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||Jai Sri Gurudev||

Sri Adichunchanagiri Shikshana Trust (R.)

SJC INSTITUTE OF TECHNOLOGY

An Autonomous Institution under VTU from 2024-25

AICTE Approved, Accredited by NAAC with A+ Grade & NBA (CSE, ISE, ECE, ME & CV), NIRF(151-300) in 2023,Gold Rated by QS I-Gauge

P.B. No.20, B.B Road, Chikkaballapur - 562 101, Karnataka

Estd : 1986

I & II Semester
Scheme & Syllabus
Master of Business Administration
(2026 Scheme)

Core Values

Spiritual, **J**udicious, **C**ommitment, **I**ntegrity, **T**rustworthy



NATIONAL INSTITUTIONAL RANKING FRAMEWORK 151-300

A+ NAAC

QS I-GAUGE GOLD

INSTITUTION'S INNOVATION COUNCIL (Ministry of HRD Initiative) 4-Star Rating

VISION

Creating Competent Management Professionals for a real world

MISSION

1. **Imparting fundamentals and practices in business administration and Management.**
2. **Instilling skills and professionalism to gain a competitive edge in global market.**
3. **Focusing on application and research-oriented approach among management professionals.**
4. **Transforming students as socially - conscious managers, leaders and entrepreneurs with continuous learning.**
5. **Augmenting students with ethics & versatility**

PROGRAM OUTCOMES of MBA

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.

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

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

PO6: Students will promote sustainable development by integrating environmental, social and economic considerations into decision-making and by fostering responsible practices.

PROGRAMME SPECIFIC OUTCOMES

PSO1

Application of domain-specific expertise in Marketing, Finance, Human Resource and Business Analytics by applying advanced conceptual tools and techniques to solve complex business problems which drive strategic decisions to lead in achieving goals of Individual and Organisations'.

PSO2

Exhibit core managerial competencies, transforming into an entrepreneurial ideologies and possessing a strong sense of ethical responsibility to explore opportunities, foster innovation and directing mindful management in the business ventures contributing to growth in sustainable economy and social well-being.

PROGRAMME EDUCATIONAL OBJECTIVES

PEO1: To develop the professional competence for astute decision making, organization skills, planning and its efficient implementation, research, data analysis and interpretation and a solution finding approach.

PEO2: To develop themselves as successful management professionals with a sound business and entrepreneurial acumen facilitating a promising career & Create Entrepreneurship approach.

PEO3: To be known for their team player qualities to handle diversity and the leadership skills to make sound decisions while working with peers in an inter-disciplinary environment with people of cross-cultural attributes.

PEO4: To be responsible citizens with flawless ethical conduct that will empower the business organizations with their high integrity, moral values, social effectiveness and legal business intelligence.

SCHEME OF TEACHING AND EXAMINATION

SJC INSTITUTE OF TECHNOLOGY

An Autonomous Institution under VTU from 2024-25

Scheme of Teaching and Examinations: 2026- 27

MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

(Applicable for students admitted from the Academic Year 2026-27 and onwards)

I Semester

SI No.	Course Code	Course Title	Course Type	Teaching & Learning Hours					Examination				Credits
				L	T	P	SL & TW	Total	SEE Duration (Hrs)	CIE Marks	SEE Marks	Total Marks	
1	3MBA101	Management & Organisational Behaviour	PCC	56	00	00	64	120	03	50	50	100	04
2	3MBA102	Financial Accounting & Reporting	IPCC	42	00	28	50	120	03	50	50	100	04
3	3MBA103	Economics for Decision Making	PCC	56	00	00	64	120	03	50	50	100	04
4	3MBA104	Decision Science - I	IPCC	42	00	28	50	120	03	50	50	100	04
5	3MBA105	Marketing Management	PCC	56	00	00	64	120	03	50	50	100	04
6	3MBA106	Professional Business Communication	IPCC	42	00	28	50	120	03	50	50	100	04
Total										**300**	**300**	**600**	**24**

Abbreviations & Expansions: Professional Core Course (PCC) | Integrated Professional Core Course (IPCC) | Lecture (L) | Tutorial (T) | Practical (P) | Self-Learning & Team Work (SL & TW) | Semester End Examination (SEE) | Continuous Internal Examination (CIE)

Other Assessment: Mastery-In-Subject (MIS) VIVA VOCE, Essential Presentation Skills (EPS), Case Study Evaluation (CSE), Computer Lab, Quiz, Mini Project, Field Work and Assignments are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 120 hours of total learning engagement.

(TW & SL) Team work and self-learning includes: Case Study Analysis, Leadership & Team Building Lab, Group Dynamics Exercises, Role Plays, Industrial Visit, MOOCs, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction etc.,

Note:

1. Each course shall carry 04 credits and include Lectures, Tutorials, Practical Components and Self-Learning & Teamwork. Practical examples, real-life corporate results, events, cases, and industry occurrences shall be integrated into classroom teaching to facilitate effective application of concepts. The Time-Table allocation shall be structured as follows: Courses at SI. Nos. 1, 3 and 5: 56 hours of Lecture and 64 hours of Self-Learning & Teamwork per semester. Courses at SI. Nos. 2, 4 and 6: 42 hours of Lecture, 28 hours of Practical, and 50 hours of Self-Learning & Teamwork per semester. It shall be mandatory to maintain a systematic record of all tools, practical applications, cases, and industry examples used as part of the curriculum and learning process.
2. SEE Question Paper consists of Part A 30% of marks should be allocated for understanding, Part B 48% of marks for applying & analyzing questions and Part C 22% of marks for evaluating case study.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business cases/Case Centre.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
6. The students shall
   a) Gain confidence in modeling of management systems.
   b) Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude.
   c) Involve in case studies and field visits/ field work.
   d) Accustom with the use of standards/codes etc., to narrow the gap between academia and industry.

   All activities should lead to enhancement of students' abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.
7. The Societal Project (3MBA207)* shall be a mandatory, one-week social immersion programme conducted through seminars and field-based activities. Students shall identify, examine, and document relevant problems or challenges faced by society and develop an understanding of their social implications. The course shall be offered as an audit course, on the lines of Ability Enhancement Courses, and shall be undertaken after the completion of the First Semester and before the commencement of the Second Semester. Students shall submit a Societal Project Report based on their field study, which shall be internally assessed during the Second Semester. The course shall carry no academic credits but shall be mandatory for successful completion of the programme.
8. Completion of two Skill Labs is mandatory for the award of MBA degree. The first Skill Lab will be reflected in the Second Semester Grade Card, while the second Skill Lab will be reflected in the Fourth Semester Grade Card.

Credit Definition

1 credit shall represent 30 hours of total learning engagement, including Lecture (L) | Tutorial (T) | Practical (P) | Self-Learning & Team Work (SL & TW) and other prescribed academic activities. Accordingly, a 4-credit course shall comprise 120 hours of total learning engagement (4 × 30 = 120 hours), appropriately distributed among Classroom Instruction, Laboratory/Practical Instruction, Term Work, Self-Learning, teamwork, case studies, assignments, seminars, projects, industrial/field activities, and other course-specific learning activities, as applicable.

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Scheme of Teaching and Examinations: 2026- 27

MASTER OF BUSINESS ADMINISTRATION (MBA)

Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

(Applicable for students admitted from the Academic Year 2026-27 and onwards)

II Semester

SI No.	Course Code	Course Title	Course Type	Teaching & Learning Hours					Examination				Credits
				L	T	P	SL & TW	Total	SEE Duration (Hrs)	CIE Marks	SEE Marks	Total Marks	
1	3MBA201	Human Resource Management	PCC	56	00	00	64	120	03	50	50	100	04
2	3MBA202	Financial Management	IPCC	42	00	28	50	120	03	50	50	100	04
3	3MBA203	Research Methodology and IPR	IPCC	42	00	28	50	120	03	50	50	100	04
4	3MBA204	Decision Science - II	IPCC	42	00	28	50	120	03	50	50	100	04
5	3MBA205	Corporate Strategy	PCC	56	00	00	64	120	03	50	50	100	04
6	3MBA206	Entrepreneurial Innovation & Venture Creation	PCC	56	00	00	64	120	03	50	50	100	04
7	3MBA207	Societal Projects*	AEC	-	-	-	-	-	-	-	-	-	00
Total										**300**	**300**	**600**	**24**

Abbreviations & Expansions: Professional Core Course (PCC) | Integrated Professional Core Course (IPCC) | Ability Enhancement Course (AEC) | Lecture (L) | Tutorial (T) | Practical (P) | Self-Learning & Team Work (SL & TW) | Semester End Examination (SEE) | Continuous Internal Examination (CIE)

Other Assessment: Mastery-In-Subject (MIS) VIVA VOCE, Essential Presentation Skills (EPS), Case Study Evaluation (CSE), Computer Lab, Quiz, Mini Project, Field Work and Assignments are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 120 hours of total learning engagement.

(TW & SL) Team work and self-learning includes: Case Study Analysis, Leadership & Team Building Lab, Group Dynamics Exercises, Role Plays,
Industrial Visit, MOOCs, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction etc.,

Note:

1. Each course shall carry 04 credits and include Lectures, Tutorials, Practical Components and Self-Learning & Teamwork. Practical examples, real-life corporate results, events, cases, and industry occurrences shall be integrated into classroom teaching to facilitate effective application of concepts. The Time-Table allocation shall be structured as follows: Courses at SI. Nos. 1, 5 and 6: 56 hours of Lecture and 64 hours of Self-Learning & Teamwork per semester. Courses at SI. Nos. 2, 3 and 4: 42 hours of Lecture, 28 hours of Practical, and 50 hours of Self-Learning & Teamwork per semester. It shall be mandatory to maintain a systematic record of all tools, practical applications, cases, and industry examples used as part of the curriculum and learning process.
2. SEE Question Paper consists of Part A 30% of marks should be allocated for understanding, Part B 48% of marks for applying & analyzing questions and Part C 22% of marks for evaluating case study.
3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business cases/Case Centre.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.
6. Internship (3MBAIN303) * is a four-week experiential learning component to be undertaken after completion of the Second Semester and before commencement of the Third Semester. It provides students with an opportunity to gain practical exposure to organizational practices and apply their academic knowledge in a real-world work environment. On completion of the internship, students are required to submit an Internship Report, which will be internally assessed during the Third Semester based on the prescribed evaluation criteria.
7. Completion of two Skill Labs is mandatory for the award of MBA degree. The first Skill Lab will be reflected in the Second Semester Grade Card, while the second Skill Lab will be reflected in the Fourth Semester Grade Card.

Credit Definition

1 credit shall represent 30 hours of total learning engagement, including Lecture (L) | Tutorial (T) | Practical (P) | Self-Learning & Team Work (SL & TW) and other prescribed academic activities. Accordingly, a 4-credit course shall comprise 120 hours of total learning engagement (4 × 30 = 120 hours), appropriately distributed among Classroom Instruction, Laboratory/Practical Instruction, Term Work, Self-Learning, teamwork, case studies, assignments, seminars, projects, industrial/field activities, and other course-specific learning activities, as applicable.



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Estd. 1986

Assessment Details of CIE and SEE

Assessment Details (both CIE and SEE)
The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation (CIE):
There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE–I covers **Modules 1, 2, and 3**, while **CIE–II** covers **Modules 4, 5, and 6**. Each CIE is conducted for **50 marks**. **CCIE/ICIE** is conducted as an improvement examination and for students who have missed CIE–I or CIE–II on **permissible/valid grounds**.

