td></tr><tr><td>CO3</td><td>Compare and evaluate integrated international business strategies across market entry, production, marketing, and HR to address competitive and operational challenges in global markets.</td></tr><tr><td>CO4</td><td>Analyze foreign exchange market mechanisms and apply exchange rate theories and forecasting tools to manage currency risks and make informed international financial decisions</td></tr><tr><td>CO5</td><td>Evaluate export risks, financing options, and ethical dilemmas within regulatory frameworks to develop responsible and compliant international trade strategies.</td></tr></table>								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.																																						
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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)																					
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO3</td><td>Ability to develop Value based Leadership ability.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PO5</td><td>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.</td></tr><tr><td>PSO2</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment</td></tr></table>								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
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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.																																																								
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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 from 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)																																																							
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Course Outcomes (COs)																																																							
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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.		
Online Resources		
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, 3 rd 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, 1 st 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", 3 rd 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, 2 nd Edition, John Wiley, 2012. 4. Judy Allen, Event Planning, 2 nd 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. Radio 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, Advergaming, In game advertising		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
1. George E Belch and Michael A Belch, Advertising and Promotion, 12 th 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, 2 nd Edition, Oxford University Press, New Delhi, 2012. 4. Thomas O'Guinn, Chris Allen, Angeline Close Scheinbaum, Richard J. Semenik, Advertising and Integrated Brand Promotion, 8 th 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, 1 st 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, 2 nd Edition, Pfeifer 2010. 5. Mark Jeffery, Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, Wiley, 2010.		
Online Resources		
1. http://www.cherrycreekeeducation.com/bbk/b/111837343XMarketing.pdf 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																																																						
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					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.																																																														
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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. Sheth 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																																																			
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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.																																																								
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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.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc22_mg51/preview 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)																	
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr><tr><td>PSO2</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment</td></tr></table>								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
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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)																																																							
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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", (2nd ed.), Pearson Education India, 2011. 5. William L. Cron, "Sales management: Concepts and Cases", (10th ed.), Wiley India, 2009.		
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1. https://onlinecourses.nptel.ac.in/noc20_mg13/preview 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.		
References		
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.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc23_mg115/preview 2. https://alison.com/course/diploma-in-services-marketing-integrating-people-technology-and-strategy 3. https://www.edx.org/learn/marketing/indian-institute-of-management-bangalore-services-marketing-concepts-applications 4. https://www.udemy.com/course/service-marketing-for-business-administration/		

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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.																																																							
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CO5	Assess recent technological and service developments in banking to enhance customer experience and efficiency.																																																						
Articulation Matrix																																																							
<table><tr><td></td><td>PO1</td><td>PO2</td><td>PO3</td><td>PO4</td><td>PO5</td><td>PSO1</td><td>PSO2</td></tr><tr><td>CO 1</td><td>2</td><td></td><td></td><td>3</td><td></td><td>2</td><td></td></tr><tr><td>CO 2</td><td>2</td><td>2</td><td></td><td></td><td></td><td>3</td><td></td></tr><tr><td>CO 3</td><td>2</td><td></td><td></td><td></td><td>3</td><td>2</td><td>3</td></tr><tr><td>CO 4</td><td>2</td><td></td><td></td><td>2</td><td></td><td>2</td><td>3</td></tr><tr><td>CO 5</td><td>2</td><td></td><td></td><td></td><td></td><td>2</td><td>3</td></tr></table>									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
	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.		
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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, 10 th edition, Pearson Education, Chennai, 2018. 2. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, 2 nd 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, 10 th 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.		
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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)																		
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PO5</td><td>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr></table>									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
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PO2	Foster Analytical and critical thinking abilities for data-based decision making.																	
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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																		
<table><tr><td>CO1</td><td>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.</td></tr><tr><td>CO2</td><td>Evaluate project feasibility by conducting market, demand, and technical analyses, and prepare financial estimates and projections to support informed project decision-making.</td></tr><tr><td>CO3</td><td>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.</td></tr><tr><td>CO4</td><td>Assess various project financing options including infrastructure financing, venture capital, and private equity, and formulate effective funding strategies to support successful project execution.</td></tr><tr><td>CO5</td><td>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.</td></tr></table>									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.