CIE Marks shall be based on:
a) Tests (for 25Marks) and
b) Mastery-In-Subject (MIS) VIVA VOCE, Essential Presentation Skills (EPS), Case Study Evaluation (CSE), Computer Lab, Quiz, Mini Project, Field Work and Assignments, Simulation, Experimentation, and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination (SEE):
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

SEE Question Paper consists of Part A 30% of marks should be allocated for understanding, Part B 48% of marks for applying & analyzing questions and Part C 22% of marks for evaluating case study.

- ✓ Part - A: Q1 – Q6 Compulsory Questions (from all the 6 Modules) carries 5 Marks each – Total 30 Marks (30 % Weightage)
- ✓ Part – B: Q7 – Q18 Module wise two questions (from all the 6 Modules) and it is choice based, answer ONE Question from each Module – Total 48 Marks (48% Weightage)
- ✓ Part - C: Q19 Compulsory Case Study with 3 Questions (a, b & c) – Total 22 Marks (22% Weightage)

MOOCs – Non-Credit Mandatory Courses

MOOCs shall be treated as *Non-Credit Mandatory Courses*. Every student shall successfully complete and submit certificates for two MOOCs before the completion of the prescribed degree duration.

Students who successfully complete the required two MOOC certifications during either the First Year or the Second Year shall be deemed to have fulfilled this mandatory requirement. The completion of the two MOOC certifications shall be duly recorded and reflected in the Fourth Semester Grade Card.



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Self-Learning & Team Work (SL & TW) Components – Common to All Courses

(Number of hours per semester, as per the L:T:P:SL&TW pattern of each course)

Sl. No.	SL & TW Activity	Description / Evidence of Learning	Number of Hours per Semester (Course type and L:T:P:SL&TW hours)			
			4-Credit PCC 56:0:0:64	4-Credit IPCC 42:0:28:50	3-Credit IPCC 42:0:18:30	3-Credit PCC / PEC 42:0:0:48
A. Team Work (TW) – carried out in teams of 3 to 5 students under faculty guidance						
1.	Case Study Analysis & Discussion	Team analysis of Harvard / Sage / Case Centre and Indian cases; case report and discussion	12	10	06	10
2.	Role Plays, Group Dynamics & Team-Building Exercises	Role plays, management games, group discussions and team-building lab activities	08	06	04	06
3.	Group Presentations & Seminars	Team presentations and seminars on course topics and current industry practices	08	06	04	06
4.	Mini Project / Field Work / Data-Driven Capstone Project	Field survey or data analysis project with tool-based work; project report	10	08	04	08
5.	Industrial Visit, Industry Interaction & Guest Lectures	Industrial visits, guest lectures and industry interactions; report with Geo-tagged photos	06	04	02	04
		Total Team Work (TW) hours	**44**	**34**	**20**	**34**
B. Self-Learning (SL) – undertaken individually by each student						
6.	MOOCs & Online Educational Resources	Course-relevant modules on SWAYAM / NPTEL / Coursera and spoken tutorials; certificate or summary	08	06	04	06
7.	Reading & Review of Articles, Business News and Reports	Review of HBR / journal articles and business news; Economic Insight Report	06	04	03	04
8.	Simulation Exercises & Tool Practice	Practice on simulations, software and AI-assisted tools relevant to the course	02	02	01	02
9.	Assignments, Quiz Preparation & Learning Journal	Individual assignments, quiz preparation and a reflective learning journal	04	04	02	02
		Total Self-Learning (SL) hours	**20**	**16**	**10**	**14**
		Total SL & TW hours per semester (A + B)	**64**	**50**	**30**	**48**

Note:

1. The hours shown are indicative. The course instructor may redistribute the hours among the activities to suit the nature of the course, provided the total SL & TW hours prescribed for the course remain unchanged. The activities and hours finalized for each course shall be specified in the course plan.
2. Each student shall maintain a Term Work record containing evidence of the SL & TW activities (case reports, presentation material, project reports, MOOC certificates, visit reports and learning journal), which shall be verified by the course instructor.
3. SL & TW activities may be assessed as part of the Other Assessment components of the Continuous Internal Evaluation (CIE).



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SKILL LAB SCHEME

MBA Programme (2026 Scheme)

Reference to VTU Notification No. VTU/BGM/Skill lab/1016/2026-27/1841, dated 22.07.2026, on "Skill Lab options for MBA students and the Skill Lab Guidelines".

1. Preamble

The MBA Skill Lab fosters practical managerial skills through experiential learning. It enables students to apply concepts in decision-making, leadership, and problem-solving through case studies and collaborative exercises, preparing them for dynamic business challenges. In alignment with the National Education Policy (NEP) 2020, AICTE guidelines, and the Government of India's Skill India Mission, and in line with the VTU Notification cited above, SJCIT (Autonomous) hereby frames this Scheme for the conduct of Skill Labs within the MBA Department, utilising the existing infrastructure of computer laboratories with internet connectivity, multimedia-enabled classrooms, seminar halls, and the required software/tools.

2. Objectives of the Skill Lab Scheme

- To provide MBA students with hands-on, application-oriented exposure beyond regular classroom instruction.
- To develop practical managerial competencies in decision-making, leadership, communication, analytics, and problem-solving.
- To enable students to select Skill Labs aligned with their area of interest and career specialisation.
- To strengthen employability and industry-readiness through case studies, simulations, live projects, and AI-enabled tools.
- To institutionalise experiential and project-based learning as envisaged under NEP 2020, within the autonomy granted to SJCIT.

3. Scheme Structure

The Skill Lab component of the MBA programme at SJCIT shall be governed by the following structure:

Parameter	Requirement
Number of Skill Labs to be completed	Any TWO (02), from the list of options notified
Credits per Skill Lab	01 credit
Total Skill Lab credits	02 credits
Duration per Skill Lab	25–30 hours of hands-on, application-oriented learning
Mode of conduct	Case studies, simulations, live projects, presentations, data analysis, AI-enabled tools, collaborative problem-solving activities
Completion timeline	Before completion of the MBA degree duration (2026 Scheme onward)
Impact on CGPA / Rank	Not considered for rank, CGPA calculation, or vertical progression; reflected in the final Semester Grade Card
Total programme credits (2026 Scheme)	102 credits (100 core/elective credits + 02 Skill Lab credits)
Evaluation	100 marks per Skill Lab, by two internal examiners appointed by the Principal/HoD.

4. Skill Lab Options

Students of the MBA programme, SJCIT, shall choose any TWO of the following Skill Labs, based on the availability of faculty/infrastructure and their own area of interest:

SI. No.	Skill Lab	SI. No.	Skill Lab
1	Business Communication Lab	2	Business Analytics Lab
3	AI for Managers Lab	4	Sales & Negotiation Lab
5	Digital Marketing Lab	6	Financial Modeling Lab
7	Entrepreneurship & Innovation Lab	8	HR Competency Lab
9	Business Research Lab	10	Project Management Lab
11	Business Simulation Lab	12	Design Thinking & Innovation Lab
13	Operations Excellence Lab		

Note: *This list shall be reviewed and updated periodically by the MBA Department in consultation with the Board of Studies, based on industry requirements, and communicated to students prior to registration.*

5. Guidelines for Conduct of Skill Labs

1. Completion of the prescribed number of Skill Labs is mandatory for the award of the MBA degree.
2. All prescribed Skill Labs shall be completed before the completion of the MBA degree programme.
3. Each Skill Lab shall have a minimum duration of 25–30 hours. Successful completion of one Skill Lab of 25–30 hours shall carry one (01) credit.
4. Students admitted to the MBA programme under the 2026 Scheme shall complete the Skill Labs before completion of their degree duration.
5. Students shall attend the Skill Labs during Saturdays, Sundays, general holidays, vacations, and the Summer Semester, with the aim that students acquire skills of their choice from the above list to become industry-ready graduates.
6. With the introduction of Skill Labs, the total credits for the MBA programme under the 2026 Scheme shall stand at 102 credits. However, the additional two (02) Skill Lab credits shall not be considered for the award of rank, calculation of the Programme Cumulative Grade Point Average (CGPA), or vertical progression. The successful completion of the prescribed Skill Labs shall, however, be reflected in the final Semester Grade Card.
7. The Skill Labs shall be conducted at the Skill Lab/Centre established within the MBA Department, SJCIT, using existing infrastructure such as computer laboratories with internet connectivity, multimedia-enabled classrooms, seminar halls, and the required software/tools as applicable.
8. Where required infrastructure or expertise for a particular Skill Lab is not available within the Department, students may be permitted to complete the same at a university-approved Skill Centre or Centre of Excellence, subject to the principal's approval.
9. Registration for the Skill Labs shall be conducted at the beginning of each academic year/semester, as notified by the MBA Department, and students shall register for their choice of Skill Lab(s) within the stipulated time.
10. Attendance of not less than 85% in each Skill Lab shall be mandatory for the student to be eligible for evaluation.

6. Reference

VTU Notification No. VTU/BGM/Skill lab/1016/2026-27/1841, dated 22.07.2026, on "Skill Lab options for MBA students", along with the enclosed Skill Lab Guidelines, issued by the Registrar, Visvesvaraya Technological University, Belagavi.

This Scheme shall come into force with effect from the 2026 Scheme MBA batch and shall remain in operation until modified by the MBA Department in consultation with Board of Studies and Principal, SJCIT.

SJC Institute of Technology

Department of Management Studies & Research Center

SWAYAM / NPTEL Courses for Inclusion in MBA Scheme & Syllabus - 2026

Semester-independent list of MOOCs regularly offered on SWAYAM/NPTEL, mapped to MBA papers. Students register for whichever offering (Jan or July cycle) is current. Credits are indicative – see Notes.

S.No	Suggested MBA Semester	Course Type	Area	SWAYAM / NPTEL Course Title	Offered by (Coordinator)	Faculty	Host Institute	Duration (weeks)	Indicative Credits	Assessment	Course Page (latest run)
1	I	Core (SWAYAM equivalent)	Finance & Accounting	Foundations of Accounting & Finance	NPTEL	Prof. Arun Kumar Gopalaswamy	IIT Madras	12	3	Proctored exam – NPTEL	Open
2	I	Core (SWAYAM equivalent)	Finance & Accounting	Accounting for Business Decisions	INI	Dr. Lal Baboo Jaiswal	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
3	I	Core (SWAYAM equivalent)	Communication & Soft Skills	Business English Communication	NPTEL	Prof. Aysha Viswamohan	IIT Madras	12	3	Proctored exam – NPTEL	Open
4	I	Core (SWAYAM equivalent)	Research Methods & Statistics	Business Statistics	INI	Dr. Jahangir Chauhan, Dr. Aslam Khan	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
5	I	Core (SWAYAM equivalent)	Research Methods & Statistics	Business Statistics	CEC	Dr. P. M. Shiva Prasad	Teresian College, Mysuru	12	3	Proctored exam – NTA (SWAYAM)	Open
6	I	Core (SWAYAM equivalent)	Business Law, Ethics & Sustainability	Corporate Law	CEC	Dr. Heena Basharat	School of Law, University of Kashmir	12	3	Proctored exam – NTA (SWAYAM)	Open
7	I	Core (SWAYAM equivalent)	Economics	Principles of Economics	NPTEL	Prof. Sabuj Kumar Mandal	IIT Madras	12	3	Proctored exam – NPTEL	Open
8	I	Core (SWAYAM equivalent)	Economics	Principles and Practices of Managerial Economics	INI	Prof. H. K. Singh, Prof. Veenita Singh, Prof. Shantanu Saurabh	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
9	I	Core (SWAYAM equivalent)	Marketing	Art and Science of Marketing: From Basics to Breakthroughs	INI	Prof. Ashutosh Mohan	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
10	I	Core (SWAYAM equivalent)	HR, OB & Leadership	Organizational Behaviour	NPTEL	Prof. M. P. Ganesh	IIT Hyderabad	12	3	Proctored exam – NPTEL	Open
11	I	Core (SWAYAM equivalent)	General Management & Strategy	BMS-002: Management Functions	IGNOU	Dr. Neha Seth	IGNOU, New Delhi	12	3	Proctored exam – NTA (SWAYAM)	Open
12	I	Core (SWAYAM equivalent)	General Management & Strategy	Concepts of Management	INI	Prof. Parvaiz Talib, Dr. Zareen Husain Farooq	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
13	I	Core (SWAYAM equivalent)	General Management & Strategy	Principles of Management	INI	Prof. Vishal Kumar Laheri	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
14	I	Core (SWAYAM equivalent)	Research Methods & Statistics	Statistics for Business, Engineering and Social Sciences: I	IIMB	Shubhabrata Das	IIM Bangalore	10	3	Proctored exam – NTA (SWAYAM)	Open
15	I / II	Ability Enhancement / Value-Added	Communication & Soft Skills	Developing Soft Skills and Leadership through Indian Knowledge System	NPTEL	Prof. Nagendra Kumar, Prof. Anurag Kumar	IIT Roorkee / SMVD University	12	3	Proctored exam – NPTEL	Open
16	II	Core (SWAYAM equivalent)	Research Methods & Statistics	Research Methodology	NPTEL	Prof. Edamana Prasad, Prof. Prathap Haridoss	IIT Madras	12	3	Proctored exam – NPTEL	Open
17	II	Core (SWAYAM equivalent)	Research Methods & Statistics	Business Research Methodology	INI	Dr. S. C. Das	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
18	II	Core (SWAYAM equivalent)	Finance & Accounting	Management Accounting	NPTEL	Prof. Anil K. Sharma	IIT Roorkee	12	3	Proctored exam – NPTEL	Open