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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		
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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)																		
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr><tr><td>PSO2</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment</td></tr></table>									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
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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, 3 rd 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, 2 nd 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, 1 st 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)																		
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PO5</td><td>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr><tr><td>PSO2</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment</td></tr></table>							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
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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																		
<table><tr><td>CO1</td><td>Apply corporate accounting procedures for issuing, forfeiting, and reissuing shares to manage equity capital transactions compliantly.</td></tr><tr><td>CO2</td><td>Analyze and execute accounting for redemption of shares and debentures, including sinking fund methods, to ensure financial integrity.</td></tr><tr><td>CO3</td><td>Prepare company final accounts and calculate managerial remuneration in accordance with current statutory formats and regulations.</td></tr><tr><td>CO4</td><td>Evaluate and perform various methods of goodwill and share valuation to support informed business and investment decisions.</td></tr><tr><td>CO5</td><td>Compile statements of affairs and deficiency accounts to accurately account for the liquidation of companies.</td></tr></table>							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.		
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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)																
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr></table>							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		
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PO2	Foster Analytical and critical thinking abilities for data-based decision making.															
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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																
<table><tr><td>CO1</td><td>Apply key concepts and approaches of industrial relations to identify and resolve workplace conflicts, improving labour-management cooperation in practical business settings.</td></tr><tr><td>CO2</td><td>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.</td></tr><tr><td>CO3</td><td>Apply key labour laws to ensure workplace safety, regulate contract labour, and resolve industrial disputes, thereby enhancing legal compliance and operational efficiency in businesses.</td></tr><tr><td>CO4</td><td>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.</td></tr><tr><td>CO5</td><td>Apply the provisions of social security and compensation laws to manage employee benefits, ensure legal compliance, and address workforce welfare challenges in organizations</td></tr></table>							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
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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, 17 th 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)																																																								
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PO5</td><td>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr></table>									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																																						
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	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		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 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.matriix.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, <i>Human Resource Development</i>, 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://ssebs.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)																																																								
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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																																																					
- Basic knowledge in Human Resource Management - Basic understanding on the Concept of social psychology.			Mode of Assessment			Weightage (%)																																																		
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- 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.																																																								
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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		
Online Resources:		
1. https://onlinecourses.nptel.ac.in/noc23_hs82/preview 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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1. https://archive.nptel.ac.in/content/syllabus_pdf/110107492.pdf 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 (%)																																																	
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			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.																																																						
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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 (%)																																																	
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					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.																																																								
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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.		
Online Resources		
1. https://ocw.mit.edu/courses/16-660j-introduction-to-lean-six-sigma-methods-january-iap-2012/ 2. https://onlinecourses.swayam2.ac.in/imb24_mgl119/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																																																			
- Understanding of basic management principles. - Knowledge of operations and supply chain management. - Familiarity with basic economic principles related to services.					Mode of Assessment		Weightage (%)																																																	
					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.																																																								
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CO5	Evaluate service productivity using linear programming and measure performance through Data Envelopment Analysis (DEA).																																																							
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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.		
Online Resources (Font type: Times New Roman, size: 11, Style: Bold letters in Title case)		
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, PDCA 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																																																			
- Understanding of basic quality management principles. - Knowledge of statistical methods and data analysis. - Familiarity with process improvement and operational efficiency tools.					Mode of Assessment		Weightage (%)																																																	
					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.																																																								
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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		
1. https://onlinecourses.swayam2.ac.in/cec24_cs12/preview 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.																																																								
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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																																																								
<table><tr><td></td><td>PO1</td><td>PO2</td><td>PO3</td><td>PO4</td><td>PO5</td><td>PSO1</td><td>PSO2</td></tr><tr><td>CO 1</td><td>1</td><td>2</td><td></td><td></td><td></td><td></td><td>2</td></tr><tr><td>CO 2</td><td></td><td>3</td><td></td><td></td><td></td><td></td><td>3</td></tr><tr><td>CO 3</td><td></td><td>2</td><td></td><td></td><td></td><td></td><td>3</td></tr><tr><td>CO 4</td><td></td><td>2</td><td></td><td></td><td></td><td>3</td><td>3</td></tr><tr><td>CO 5</td><td></td><td>3</td><td></td><td></td><td></td><td></td><td>3</td></tr></table>										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
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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		
1. https://onlinecourses.swayam2.ac.in/cec24_cs12/preview 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.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc24_cs78/preview 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 centered 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- Queueing 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, Queueing, 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		

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| <ol style="list-style-type: none">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. |
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Online Resources

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| <ol style="list-style-type: none">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)																			
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO3</td><td>Ability to develop Value based Leadership ability.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PO5</td><td>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.</td></tr><tr><td>PSO2</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment</td></tr></table>						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
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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:																			
<table><tr><td>CO1</td><td>Examine general banking operations and compliance requirements to ensure efficient customer service and regulatory adherence.</td></tr><tr><td>CO2</td><td>Apply legal frameworks and grievance redressal mechanisms to resolve customer complaints in financial institutions.</td></tr><tr><td>CO3</td><td>Analyze lending principles, loan operations, and recovery laws to make informed credit and financing decisions.</td></tr><tr><td>CO4</td><td>Evaluate banking technologies and digital payment systems to improve service delivery and mitigate cyber risks.</td></tr><tr><td>CO5</td><td>Assess ethical principles and their implications for professional conduct and integrity in banking practices.</td></tr></table>						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.				