19	II	Core (SWAYAM equivalent)	Finance & Accounting	Cost Accounting and Management	INI	Prof. Dhananjay Sahu, Dr. Meenakshi A Singh, Dr. Ishi Mohan	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
20	II	Core (SWAYAM equivalent)	Finance & Accounting	Financial Management	INI	Prof. Mohd. Shamim Ansari	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
21	II	Core (SWAYAM equivalent)	HR, OB & Leadership	Human Resource Management & Industrial Relations	INI	Dr. Shyna Saif	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
22	II	Core (SWAYAM equivalent)	Business Law, Ethics & Sustainability	Dynamics of Business Environment and Legal Frameworks	INI	Dr. Arun Kumar Deshmukh	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
23	II	Core (SWAYAM equivalent)	Digital Business & IS	Management Information System	NPTEL	Prof. Kunal Kanti Ghosh, Prof. Saini Das, Prof. Surojit Mookherjee	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
24	II	Core (SWAYAM equivalent)	Operations, SCM & Projects	Operations and Supply Chain Management	NPTEL	Prof. G. Srinivasan	IIT Madras	12	3	Proctored exam – NPTEL	Open
25	II	Core (SWAYAM equivalent)	Finance & Accounting	Finance Sense: Finance for Non-Finance Executives	IIMB	Dr. Prasanna Chandra	IIM Bangalore	10	3	Proctored exam – NTA (SWAYAM)	Open
26	III	Core (SWAYAM equivalent)	Entrepreneurship & Innovation	Entrepreneurship	NPTEL	Prof. C. Bhaktavatsala Rao	IIT Madras	12	3	Proctored exam – NPTEL	Open
27	III	Core (SWAYAM equivalent)	Entrepreneurship & Innovation	Foundations of Entrepreneurship	NPTEL	Prof. Anuradha Narasimhan	IIT Bombay	12	3	Proctored exam – NPTEL	Open
28	III	Core (SWAYAM equivalent)	Entrepreneurship & Innovation	Entrepreneurship	INI	Prof. Mohsin Khan, Prof. Asiya Chaudhary	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
29	III	Core (SWAYAM equivalent)	Entrepreneurship & Innovation	Entrepreneurship Development	CEC	Dr. Nilam Panchal	B.K. School of Business Management, Gujarat University	12	3	Proctored exam – NTA (SWAYAM)	Open
30	III	Core (SWAYAM equivalent)	General Management & Strategy	Strategic Management	NPTEL	Prof. Vinay Sharma	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
31	III	Core (SWAYAM equivalent)	General Management & Strategy	Strategic Management	INI	Prof. Ayesha Farooq, Dr. Zareen Husain Farooq	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
32	III / IV	Elective – Business Analytics	Business Analytics & Decision Science	Advanced R Programming for Data Analytics in Business	NPTEL	Prof. Abhinava Tripathi	IIT Kanpur	12	3	Proctored exam – NPTEL	Open
33	III / IV	Elective – Business Analytics	Business Analytics & Decision Science	Application of Forecasting, Regression and Time Series Models	NPTEL	Prof. Raghu Nandan Sengupta	IIT Kanpur	12	3	Proctored exam – NPTEL	Open
34	III / IV	Elective – Business Analytics	Business Analytics & Decision Science	Data Analysis & Decision Making - II	NPTEL	Prof. Raghu Nandan Sengupta	IIT Kanpur	12	3	Proctored exam – NPTEL	Open
35	III / IV	Elective – Business Analytics	Business Analytics & Decision Science	Decision Making with Spreadsheet	NPTEL	Prof. Ramesh Anbanandam	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
36	III / IV	Elective – Business Analytics	Business Analytics & Decision Science	Decision Support System for Managers	NPTEL	Prof. Kunal Kanti Ghosh, Prof. Anupam Ghosh, Prof. Sujoy Bhattacharya	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
37	III / IV	Elective – Business Analytics	Business Analytics & Decision Science	Machine Learning with Python for Managers	IIMB	Dr. David Campbell	Manipal University Jaipur	12	3	Proctored exam – NTA (SWAYAM)	Open
38	III / IV	Elective – Digital Business & IS	Digital Business & IS	Digital Transformation and Technological Innovation	NPTEL	Prof. Gaurav Dixit	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
39	III / IV	Elective – Digital Business & IS	Digital Business & IS	E-Business	NPTEL	Prof. Mamata Jenamani	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
40	III / IV	Elective – Entrepreneurship & Innovation	Entrepreneurship & Innovation	Understanding Incubation and Entrepreneurship	NPTEL	Prof. B. K. Chakravarthy	IIT Bombay	12	3	Proctored exam – NPTEL	Open

41	III / IV	Elective – Entrepreneurship & Innovation	Entrepreneurship & Innovation	Women and Entrepreneurship	INI	Dr. Juhi Gupta	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
42	III / IV	Elective – Finance	Finance & Accounting	Commodity Derivatives & Risk Management	NPTEL	Prof. Prabina Rajib	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
43	III / IV	Elective – Finance	Finance & Accounting	International Financial Management	NPTEL	Prof. Ashu Khanna	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
44	III / IV	Elective – Finance	Finance & Accounting	Project Selection and Finance for Professionals	NPTEL	Prof. Anil Kumar Sharma	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
45	III / IV	Elective – Finance	Finance & Accounting	Quantitative Investment Management	NPTEL	Prof. J. P. Singh	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
46	III / IV	Elective – Finance	Finance & Accounting	Security Analysis & Portfolio Management	NPTEL	Prof. J. P. Singh	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
47	III / IV	Elective – Finance	Finance & Accounting	Working Capital Management	NPTEL	Prof. Anil K. Sharma	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
48	III / IV	Elective – Finance	Finance & Accounting	Finance Analytics for Decision Making using Excel	IIMB	Dr. Neha Mathur	Manipal University Jaipur	12	3	Proctored exam – NTA (SWAYAM)	Open
49	III / IV	Elective – Finance	Finance & Accounting	Investment Management	INI	Prof. Mohd. Shamim Ansari	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
50	III / IV	Elective – General Management	General Management & Strategy	Strategy and Technology: A Practical Primer	NPTEL	Prof. C. Bhaktavatsala Rao	IIT Madras	12	3	Proctored exam – NPTEL	Open
51	III / IV	Elective – Human Resource	HR, OB & Leadership	Advance Course in Organizational Behavior	NPTEL	Prof. Pooja Garg	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
52	III / IV	Elective – Human Resource	HR, OB & Leadership	HR Analytics	NPTEL	Prof. Santosh Rangnekar, Prof. Abhishek Singh	IIT Roorkee / XLRI Jamshedpur	12	3	Proctored exam – NPTEL	Open
53	III / IV	Elective – Human Resource	HR, OB & Leadership	Human Resource Development	NPTEL	Prof. KBL Srivastava	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
54	III / IV	Elective – Human Resource	HR, OB & Leadership	Labour Welfare and Industrial Relations	NPTEL	Prof. Abraham Cyril Issac	IIT Guwahati	12	3	Proctored exam – NPTEL	Open
55	III / IV	Elective – Human Resource	HR, OB & Leadership	Organizational Behaviour - II	NPTEL	Prof. Susmita Mukhopadhyay, Prof. Sangeeta Sahney, Prof. S. Srinivasan	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
56	III / IV	Elective – Human Resource	HR, OB & Leadership	Performance and Reward Management	NPTEL	Prof. Susmita Mukhopadhyay	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
57	III / IV	Elective – Human Resource	HR, OB & Leadership	Advanced Organizational Behaviour	INI	Prof. S. C. Das	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
58	III / IV	Elective – Marketing	Marketing	Business to Business Marketing (B2B)	NPTEL	Prof. J. K. Nayak	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
59	III / IV	Elective – Marketing	Marketing	Marketing Research and Analysis	NPTEL	Prof. J. K. Nayak	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
60	III / IV	Elective – Marketing	Marketing	Product and Brand Management	NPTEL	Prof. Vinay Sharma	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
61	III / IV	Elective – Marketing	Marketing	Advertising and Brand Management	CEC	Dr. Mamta Brahmbhatt	B.K. School of Professional & Management Studies, Gujarat University	12	3	Proctored exam – NTA (SWAYAM)	Open
62	III / IV	Elective – Marketing	Marketing	Advertising Management	INI	Prof. Bilal Mustafa Khan	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
63	III / IV	Elective – Marketing	Marketing	Basics of Digital Marketing	CEC	Dr. Shilpa Bagdare	IIPS, DAVV Indore	12	3	Proctored exam – NTA (SWAYAM)	Open
64	III / IV	Elective – Marketing	Marketing	E-Commerce & Digital Marketing	INI	Dr. Mohd Saeem Khan	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open

65	III / IV	Elective – Marketing	Marketing	Product Policy and Brand Management	NITTTR	Dr. Nithya M	NIT Calicut	12	3	Proctored exam – NTA (SWAYAM)	Open
66	III / IV	Elective – Marketing	Marketing	Sales Management and Advertising	INI	Prof. Priyanka Gite	Banaras Hindu University	12	3	Proctored exam – NTA (SWAYAM)	Open
67	III / IV	Elective – Marketing	Marketing	Sustainable Marketing and Responsible Consumption	NITTTR	Dr. Nithya M	NIT Calicut	12	3	Proctored exam – NTA (SWAYAM)	Open
68	III / IV	Elective – Operations & SCM	Operations, SCM & Projects	Automation in Production Systems and Management	NPTEL	Prof. Pradip Kumar Ray	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
69	III / IV	Elective – Operations & SCM	Operations, SCM & Projects	Industrial Engineering and Operations Research	NPTEL	Prof. Uday Shanker Dixit	IIT Guwahati	12	3	Proctored exam – NPTEL	Open
70	III / IV	Elective – Operations & SCM	Operations, SCM & Projects	Logistics & Supply Chain Management	NPTEL	Prof. Vikas Thakur	IIT Kharagpur	12	3	Proctored exam – NPTEL	Open
71	III / IV	Elective – Operations & SCM	Operations, SCM & Projects	Project Management for Managers	NPTEL	Prof. Mukesh Kumar Barua	IIT Roorkee	12	3	Proctored exam – NPTEL	Open
72	III / IV	Elective – Operations & SCM	Operations, SCM & Projects	Risk-Conscious Operations Management (RCOM)	NPTEL	Prof. Prabhakar V. Varde	Luleå University of Technology / HBNI	12	3	Proctored exam – NPTEL	Open
73	III / IV	Elective – Operations & SCM	Operations, SCM & Projects	Introduction to Project Management: Principles & Practices	IIMB	Dr. Nimisha Singh	Quality Council of India	12	3	Proctored exam – NTA (SWAYAM)	Open
74	III / IV	Elective – Operations & SCM	Operations, SCM & Projects	Quality Engineering & Management	IGNOU	Dr. N. Venkateshwarlu	IGNOU, New Delhi	12	3	Proctored exam – NTA (SWAYAM)	Open
75	III / IV	Elective – Sectoral (Healthcare / Tourism)	Sector Management (Health, Tourism)	Business Tourism	INI	Prof. Sheeba Hamid, Dr. Mohd Saeem Khan	Aligarh Muslim University	12	3	Proctored exam – NTA (SWAYAM)	Open
76	III / IV	Elective – Finance	Finance & Accounting	Understanding Digital Payments in India	IIMB	Dr. Mahadevan Balakrishnan	IIM Bangalore	10	3	Proctored exam – NTA (SWAYAM)	Open
77	III / IV	Elective – General Management	General Management & Strategy	Geopolitics, Institutions, and International Business Strategy	IIMB	Dr. Aishwarya N, Rashmi Rai, Jyothi Kumar	CHRIST University	10	3	Proctored exam – NTA (SWAYAM)	Open
78	III / IV	Elective – Human Resource	HR, OB & Leadership	HRM for Non-HR Managers	CEC	Dr. Margie Parikh	B.K. School of Professional & Management Studies, Gujarat University	10	3	Proctored exam – NTA (SWAYAM)	Open
79	III / IV	Elective – Human Resource	HR, OB & Leadership	Indian Knowledge System and HRM: Work, Wisdom and Wellbeing	IIMB	Ramachandra N. U.	JAIN (Deemed-to-be University), Bangalore	10	3	Proctored exam – NTA (SWAYAM)	Open
80	III / IV	Elective – Human Resource	HR, OB & Leadership	Negotiation and Conflict Management	CEC	Dr. Sachin Surve	Savitribai Phule Pune University	10	3	Proctored exam – NTA (SWAYAM)	Open
81	III / IV	Elective – Marketing	Marketing	Advertising and Sales	IIMB	Dr. Bharti Singh	Manipal University Jaipur	10	3	Proctored exam – NTA (SWAYAM)	Open
82	III / IV	Elective – Operations & SCM	Operations, SCM & Projects	Business Planning & Project Management	CEC	Dr. Ravi Ahuja	PSS Central Institute of Vocational Education, Bhopal	10	3	Proctored exam – NTA (SWAYAM)	Open
83	III / IV	Elective – Sectoral (Healthcare / Tourism)	Sector Management (Health, Tourism)	Public Health Management	IIMB	Dr. N. Devadasan	Institute of Public Health, Bengaluru	10	3	Proctored exam – NTA (SWAYAM)	Open

Semester: I					
MANAGEMENT & ORGANIZATIONAL BEHAVIOUR					
Course Code	**:**	**3MBA101**	**Credits**	**:**	04
Hours/Week (L: T: P)	**:**	4:0:0	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L/T/P/SL&TW:	**:**	56:0:0:64	**SEE**	**:**	50 Marks
Course Type	**:**	PCC	**SEE Duration**	**:**	03 Hours

Prerequisites:	
Courses	Management & Organizational Behaviour
Knowledge on Fundamental Concepts	Fundamentals of Business Management
Knowledge on Connected Tools (If any)	FIRO-B, Personality Test

Course Learning Objectives: This course will enable the students	
CLO1	Understand fundamental concepts, theories and principles of management and organisational behaviour.
CLO2	Analyze organisational and managerial problems using appropriate management and behavioural theories and apply them to real-world business situations.
CLO3	Develop value-based leadership, interpersonal, teamwork, communication, decision-making and conflict-management skills for effectively leading self and others.
CLO4	Evaluate contemporary organisational issues such as sustainability, DEI, AI, remote work, workplace ethics, stress and organisational change and recommend responsible managerial practices.

Module – 1: Management and Administration	**10 Hrs**
Concepts of Management, Differences between Administration and Management, Levels of Management, Roles and Skills of Managers, Evolution of Management Thought – Early Classical, neo-classical and Modern approaches, 14 principles of Henry Fayol, Contemporary issues in Management – sustainability, diversity, equity & inclusion {DEI)in the workplace and the Role of AI in Management. Relevant case study.	
Module – 2: Functions of Management	**10 Hrs**
Planning –Concepts of planning, Process, Types of Plans, Decision-Making Process. Organizing– Principles, Types of Organisation Structures. Leading – Traits and Behaviour theory of leadership, Contingency Approaches to Leadership: Fiedler's Contingency Theory, Hersey–Blanchard Situational Leadership, Transformational and Transactional Leadership. Controlling –Steps in the Control Process, Types of Control. Relevant case study.	

Module – 3: Organisational Behaviour & Individual Behaviour	**12 Hrs**
Organisational Behaviour –Model of OB, Emerging Trends in Organisational Behaviour – Remote Work, Gig Economy, Workplace Ethics. Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality: MBTI, Big 5 Model, Personal development - Time management and Personal development, personal discipline Values in the workplace, Types of values. Perception, Meaning, Model of Perceptual Process. Relevant case study.	
Module – 4: Emotions, Attitudes & Motivations	**10 Hrs**
Emotions in the workplace, Circumplex Model of Emotions, Emotional intelligence. Attitudes and components of attitude, Positive attitude and workplace behaviour, work-related stress, and stress management. Motivation: meaning, Maslow's Hierarchy of Needs Theory, and the Four Drive Theory of Motivation. Relevant case study.	

Module – 5: Teams, Power, Conflicts & Negotiation	**07 Hrs**
Teams: Stages of team development and team effectiveness. Power: Sources of Power, contingencies and consequences of power. Conflict– Types of Conflict, Conflict Process, Conflict Management Strategies, Negotiation Techniques. Relevant case study.	
Module – 6: Organisational Culture and Change Management:	**07 Hrs**
Organisational Culture –Types, Elements, Levels of Culture. Organisational Change – Meaning, Resistance to Change, Lewin's Change Management Model. Approaches to Change – Action Research, Appreciative Inquiry, Large Group Interventions, Parallel Learning Structures. Relevant case study.	

Course Outcomes: After completing the course, the students will be able to

CO	Description	RBT
CO1	Gain fundamental management and organisational behaviour concepts and theories and their application in contemporary organisations.	L2
CO2	Analyse organisational and managerial problems and apply appropriate management theories for effective decision-making.	L3
CO3	Demonstrate leadership, motivation, teamwork, communication, negotiation and conflict-management competencies to achieve organisational objectives.	L4
CO4	Evaluate contemporary organisational challenges and recommend ethical, inclusive, sustainable and change-oriented managerial practices.	L5

Text Books	
1	Management – Stephen P. Robbins & Mary Coulter, Latest Edition, Pearson.
2	Organizational Behavior – Stephen P. Robbins & Timothy Judge, Latest Edition, Pearson
3	Organizational Behavior – Steven L. McShane & Mary Ann Von Glinow, McGraw-Hill

Reference Books	
1	Essentials of Management – Koontz & Weihrich, McGraw-Hill
2	Management & Organisational Behaviour – Laurie J. Mullins
3	Organizational Behaviour – Fred Luthans, McGraw-Hill
4	Fast Tracking to Managerial & CEO Roles – Ajit Singhvi & Sapta Sheel

Web links and Video Lectures (e – Resources)	
1	https://onlinecourses.nptel.ac.in/noc22_mg104/preview
2	https://onlinecourses.nptel.ac.in/noc22_mg78/preview
3	https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters
4	https://openstax.org/details/books/organizational-behavior
5	https://www.classcentral.com/course/introduction-organisational-behaviour-11892
6	https://nptel.ac.in/courses/110/106/110106145/
7	https://nptel.ac.in/courses/110/107/110107150/

CO – PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	2	1	2	2	1	2	2
CO2	3	3	2	2	2	2	3	2
CO3	2	2	3	2	3	2	2	3
CO4	2	3	3	3	2	3	3	3

Mapping: 3- High, 2- Medium and 1 –Low

Semester: I					
ACCOUNTING FOR MANAGERS					
Course Code	**:**	**3MBA102**	**Credits**	**:**	4
Hours/Week (L:T:P)	**:**	3:0:2	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L/T/P/SL&TW:	**:**	42:0:28:50	**SEE**	**:**	50 Marks
Course Type	**:**	IPCC	**SEE Duration**	**:**	3 Hours

Prerequisites:	
Courses	**Fundamentals of Accounting**
Knowledge on Fundamental Concepts	Journal, Ledger, Basics of Accounting
Knowledge on Connected Tools (If any)	Trial Balance

Course Learning Objectives: This course will enable the students	
CLO1	Understand the conceptual framework of accounting, reporting and financial statements
CLO2	Apply conceptual model of preparing books of accounts and accounting records leading to final accounts and interpretation thereof
CLO3	Analyze financial statements & inculcate the recent trends in accounting.
CLO4	Evaluate the utility of costing models by implementing the AI driven approach resulting in cost utility there by aligning the same with SDG's

Module – 1: Introduction to Accounting & its Concepts	**10 Hrs**
Types of Accounting, Single Entry System, Double Entry System of book Keeping, Triple entry system of book keeping, concepts and conventions of Accounting, Users of Accounting, basics of Generally Accepted Accounting Principles (GAAP), Indian Accounting Standards, IFRS(Theory). Computer Lab: Double entry system of book keeping using Tally ERP & usage of IFRS.	
Module – 2: Accounting Cycle	**13 Hrs**
Journal, Ledgers, Trial Balance, Accounting Equation, Subsidiary books including cash book with two and three column(Theory and Problems). Computer Lab: Trial balance and execution of cash book through BUSY Accounting.	
Module – 3: Preparation of Final Accounts	**12 Hrs**
Preparation of Final Accounts of companies in vertical form as per companies act 2013(Problems with varying adjustments). Window dressing, Final accounts of Companies with appropriation accounts. Computer Lab: - Financial statement preparation using "Fresh Books" which ease out complex adjustments	
Module – 4: Accounting for Decision Making	**13 Hrs**
Financial Statement Analysis, Trend analysis, Comparative analysis, Financial Ratio analysis, Preparation of financial statements using financial ratios, Financial Ratio Analysis, Marginal Costing and Profit Planning-Cost Volume Profit Analysis-Break Even Analysis-Decision making	

problems on Make or Buy Decisions-Determination of Sales revenue Mix-Exploring new markets-Add or drop out products as a limiting factor. Computer Lab: - Financial Statement Analysis using" Fresh Books" which gives instant interpretation of financial results & predicts the value action of accounting.
Module – 5: Depreciation Accounting **12 Hrs**
Depreciation and Emerging Issues in Accounting: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method.
Module – 6: Artificial Intelligence Implications on Accounting **13 Hrs**
Artificial intelligence in Accounting, Block Chain, Cloud Computing, Financial reporting, Fraud detection models, forensic analysis and digital transformation. Human resource Accounting, Forensic Accounting Environmental Accounting Sustainability reporting, Cloud based Accounting, Block Chain, AI in Accounting, Big Data in Accounting(Theory only). *Computer Lab hours for this course are distributed across Modules 1, 2, 3 and 6, consistent with the practical component design of the PCC(IC).