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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., <i>Banking Theory Law and Practice</i>, 25th Edition, Himalaya Publishing House, 2022. 2. Indian Institute of Banking and Finance (IIBF), <i>Principles and Practices of Banking</i>, Macmillan Education, 3rd Edition, 2021. 3. Muraleedharan, D., <i>Modern Banking: Theory and Practice</i>, 2nd Edition, PHI Learning Pvt. Ltd., 2022. 4. Machiraju, H.R., <i>Modern Commercial Banking</i>, New Age International Publishers, 3rd Edition, 2021. 5. Koch, W., & MacDonald, S. S., <i>Bank Management</i>, 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.icaai.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)																																																								
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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:																																																								
<table><tr><td>CO1</td><td>Distinguish between retail and corporate banking operations to evaluate profitability and strategic focus in retail banking.</td></tr><tr><td>CO2</td><td>Design suitable retail banking products using customer profiling, credit scoring, and digital technologies for enhanced service delivery.</td></tr><tr><td>CO3</td><td>Apply marketing and CRM strategies to optimize customer engagement and service standards in retail banking.</td></tr><tr><td>CO4</td><td>Develop personalized wealth management plans integrating risk management, retirement, and estate planning tools.</td></tr><tr><td>CO5</td><td>Evaluate advanced wealth management strategies and digital tools to serve high-net-worth individuals and ensure compliance.</td></tr></table>									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.																																						
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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		
- Gordon, E., & Natarajan, K. Banking Theory Law and Practice, Himalaya Publishing House, 25th Edition, 2022. - Indian Institute of Banking & Finance (IIBF). Retail Banking, Taxmann Publications, 2nd Edition, 2020. - Suresh, P., & Paul, P. J. Management of Banking and Financial Services, Pearson Education, 3rd Edition, 2017. - Leimberg, S. R., Satinsky, M. S., Doyle Jr., R. J., & Jackson, T. L. Tools & Techniques of Wealth Management, National Underwriter Company, 4th Edition, 2014. - Mishkin, F. S., & Eakins, S. G. Financial Markets and Institutions, Pearson Education, 9th Edition, 2018.		
Online Resources		
https://onlinecourses.nptel.ac.in/noc25_mg40/preview https://onlinecourses.nptel.ac.in/noc23_mg62/preview https://nptel.ac.in/courses/110107142 https://archive.nptel.ac.in/courses/110/107/110107144/ 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.		
Online Resources		
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 5. www.insureatclick.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.		
Online Resources		
1. https://onlinecourses.swayam2.ac.in/cec20_mg24/preview 2. https://dosily.com/course/basic-principles-of-insurance/ 3. https://www.coursera.org/learn/foundations-of-insurance 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		
- George E. Rejda & Michael McNamara, Principles of Risk Management and Insurance, 14th Edition, Pearson Education, 2022. - Emmett J. Vaughan & Therese M. Vaughan, Fundamentals of Risk and Insurance, 12th Edition, Wiley, 2021. - Robert W. Black, Risk Management and Insurance, 6th Edition, Pearson Education, 2020. - Harold D. Skipper & W. Jean Kwon, Risk Management and Insurance, 3rd Edition, Pearson, 2021. - Mark S. Dorfman, Introduction to Risk Management and Insurance, 10th Edition, Pearson Education, 2019.		