Course Outcomes: After completing the course, the students will be able to		**RBT**
CO1	Understand the conceptual framework of accounting through application of IFRS & GAAP Principles.	L2
CO2	Apply the conceptual model of book keeping which can leverage in preparing accurate financial statements & analyzing thereof.	L3
CO3	Analyze various emerging issues in terms of depreciation & tax implications	L4
CO4	Evaluate the appropriateness of various financial models through artificial intelligence driven technologies which inculcate Sustainable development goals	L5

Text Books	
1	Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers 2022
2	Accounting for Management-Text & Cases, S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018
3	Accounting for Managers –Jawaharlal- Himalaya Publications 2022

Reference Books	
1	A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari 2/e, Vikas Publishing house (P) Ltd
2	M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2004.
3	Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13th edition, Tata McGraw Hill Publishers, 2005

Web links and Video Lectures (e – Resources)	
1	NPTEL – Financial Accounting, IIT Mumbai-Prof Varadaraj Bapat
2	www. Freshbooks.com-free trial version-Cloud based accounting and invoicing software
3	NPTEL – Fundamentals of Accounting & Finance, IIT Madras-Prof Arun Kumar
4	IIMBx- Accounting and Finance-Develop Financial Acumen to Manage business.
5	Coursera/edX – "AI For Everyone" and "Generative AI for Accounting " (introductory courses on responsible AI use in business decision-making).

CO – PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**
CO1	1	3		1			2	
CO2	2	3		1		1	3	1
CO3	2	3		2	1	1	3	1
CO4	3	3	1	2	2	2	3	2

Mapping: 3- High, 2- Medium and 1 –Low

Semester: I					
ECONOMICS FOR DECISION MAKING					
Course Code	**:**	**3MBA103**	**Credits**	**:**	4
Hours/Week(L:T:P)	**:**	4:0:0	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L /T/P/SL&TW	**:**	56:0:0:64	**SEE**	**:**	50 Marks
Course Type	**:**	PCC	**SEE Duration**	**:**	3 Hours

Prerequisites:	
Courses	Basic of social science
Knowledge on Fundamental Concepts	Fundamentals of micro and macroeconomics
Knowledge on Connected Tools (If any)	Basic concepts of statistics and Microsoft excel

Course Learning Objectives: This course will enable the students to	
CLO 1	Understand the significant influence of micro and macroeconomics in business.
CLO 2	To develop the awareness about the applications of economic principles, theories and techniques in the business decision making.
CLO 3	Synthesis the behavior of firm and industry in various market structures and its pricing practices.
CLO 4	Impart knowledge on assess the performance of government economic policies towards the nation development.

Module - 1 Introduction to Managerial Economics	**08 Hrs**
Introduction to Managerial Economics Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. **Theory of the Firm**: Firm and Industry, Objectives of the firm, alternate objectives of firm. **Managerial Theories**: Baumol's Model, Marris's model of growth maximization, Williamson's model of managerial discretion. (Theory Only)	
Case Let: Relevance to the Module	
Module - 2 Demand Analysis	**12 Hrs**
Demand Analysis: Demand Concept, types of Demand, Law of Demand, exceptions to the Law of Demand, Elasticity of Demand, Classification of elasticity of demand, Uses of elasticity of demand for Managerial decision making, **Demand forecasting:** Concepts of demand forecasting, Methods of demand forecasting. **Supply Analysis:** Concepts of supply, Law of supply, Elasticity of supply. (Theory Only)	
Case Let: Relevance to the Module	
Module - 3 Cost Analysis	**12 Hrs**

Cost Analysis:
Concepts of Cost, short-run and long-run cost curves, cost – output Relationship in the short run and in the long run, Long- Run Average Cost (LAC) Curve.

Production Analysis:
Concepts of Production, Production function with one variable input - Law of Variable Proportion, Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale.

Break Even Analysis:
Basic concepts of BEA, Determination of BEA through graphical and algebraic method.
(Theory and simple Problems)

Case Let: Relevance to the Module

Module - 4 Market Structure	**12 Hrs**

Perfect Market Competition:
Basic concepts of market structure, Determination of price under perfect competition.

Monopolistic Market Competition:
Basic concepts, Pricing Under monopolistic competition, Product differentiation.

Oligopoly Market Competition:
Basic concepts, Kinked demand Curve, Cartels, Price leadership.

Monopoly Market Competition:
Basic concepts, Pricing under monopoly, Price Discrimination.

Descriptive Pricing Approaches:
Basic concepts, Loss leader pricing, Peak Load pricing, Transfer pricing, Target Pricing.
(Theory only)

Case Let: Relevance to the Module

Module - 5 Indian Business Environment	**07 Hrs**

Indian Business Environment
Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio– Cultural Environment, Global Environment. Private Sector, Growth, Problems and Prospects, SMEs Significance in Indian economy, challenges and prospects.

Fiscal Policy and Monetary Policy: Basic Concepts-Fiscal Deficit-Causes and remedies.
(Theory only)

Case Let: Relevance to the Module

Module - 6 Indian Industrial Policy	**05 Hrs**

Indian Industrial Policy
New Industrial Policy 1991, New economic initiatives and schemes proposed by Indian government for economic growth, Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade, Globalization, GDP, National Income, Inflation, Whole sale Price Index, Consumer Price Index.
(Theory only)

Case Let: Relevance to the Module

Course Outcomes: After completing the course, the students will be able to

CO1	Comprehend the fundamental concepts of micro and macroeconomics and importance of artificial intelligence for economics in business decision.
CO2	Apply the demand, supply, production, cost functions, theories and techniques in the real business scenarios.

CO3	Analyze the behavior of firm in various market structures, competition in the market, risk, pricing practices and strategies.
CO4	Evaluate and interpret the performance of economic policies and its influence on corporate sustainable growth and development.

Suggested Learning Resources	
Text Books	
1	Managerial Economics by Geethika, Ghosh & Choudhury, Tata McGraw-Hill, 3rd edition, 2017.
2	Managerial Economics by D.M Mithani, HPH Publications, 2024.
3	Managerial Economics by Dominick Salvotore, Oxford Publishers, 13th edition, 2021.
4	Managerial Economics: Foundations of Business Analysis and Strategy by Christopher R. Thomas and S. Charles Maurice, Aishwarya Harichandan 14th Edition, Tata McGraw-Hill, 2026.

Reference Books	
1	Managerial Economics by Samuelson & Marks, Wiley, 9/e, 2021.
2	Managerial Economics by Maheshwari K. L., Varshney R.L., Sultan Chand & Sons, 2014.
3	Managerial Economics - Analysis of Managerial Decision Making, H L Ahuja, 9th edition, S. Chand & Company Ltd, 2022.

Web links and Video Lectures (e – Resources)	
1	https://www.youtube.com/watch?v=ZXDKdJO3V6Y **Covers Unit 1**
2	https://onlinecourses.swayam2.ac.in/imb19_mg16/preview **Covers Unit 1, 2, 3, 4**
3	https://www.indiabudget.gov.in/ **Unit 5 Fiscal Policy**
4	https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1882145 **Unit 5 GoI schemes and initiatives for economic growth and development.**
5	https://nptel.ac.in/courses/106105470 **Artificial Intelligence For Economics**

CO – PO MAPPING

Mapping	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**
CO1	3	2	1	1	1	1	3	2
CO2	1	3	2	1	1	1	1	2
CO3	1	1	3	2	1	1	2	1
CO4	1	1	3	1	2	3	3	1

Mapping: 3- High, 2- Medium and 1 –Low

Semester: I					
DECISION SCIENCE - I					
Course Code	**:**	**3MBA104**	**Credits**	**:**	4
Hours/Week (L:T:P)	**:**	3:0:2	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L/T/P/SL&TW:	**:**	42:0:28:50	**SEE**	**:**	50 Marks
Course Type	**:**	IPCC	**SEE Duration**	**:**	3 Hours

Prerequisites:	
Courses	Basic Mathematics and Foundations of Statistics
Knowledge on Fundamental Concepts	Measures of central tendency and dispersion, elementary probability, and foundations of data-driven decision making.
Knowledge on Connected Tools (If any)	Basic MS Excel; prior exposure to spreadsheets for data handling and charting.

Course Learning Objectives: This course will enable the students	
CLO1	Understand descriptive statistics, probability concepts, counting rules, Bayes' theorem, and theoretical distributions, including their foundations in Bayesian and probabilistic AI/ML methods.
CLO2	Apply correlation, simple/multiple/logistic regression, and time-series forecasting techniques using JASP and AI-assisted analytics tools to solve business problems and develop predictive insights.
CLO3	Analyze business relationships and group differences using parametric/non-parametric tests, One-Way/Two-Way ANOVA, and regression diagnostics including R^2, Adjusted R^2, and multicollinearity, while critically validating AI-generated interpretations.
CLO4	Evaluate model adequacy and forecasting accuracy using statistical outputs and MAD, MAPE, and MSE, and formulate responsible, data-driven business recommendations using AI to support—not replace—statistical judgment.

Module – 1: Introduction to Statistics & Descriptive Analytics for Decision-Making	**10 Hrs (6 + 4)**
Role of statistics and data-driven decision making in business; distinguishing Statistics, Business Analytics, Data Science and Artificial Intelligence (AI). Relevance of statistics and business analytics to (SDGs) – SDG 9, SDG 12 and SDG 17. Fundamental concepts of statistics: Measures of Central Tendency –Mean, Median, Quartiles, Deciles, Percentiles, Mode Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variation. Computer Lab: Data import, descriptive statistics, and visualization using JASP, with a brief AI-assisted exercise for data-cleaning and business interpretation.	
Module – 2: Correlation and Regression & Predictive Modelling	**12 Hrs (8 + 4)**
Correlation: Karl Pearson's coefficient, Spearman's rank correlation, coefficient of determination. Simple Linear Regression: model formulation, lines of regression, standard error of estimate. Multiple Regression – interpretation of coefficients, R^2 and Adjusted R^2, multicollinearity. Logistic Regression as a business classification tool and as a foundational building block of AI/ML-based classification models (conceptual overview; applications in credit scoring, churn prediction, and AI-driven recommendation systems). (Theory only).	

Computer Lab: Correlation and regression analysis using JASP, with an introductory logistic regression and AI-assisted interpretation of coefficients and VIF output.	
Module – 3: Probability & Probability Distributions for Decision-Making	**09 Hrs (7 + 2)**
Concept of probability; counting rules – Permutation and Combination; Addition and Multiplication rules; Baye's Theorem and its business applications (quality control, marketing analytics), including its role as the conceptual foundation of Bayesian methods used in AI (e.g., spam filters, Naive Bayes classifiers, recommendation systems). Random variables and probability distributions; Theoretical Probability Distributions – Binomial, Poisson, Normal (Case Study) (Problems on Binomial, Poisson and Normal).	
Module – 4: Hypothesis Testing, Non-Parametric Tests & ANOVA	**16 Hrs (8 + 8)**
Hypothesis framing for research: stating null and alternative hypotheses aligned to research objectives. Fundamentals of hypothesis testing, Type I and Type II errors, level of significance and p-values. Parametric Tests: Z-test, t-test, F-test, Chi-square test (Case Study). Non-Parametric Tests: Mann-Whitney U-test, Kruskal-Wallis test, Wilcoxon Signed-Rank test. Analysis of Variance – One-Way and Two-Way ANOVA (Theory and Problems in JASP) Computer Lab: Hypothesis testing, non-parametric tests and ANOVA using JASP, with practical applications from HR, marketing and operations datasets.	
Module – 5: Time Series Analysis & Business Forecasting	**09 Hrs (7 + 2)**
Objectives and components of Time Series; variations in time series. Measurement of Trend: Graphic Method, Moving Average Method, Semi-Average Method, Least Squares Method. Measurement of Seasonal Variation: Method of Simple Averages, Ratio-to-Trend Method, Ratio-to-Moving-Average Method. Introduction to Exponential Smoothing and forecast accuracy measures (MAD, MAPE, MSE); brief awareness of contemporary, AI/ML-based forecasting approaches (e.g., automated forecasting tools) used in industry and how their accuracy compares with classical methods on the same accuracy measures. (Case Study) (Theory and Problems).	
Module – 6: Statistical Computing Lab — JASP and AI-Augmented Business Analytics	**14 Hrs (6 + 8)**
Questionnaire design: framing unbiased, unambiguous questions, question sequencing, response formats, and pilot testing. Primary data collection using Google Forms/online survey tools; coding of categorical and Likert-scale responses; Overview, installation and interface of JASP. data cleaning and preparation for analysis. Data import/cleaning, transforming variables, computing new variables and handling multiple responses. Organization and presentation of data – frequency distributions, charts and graphs. Applied workflow: descriptive statistics, correlation, simple/multiple regression, One-Way and Two-Way ANOVA, parametric and non-parametric hypothesis tests, using real business/HR/marketing/finance datasets; exporting reproducible reports; using AI-based tools to assist in drafting output interpretation and business recommendations, with a strong emphasis on validating all AI-generated interpretations against the statistical evidence. *Computer Lab hours for this course are distributed across Modules 1, 2, 4 and 6, consistent with the practical component design of the PCC(IC).	

Course Outcomes: After completing the course, the students will be able to		**RBT**
CO1	Understand the role of statistics in business and the fundamentals of descriptive statistics, probability, and time series, including their relevance to AI/ML.	L2
CO2	Apply correlation, regression, probability distributions, and forecasting techniques to business datasets using JASP and AI-assisted analytics tools.	L3
CO3	Analyze business data using hypothesis testing, ANOVA, and regression diagnostics to identify significant relationships and differences, while critically validating AI-generated insights.	L4
CO4	Evaluate statistical models and outputs using measures such as R^2, p-values, and forecast accuracy, and formulate ethical, data-driven business recommendations.	L5

Text Books	
1	S C Gupta (2018), Fundamentals of Statistics, 7th Edition, Himalaya Publications.
2	S P Gupta (2021), Statistical Methods, 46th Edition, Sultan Chand Publications.
3	J K Sharma (Latest Edition), Business Statistics, Vikas Publishing House.

Reference Books	
1	Levine, Szabat & Stephan (Latest Edition), Business Statistics: A First Course, Pearson.
2	Anderson, Sweeney, Williams, Camm & Cochran (Latest Edition), Statistics for Business and Economics, Cengage Learning.
3	Naval Bajpai (Latest Edition), Business Statistics, Pearson.

Web links and Video Lectures (e – Resources)	
1	NPTEL – Business Statistics, Prof. M. K. Barua, IIT Roorkee (swayam.gov.in).
2	jasp-stats.org – Official JASP documentation and tutorials (open source).
3	NPTEL – Business Statistics, Dr. P. M. Shiva Prasad, Teresian College, Mysuru.
4	IIMBx – Statistics for Business (edX/Coursera) – IIM Bangalore.
5	Coursera/edX – "AI For Everyone" and "Generative AI for Business Analytics" (introductory courses on responsible AI use in business decision-making).

CO – PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**
CO1	1	3		1			2	
CO2	2	3		1		1	3	1
CO3	2	3		2	1	1	3	1
CO4	3	3	1	2	2	2	3	2

Mapping: 3- High, 2- Medium and 1 –Low

Semester: I					
Marketing Management					
Course Code	**:**	**3MBA105**	**Credits**	**:**	4
Hours/Week (L:T:P)	**:**	4:0:0	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L/T/P/SL&TW:	**:**	56:0:0:64	**SEE**	**:**	50 Marks
Course Type	**:**	PCC	**SEE Duration**	**:**	3 Hours

Prerequisites:	
Courses	**Business Management**
Knowledge on Fundamental Concepts	**Awareness, Purchasing, Selling & Behavior**
Knowledge on Connected Tools (If any)	**---**

Course Learning Objectives: This course will enable the students to	
CLO1	Provide an understanding of the Marketing Management concepts and its environment.
CLO2	Gain knowledge on application of marketing concepts in planning and make decisions.
CLO3	Familiarize with the role of Marketing in the current business Practices.
CLO4	Learn to apply the overall effectiveness of Marketing & Develop the latest skills on Marketing and communication.

Module – 1	**08 Hrs**
Understanding the Marketing: Importance of marketing, Concepts of market & marketing management, Ten entities of marketing, Key customer markets, Elements of Marketing, Types of Needs, Evolution of marketing concept, Functions of Marketing, Marketing Vs. Selling, Customer Value and Satisfaction, Marketing Myopia, 4P's of Marketing, Marketing Environment - Micro and Macro and Techniques used in environment analysis. ***Relevant Case Study.***	
Module – 2	**10 Hrs**
Decisions based on Consumer Behaviour: Importance of consumer behaviour, Factors influencing Consumer Behaviour, Consumer Buying Decision Process, Industrial buying process, Buying Roles, Buying Motives, the Black box model of consumer behaviour, Neuro Marketing, Sensory Marketing, Customer Loyalty, Customer Relationship Management (CRM) and Customer Engagement. ***Relevant Case Study.***	
Module – 3	**10 Hrs**
Product, Service and Price Management: ***Product Management*** - Concept of Product & Service, Classification of Products, Product Levels, Product Hierarchy, Product Life Cycle Stages & Strategies, Concepts of Product Mix, Product line and its Strategies, New Product Development, Concept of Brand, Brand Equity & Branding Strategies, Packaging & Labelling and Service Marketing. ***Relevant Case Study.*** ***Price Management*** - Pricing concept, factors influencing pricing (Internal factors and External factors), Pricing Strategies and Procedure. ***Relevant Case Study.***	
Module – 4	**10 Hrs**
Organize Place (Channel/Distribution) and Promotion: ***Organize Place*** **-** Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict and Designing a physical Distribution System. ***Relevant Case Study.*** ***Organize Promotions*** - Concept of Integrated Marketing Communications (IMC), communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Push-pull strategies	

of promotion, Event Marketing and Sponsorship. ***Relevant Case Study.***
Module – 5 **10 Hrs**
Apply Segmentation, Analyse Targeting Decision and Evaluate Positioning (STP): *Apply Segmentation* - Concept of Market Segmentation, Importance of Segmentation, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Concepts of B2B marketing, Market Segmentation Strategies and its implementation. ***Analyse Targeting Decision*** - Bases for identifying target Customer and target Marketing strategies. ***Relevant Case Study.*** ***Evaluate Positioning*** - Meaning, Tasks involved in Positioning, Monitoring brands performance & positioning, Product differentiation strategies and Premiumisation. ***Relevant Case Study.***
Module – 6 **08 Hrs**
Emerging Trends in Marketing & Sustainability and Purpose-Driven Marketing: *Emerging Trends in Marketing* – Agile Marketing, AI Marketing Automation**,** Augmented Reality (AR) And Virtual Reality (VR), Hyper-Personalization, Influencer Marketing, Video Marketing, Voice Search Optimization, User-Generated Content (UGC), Digital and social media Marketing (Social Commerce), Privacy and Data Protection. ***Relevant Case Study.*** ***Sustainability and Purpose-Driven Marketing* -** Green Marketing, Social Cause Related Marketing, Social Responsibility of marketing (societal marketing) and Marketing for Non-Profit Organizations. ***Relevant Case Study.***

Course Outcomes: After completing the course, the students will be able to		**Blooms Level**
CO1	Comprehend the concepts of Marketing Management and identify the scope, significance and changing context of the marketing environment.	**L2**
CO2	Apply Marketing concepts in planning and implementing marketing decisions	**L3**
CO3	Organize & examine the role of Marketing in the current business Practices	**L3 & L4**
CO4	Analyze the application of overall effectiveness of Marketing & Evaluate the latest skills on Marketing and communication	**L4 & L5**

Text Books	
1	Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition.
2	Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha by Pearson publication, Latest Edition.
3	New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill, Latest Edition.
4	Fundamentals of Marketing Management, Etzel M J, B J Walker & William J Stanton by Tata Macgraw Hill, Latest edition.
5	Marketing Management: Indian Cases, 2nd Edition by Pearson | With case studies of popular Indian brands | MBA & business enthusiast by Prachi Gupta, Ashita Aggarwal, et al. 10 May 2024

Reference Books	
1	Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
2	Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.
3	Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.

Web links and Video Lectures (e – Resources)	
1	https://blog.hubspot.com/
2	https://www.wordstream.com/resource-center
3	https://www.nutshell.com/blog/best-online-marketing-resources
4	https://intellipaat.com/blog/case-study-on-marketing-management/
5	https://www.guvi.in/blog/marketing-management-case-studies-from-india/
6	https://www.linkedin.com/pulse/sensory-neuromarketing-power-senses-marketing-marco-baldocchi

CO – PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	2	2	1	3	3	3	1
CO2	3	3	3	1	2	2	3	2
CO3	3	3	3	2	2	3	3	3
CO4	3	3	3	2	2	3	3	3

Mapping: 3 - High, 2 - Medium and 1 – Low

Semester: I					
PROFESSIONAL BUSINESS COMMUNICATION					
Course Code	**:**	**3MBA106**	**Credits**	**:**	04
Hours/Week(L:T:P)	**:**	3:0:2	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L /T/P/SL&TW:	**:**	42:0:28:50	**SEE**	**:**	50 Marks
Course Type	**:**	IPCC	**SEE Duration**	**:**	3 Hours

Prerequisites: Basic knowledge of English language, grammar and communication skills	
Courses	**Business Communication**
Knowledge on Fundamental Concepts	**Fundamentals of Business Communication**
Knowledge on Connected Tools (If any)	**Oral presentations and spoken English.**

Course Learning Objectives: This course will enable the students to	
CLO1	Understand the communication skills and sensitize their potential to become successful managers.
CLO2	Learn with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
CLO3	Familiarize to the practices in managerial communication those are in vogue.
CLO4	Develop the art of business communication with emphasis on analyzing business situations.