Online Resources		
https://www.coursera.org/learn/compliance-and-risk-management https://www.coursera.org/specializations/risk-management https://www.theirm.org/training/public-courses/certificate-in-risk-management-for-insurance/ https://www.udemy.com/course/risk-analysis-and-insurance-planning-cfp-certification/ 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		
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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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"		
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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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)																																																							
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth</td></tr><tr><td>PSO1</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment</td></tr></table>								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																																						
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Course Outcomes (COs)																																																							
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<table><tr><td>CO1</td><td>Differentiate between types of enterprises and navigate registration and incentives to establish new businesses.</td></tr><tr><td>CO2</td><td>Analyze various business organizational forms to select appropriate legal structures for entrepreneurial ventures.</td></tr><tr><td>CO3</td><td>Evaluate GST and VAT mechanisms to ensure compliance and optimize indirect tax management in MSMEs.</td></tr><tr><td>CO4</td><td>Interpret income tax laws and filing procedures to manage direct tax obligations for individuals and companies.</td></tr><tr><td>CO5</td><td>Assess corporate governance frameworks to promote transparency, accountability, and ethical business practices.</td></tr></table>								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.																																						
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	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2																																																
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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.Akhilshwar 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)																																																								
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CO 4			1		3																																																			
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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		
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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.																																																								
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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.		
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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 Treaties on 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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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, 2 nd Edition, 2022								
2. Cole Nussbaumer Knafllic, 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, 2 nd Edition, 2019.								
4. Matt Allington, Supercharge Power BI, 3 rd 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 Knafllic, 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)															
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.</td></tr><tr><td>PSO2</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment</td></tr></table>						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		
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:															
<table><tr><td>CO1</td><td>Set up the Python environment and use IDE tools like Spyder for scripting and basic data handling.</td></tr><tr><td>CO2</td><td>Apply Python data types, control structures, and built-in functions to solve logical business problems.</td></tr><tr><td>CO3</td><td>Perform data manipulation using lists, dictionaries, and file operations to automate routine tasks.</td></tr><tr><td>CO4</td><td>Use Pandas and NumPy to create and manage data frames for structured data analysis.</td></tr><tr><td>CO5</td><td>Conduct descriptive and inferential statistical analysis with Python libraries to support business decisions.</td></tr></table>						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.
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)																																																					
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.</td></tr><tr><td>PSO2</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment</td></tr></table>						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																																								
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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:																																																					
<table><tr><td>CO1</td><td>Demonstrate installation and setup of R environments to efficiently manage data analysis projects.</td></tr><tr><td>CO2</td><td>Manipulate scalars, vectors, and vector functions to perform foundational data operations.</td></tr><tr><td>CO3</td><td>Construct matrices and data frames to organize and analyze complex datasets effectively.</td></tr><tr><td>CO4</td><td>Apply matrix and data frame functions to transform and summarize business data accurately.</td></tr><tr><td>CO5</td><td>Manage data import/export processes to ensure seamless integration and data handling in R.</td></tr></table>						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.																																						
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Articulation Matrix																																																					
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	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.																																																					
<table><tr><td>Total</td><td colspan="5">20 Hours</td></tr></table>						Total	20 Hours																																														
Total	20 Hours																																																				

References
1. Michael J. Crawley, The R Book, Wiley India Pvt. Ltd., New Delhi, 2 nd 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
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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 1 st Ed. Himalaya Publishing House, 2025. 2. Khandelwal, N. M. Indian Ethos and Values for Managers 3 rd 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)																			
<table><tr><td>PO1</td><td>Apply knowledge of management theories and practices to solve business problems.</td></tr><tr><td>PO2</td><td>Foster Analytical and critical thinking abilities for data-based decision making.</td></tr><tr><td>PO3</td><td>Ability to develop Value based Leadership ability.</td></tr><tr><td>PO4</td><td>Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td></tr><tr><td>PO5</td><td>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.</td></tr><tr><td>PSO1</td><td>Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.</td></tr><tr><td>PSO2</td><td>Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment.</td></tr></table>						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.
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:																			
<table><tr><td>CO1</td><td>Analyze business problems and design effective AI prompts to generate actionable insights.</td></tr><tr><td>CO2</td><td>Evaluate AI-generated outputs and refine prompts to improve accuracy and relevance.</td></tr><tr><td>CO3</td><td>Integrate AI prompt solutions into marketing, finance, and operations decision-making.</td></tr><tr><td>CO4</td><td>Develop innovative business strategies using insights derived from AI prompt outputs.</td></tr><tr><td>CO5</td><td>Apply ethical and responsible AI principles while engineering prompts for organizational contexts.</td></tr></table>						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.				
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.lexisnexus.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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