Module – 1 Introduction to Communication	**11 Hrs**
Concepts of Communication, Classification, Purpose of communication, Communication Process, Characteristics of successful communication, Importance of communication in management, Communication structure in organization, Communication in conflict resolution, Communication in crisis. Communication and negotiation, Communication in a cross-cultural setting, Barriers to effective communication. Relevant Case Studies	
Module – 2 Oral Communication	**12 Hrs**
Concepts – Principles of effective oral communication, Barriers to oral communication Conversation control, Techniques for improving conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of effective Oral Communication, Effectiveness of oral communication. Pitching & Types Listening as a Communication Skill: Approaches to listening, , Process of listening, Nonverbal communication: Classification & Interpretation of Cues. Practical Component: Building Video Resume. 3-minute elevator pitch (30-Second Elevator Pitch), Business Story Telling Relevant Case Studies	
Module – 3 Written Communication	**13 Hrs**
Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication (Pre writing – Writing – Revising.) Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages. Types of Written Communication in Business: Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, , Planning Documents, Press Releases, and E-mail, generating CV. Ethics in Communication SD. Class Room Exercise: Covering letter on Job description, Email Etiquettes. Relevant Case Studies	

Module – 4 Business Reports	**11 Hrs**
Advanced Business communication –Reports, Purpose, Kinds and Objectives of reports , Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation. Crisis communication, Media Management: The press release, Press conference, Media interviews. Group Communication: Meetings, Planning meetings, objectives, participants, timing, venue of meetings. Meeting Documentation: Notice, Agenda and Resolution & Minutes. Class room Exercise: Conduction of mock meetings and reporting, Memo & Circular Preparation Relevant Case Studies	
Module – 5 Case method of learning	**11 Hrs**
Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, case analysis approaches. Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills. Impact of Technological Advancement on Business Communication, Technology-enabled Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing. Class room Exercise: Communication through organizing various events like-conferences; committee meeting; press meets; seminars; fests, Data storytelling presentation. Relevant Case Studies	
Module 6 Presentation and Negotiation skills	**12 Hrs**
Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for managers? Negotiation skills: Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies. Role and advantages of etiquette in managerial communication. Class room Exercise: Arranging a virtual meeting and test the negotiation skills & Peer to peer learning. Relevant Case Studies	

Course Outcomes: After completing the course, the students will be able to		**RBTL**
CO1	Demonstrate their communication skills and know their potential to become successful managers.	L2
CO2	Develop mechanics of writing and can compose the business letters in English precisely and effectively	L3
CO3	Analyze managerial communication practices in business those are in vogue.	L4
CO4	Determine the art of drafting business proposals and business communication with emphasis on analyzing business situations.	L5

Text Books	
1	Bovee, C. L. & Thill, J. V., Business Communication Today, Pearson.
2	Guffey, M. E. & Loewy, D., Essentials of Business Communication, Cengage.

Reference Books	
1	Locker, K. O., Macmillan, S. & Kienzler, D., Business Communication: Building Critical Skills, McGraw Hill.
2	Lesikar, R. V., Flatley, M. E. & Rentz, K., Business Communication: Making Connections in a Digital World, McGraw Hill..
3	Chaturvedi, P. D. & Chaturvedi, M., Business Communication: Concepts, Cases and Applications, Pearson.
4	Duarte, N. – Resonate: Present Visual Stories That Transform Audiences, Wiley.

Web links and Video Lectures (e – Resources)	
1	https://www.youtube.com/watch?v=yml9dx9nUco
2	https://www.edx.org/learn/business-communications
3	https://onlinecourses.swayam2.ac.in/imb19_mg14/preview

CO – PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**
CO1			2		2		2	
CO2	2			2				1
CO3		3	1	1	2			
CO4	2	3		2	2			

Mapping: 3- High, 2- Medium and 1 –Low

Classroom exercise/Lab Component

Sl. No	**Topic**
1	Building Video Resume – MODULE 2
2	Covering letter on Job description, Email Etiquettes. –MODULE 3
3	Conduction of mock meetings and reporting, Memo & Circular Preparation. Digital story telling Module 4 & 5
4	Communication through organizing various events like- conferences; committee meeting; press meets; seminars; fests. Module- 6
5	Arranging a virtual meeting and test the negotiation skills & Peer to peer learning. Module-6

Semester: II					
HUMAN RESOURCE MANAGEMENT					
Course Code	**:**	**3MBA201**	**Credits**	**:**	04
Hours/Week(L:T:P)	**:**	4:0:0	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L /T/P/SL&TW:	**:**	56:0:0:64	**SEE**	**:**	50 Marks
Course Type	**:**	PCC	**SEE Duration**	**:**	03 Hours

Prerequisites: Fundamental knowledge of management concepts and organizational behavior.	
Courses	Personnel Resource Management
Knowledge on Fundamental Concepts	Concepts of HRM
Knowledge on Connected Tools (If any)	Nil

Course Learning Objectives: This course will enable the students to	
CLO1	Explain the concepts, functions, principles and models of Human Resource Management and its role in organisational performance in the Indian context
CLO2	Describe the processes of human resource planning, recruitment, selection, training and performance management
CLO3	Understand the design of compensation and benefits and the systems of industrial relations
CLO4	Examine innovative and sustainable HR practices, HRIS and emerging trends in Human Resource Management

Module – 1 Introduction to HRM	**8 Hrs**
Concepts of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance. Relevant Case studies.	
Module – 2 Human Resource planning	**10 Hrs**
Concepts of HRP , Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Barriers to HR Planning. Recruitment and Selection: Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy. Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection. Equal opportunity in recruitment. (SDG 5). Developing Interview Questions. Relevant Case studies	
Module – 3 Training and Performance Management	**10 Hrs**
Training and Development: Need and Importance of Training and Development, Training Need Analysis (TNA) and techniques, Design Training Programme, Methods of training, Training evaluation. Developing Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.	

Relevant Case studies	
Module – 4 Payroll and Industrial Relations	**10 Hrs**
Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits. Design a salary structure for select jobs. Industrial Relations: International Labour Organisation, Industrial Relations The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, IR in Indian Context, Industrial Relations and Human Resource Management. Relevant Case studies	
Module – 5 Human Resource Management and Innovations	**09 Hrs**
Factors Affecting the Innovation Process in organizations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management. Human Resource Information System (HRIS): The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS. Applicant Tracking System & Payroll system. (SDG9) Relevant Case studies	
Module 6 Future trends in Human Resource Management	**09 Hrs**
Hybrid work model, Employee skill development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, AI driven HR, Multi-generational workforces and All-in-One HR tools. Future trends in recruitment, trends in training. Relevant Case studies	

Course Outcomes: After completing the course, the students will be able to		**RBTL**
CO1	Explain the concepts, functions, principles and models of HRM and their influence on firm performance in the Indian context	L2
CO2	Apply HR planning, demand forecasting, recruitment and selection techniques, including equal-opportunity practices and interview design, to meet organisational manpower requirements	L3
CO3	Apply training need analysis, training design, performance appraisal methods and compensation principles to design training programmes and salary structures for select jobs	L3
CO4	Analyse industrial relations systems, innovative and sustainable HR practices, HRIS and emerging trends such as people analytics, AI-driven HR and hybrid work for their impact on organisational effectiveness	L4

Text Books	
1	Dessler, Gary & Biju Varkkey, Human Resource Management, 17th Edition, Pearson Education, 2023/2024.
2	K. Aswathappa & Sadhna Dash — Human Resource Management: Text and Cases, 10th Edition, McGraw Hill Education, 2023

Reference Books	
1	Armstrong, Michael & Stephen Taylor, Armstrong's Handbook of Human Resource Management Practice, 17th Edition, Kogan Page, 2026..
2	Susan L. Verhulst & David A. DeCenzo — Fundamentals of Human Resource Management, 15th Edition, Wiley

3	Wayne F. Cascio — Managing Human Resources: Productivity, Quality of Work Life, Profits, McGraw Hill

Web links and Video Lectures (e – Resources)	
1	https://www.youtube.com/results?search_query=NPTEL+Human+Resource+Management+full+course&utm_source=chatgpt.com
2	https://www.youtube.com/results?search_query=NPTEL+Strategic+Human+Resource+Management+full+course&utm_source=chatgpt.com
3	https://www.youtube.com/results?search_query=NPTEL+AI+in+Human+Resource+Management+IIT+Guwahati&utm_source=chatgpt.com

CO – PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**
CO1	2	1	1	2	1		3	2
CO2	3	2	1	2	3	1	2	2
CO3	2	3	2	3	2	2	2	
CO4	2	2	2	3	2			

Mapping: 3- High, 2- Medium and 1 –Low

Semester: II					
FINANCIAL MANAGEMENT					
Course Code	:	**3MBA202**	**Credits**	:	4
Hours/Week (L: T:P)	:	3:0:2	**CIE**	:	50 Marks
Total Hours of Pedagogy per semester L/T/P/SL & TW	:	42:0:28:50	**SEE**	:	50 Marks
Course Type	:	IPCC	**SEE Duration**	:	3 Hours

Prerequisites:	
Courses	Accounting Principles, Economics & Business Communication.
Knowledge on Fundamental Concepts	Concept of Equity Shares & De-mat account, Functions of Primary market, Public Offering (IPO) concept and its benefits.
Knowledge on Connected Tools (If any)	Microsoft Excel (Spread Sheet) & PowerPoint (Basic).

Course Learning Objectives: This course will enable the students to	
CLO1	Summarize key financial management concepts and the Indian Financial System.
CLO2	Apply Knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.
CLO3	Examine the financial viability of business operations, calculate and interpret financial metrics to determine profitability and financial sustainability to make informed strategic financial decisions.
CLO4	Interpret application-oriented case studies to critically assess real-world business scenarios and derive insightful conclusions that facilitate effective business decision-making.

Module – 1 Introduction to Financial Management	**10 Hrs**
Concept of Financial Management, Objectives of Financial Management, Emerging role of finance managers in India. Interface of Financial Management with other functional areas. Indian Financial System**:** Concept & Role of IFS. EIC Frame Work (Economy, Industry & Company Analysis). Mutual Funds**:** Concept, benefits & types of Mutual funds. Financial services - Non-Banking Financial Companies (NBFCs). Emerging trends in sustainable Financial Management**:** Derivatives, Behavioral Finance, Financial Engineering, Fintech, Traditional banking Vs. digital banking and FinTech, Climate Finance. (Only Theory).	
Module – 2: Time value of money	**12 Hrs**
Concepts of time value of money, Simple interest & Compound interest, Effective Rate of Interest, Future value of single cash flow & annuity, Present value of single cash flow, annuity & perpetuity, Capital recovery factor & Loan Amortization Schedule. (theory & problems).	
Module – 3: Capital Budgeting	**12 Hrs**
Concepts capital budgeting, Capital Rationing, Techniques of capital budgeting - Discounting methods: Net Present Value, Internal Rate of Return, Profitability Index. Non-Discounting methods: Payback period, Accounting Rate of Return. Estimation of cash flows for new projects and Replacement of Projects (Theory & Problems). **Case Study:** Techniques of capital budgeting.	
Module – 4: Longterm sources of finance & Cost of Capital	**12 Hrs**

Debentures- Term loans and deferred credit, Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only) Concepts of cost of capital, Components and Computation of cost of Capital, Cost of debentures, cost of term loans, cost of preferential capital & cost of equity capital (Dividend discounting model & CAPM model), Determination of Weighted average cost of capital (WACC). (Theory & Problems).
Module – 5: Capital structure & Dividend decisions **12 Hrs**
Concept of Capital structure, factors affecting capital structure, determination of capital structure - EBIT and EPS analysis, Governance of Equity and Debt Leverage, Concept of Leverages - determination of operating, financial & combined leverages. Return on Investment (ROI) & Return on Earnings (ROE) analysis, (Theory & Problems). Concept of dividend - factors affecting the dividend policy, types of dividend policy, bonus issue & stock split. (Theory only).
Module – 6: Working Capital & Receivables Management **12 Hrs**
Concepts of Working Capital, The Tandon Committee working capital loan sanction norms, Determination of Operating cycle and cash cycle, Estimation of working capital requirements of a firm. (Basic problems in WC determination). Concepts & Techniques - Cash budget, Credit Scoring Model FICO, (Basic problems on cash budget). Artificial Intelligence & Data analysis in finance: Application of AI in financial services. Big Data introduction, application in finance, Cyber security in finance. **Case Study:** Estimation of working capital requirements.

Module No.	**Practical component (Lab):**	**Rubrics (Marks)**
1	Examine the functioning of leading stock exchange (NSE) of India and its practical application through DMAT account.	**2**
2	Determine Present Value & Future Value of cash flows using Microsoft Excel (Spreadsheet). Preparation of Loan Amortizations Schedule. PV & FV – 01 problem, Loan Amortizations Schedule – 01 problem (Each carries 01 marks). Analyse Loan Amortization Schedule followed in banks.	**2**
3	Determine NPV using Microsoft Excel (Spreadsheet). NPV calculation – 02 problems (Each carries 01 marks).	**2**
4	Sector-Wise Analysis of Cost of Capital in India Analysis of any 02 sectors. (Each carries 01 mark).	**2**
5	Analyse the dividend policy & bonus issue of any 2 top listed companies in India using the annual reports. (Each carries 01 marks).	**2**
	Total	**10**

Course Outcomes	**After completing the course, the students will be able to**	**Bloom's Level**
CO1	Comprehend fundamental financial concepts and their practical relevance in business operations.	**L2**

CO2	Apply time value of money concepts to solve financial problems, develop capital budgeting decisions & make use of cost of capital for investment opportunities and financial strategies.	**L3**
CO3	Discover capital structure and analyse working capital to inspect their impact on a company's financial health using AI driven technologies.	**L4**
CO4	Evaluate (case-based evaluations) decision-making skills in selecting the most financially viable project among alternatives (NPV) & short-term financial planning and liquidity management for a firm (WCR).	**L5**

Text Books	
1	Financial Management - Text, Problems & Cases, M.Y. Khan & P.K. Jain, 8th Edition, 2021, TMH
2	Financial Management - I.M. Pandey, 10th Edition, 2021, Pearson Education

Reference Books	
1	Financial Management - Theory and Practice, Prasanna Chandra, 10th Edition,2021,TMH
2	Fundamentals of Financial Management - Brigham & Houston,15th Edition,2021, Cengage Learning.

Weblinks and Video Lectures (e – Resources)	
1	www.ibef.org Industry information www.sebi.gov.in Stock Market regulations www.emeraldinsight.com Management journals www.amfiindia.com Mutual funds **HBS ideas for today's business leaders.** www.library.hbs.edu › working-knowledge
2	**Financial Daily:** Economic Times/Business Standard – for daily updates about Indian Economy & Markets.
3	**For practical components (LAB)** Cost of Capital in India - https://rbsa.in › uploads › dlm_uploads › 2023/07 2023 G20 Sustainable Finance Report 1 - G20 Sustainable Finance Working Group https://g20sfwg.org › uploads › 2023/10 › Volu... www.nseindia.com Stock Market information
4	**Weblinks:**https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html
5	**Video Lectures: NPTEL** Fundamentals of Financial Management - (L01 to L05) http://www.digimat.in/nptel/courses/video/110107144/L01.html Time Value of Money – (L11 to L16) http://www.digimat.in/nptel/courses/video/110107144/L11.html Capital Budgeting – (L17 to L28) http://www.digimat.in/nptel/courses/video/110107144/L17.html Cost of Capital – (L47 to L53)

	http://www.digimat.in/nptel/courses/video/110107144/L47.html Capital Structure – (L54 to L58) http://www.digimat.in/nptel/courses/video/110107144/L54.html Dividend Decisions – http://www.digimat.in/nptel/courses/video/110107144/L59.html http://www.digimat.in/nptel/courses/video/110107144/L60.html
6	**Corporate finance case studies;** **Case Study 1** **MG Motor India:** Driving the market growth of electric vehicles in India https://www.pwc.com/gx/en/services/deals/corporate-finance/value-case-studies/mg-motor-india.html **Case Study 2** **Wipro Pari:** Wipro Pari automatically gains capabilities and European presence through the acquisition of Ferretto https://www.pwc.com/gx/en/services/deals/corporate-finance/value-case-studies/wipro-pari.html **Case Study 3** **CyberArk Software:** How CyberArk transformed its investment approach using Morgan Money https://am.jpmorgan.com/us/en/asset-management/liq/insights/liquidity-insights/case-studies/cyberark-software/ **Case Study 4** **An introduction to central bank digital currencies (CBDCs)** https://www.deloitte.com/global/en/Industries/financial-services/perspectives/cbdc-central-bank-digital-currency.html?icid=top_cbdc-central-bank-digital-currency **Case Study 5** **Investment Banking:** The Future of Water Resilience in the U.S. https://www.jpmorgan.com/investment-banking/sustainability-at-jp-morgan **Case let 1** **What fintech and payments firms must know to ensure data privacy** https://www.ey.com/en_in/insights/cybersecurity/what-fintech-and-payments-firms-must-know-to-ensure-data-privacy

CO – PO & PSO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	3	1	1	1	1	1	3	1
CO2	3	3	1	1	1	1	3	2
CO3	3	3	1	1	1	1	3	2
CO4	3	3	2	2	1	1	3	3

Mapping: 3- High, 2- Medium and 1 –Low

Semester: II					
RESEARCH METHODOLOGY & IPR					
Course Code	**:**	**3MBA203**	**Credits**	**:**	4
Hours/Week (L:T:P)	**:**	3:0:2	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L/T/P/SL&TW:	**:**	42:0:28:50	**SEE**	**:**	50 Marks
Course Type	**:**	IPCC	**SEE Duration**	**:**	3 Hours

Prerequisites:	
Courses	Research Methods over View
Knowledge on Fundamental Concepts	Conceptual Framework
Knowledge on Connected Tools (If any)	Research Instruments

Course Learning Objectives: This course will enable the students	
CLO1	Understand the fundamentals of business research, including the research process, research design, research ethics, problem formulation, objectives, hypotheses, research proposals and exploratory, descriptive and experimental research approaches.
CLO2	Apply appropriate sampling methods, data collection techniques, measurement and scaling methods, questionnaire design, and qualitative and secondary data sources for conducting empirical business research.
CLO3	Apply contemporary tools such as Excel, SPSS and JASP for data editing, coding, classification, tabulation, validity and reliability assessment, descriptive and inferential analysis, interpretation, and professional research report preparation.
CLO4	Evaluate Intellectual Property Rights and publication ethics, including patents, copyrights, trademarks, industrial designs, geographical indications, integrated circuits, TRIPS, TRIMS, WIPO, plagiarism and open-access publishing in the context of business and innovation.

Module 1: Introduction to Business Research & Ethics	**10 Hrs**
Business Research: Fundamentals and types. **Applications:** Role in managerial decision-making and motives for conducting research. **Ethics:** Ethical issues and characteristics of a good research study. **Research Process:** Problem identification and definition, formulating objectives and hypotheses, sampling design, data collection and data analysis/interpretation. **Planning:** Preparing research proposals and research reporting.	
Module 2: Business Research Design	**12 Hrs**
Design Fundamentals: types and significance of research design, process of research design, and errors affecting research design. **Exploratory Research**: purpose, methods, literature search/review, experience survey, focus groups and comprehensive case methods. **Conclusive Research Design:** Descriptive research and types, cross-sectional studies and longitudinal studies.	

Experimental Research Design: classification of experimental designs (formal and informal), pre-experimental design, true experimental design, quasi-experimental design and statistical experimental design.

Module 3: Sampling Techniques	**12Hrs**

Sampling: Concepts, types of sampling and process of sampling.
Probability Sampling: Simple random sampling, systematic sampling, stratified random sampling and cluster sampling.
Non-Probability Sampling: Convenience sampling, judgmental sampling, snowball sampling, quota sampling. **Errors in sampling**.
Computer Lab Component: Determinants of Validity and Reliability through JASP.

Module 4: Data Collection, Measurement & Scaling	**12 Hrs**

Data Collection: types and methods (observation, survey, interview).

Questionnaire Design: Meaning and the step-by-step development process.

Data Sources: Qualitative techniques; secondary data sources (including pros/cons).

Measurement & Scaling: Basic scales (nominal, ordinal, interval and ratio).

Attitude Measurement: Likert, Semantic Differential, Thurston and Multi-Dimensional scaling.

Module 5: Data Analysis & Reporting	**12 Hrs**

Data Analysis: Editing, coding, classification, tabulation, and validation of data.

Report Writing: Analysis and interpretation, report writing and presentation of results, importance of report writing, types of research reports, report structure and guidelines for effective documentation.

Computer Lab Component: Usage of Macros in Excel for classification and tabulation, and practical workflow using JASP for descriptive and inferential analytics.

Module 6: Intellectual Property Rights (IPR) & Publication Ethics	**12 Hrs**

IPR Concepts: concepts of Intellectual Property and development.

Systems & Types: Kinds of Intellectual Property, the Intellectual Property System in India and the importance and protection of IPRs.

Global Frameworks: A brief summary of Patents, Copyrights, Trademarks, TRIPS, TRIMS, Industrial Designs, Integrated Circuits, and Geographical Indications.

Institutions & Ethics: Establishment of WIPO, application procedures, publication ethics, plagiarism and open access publishing.

Course Outcomes: After completing the course, the students will be able to		**RBT**
CO1	Explain and classify business research approaches, research processes, research designs, ethical considerations and experimental methods for addressing managerial and business problems.	L2
CO2	Apply appropriate sampling techniques, data collection methods, questionnaire design, measurement and scaling techniques and qualitative and secondary data approaches in empirical business research.	L3
CO3	Demonstrate proficiency in using Excel, SPSS and JASP for data preparation, classification, tabulation, validity and reliability assessment, descriptive and inferential analysis, interpretation and professional research reporting.	L4

CO4	Evaluate Intellectual Property Rights and publication ethics, including patents, copyrights, trademarks, industrial designs, geographical indications, integrated circuits, TRIPS, TRIMS, WIPO, plagiarism and open-access publishing in relation to business, innovation and global business environments.	L5

Text Books	
1	Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2017.
2	Research Methodology: C R Kothari, Viswa Prakasam Publication, 2024.

Reference Books	
1	Chawla, Deepak and Sondhi, Neena. (2011). Research Methodology. Noida: Vikas Publishing House.
2	Malhotra, Naresh. (2012). Marketing Research (3rd ed.). New Delhi: Pearson Education
3	Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V Cengage Learning India Private Limited, 2019

Web links and Video Lectures (e – Resources)	
1	opensolver.org – Official OpenSolver documentation, tutorials and download (open source)
2	https://www.pdfdrive.com/research-methodology-books.html
3	https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf

CO – PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**
CO1	3	3	2	3	2	2	3	2
CO2	3	3	3	2	2	2	3	3
CO3	3	3	3	3	3	2	3	3
CO4	2	2	2	3	3	3	2	3

Mapping: 3- High, 2- Medium and 1 –Low

Semester: II					
DECISION SCIENCE - II					
Course Code	**:**	**3MBA204**	**Credits**	**:**	4
Hours/Week (L:T:P)	**:**	3:0:2	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L/T/P/SL&TW:	**:**	42:0:28:50	**SEE**	**:**	50 Marks
Course Type	**:**	IPCC	**SEE Duration**	**:**	3 Hours

Prerequisites:	
Courses	Foundation in Business Statistics and Business Mathematics).
Knowledge on Fundamental Concepts	Allocation of resources, reducing cost and time, maximizing profit; basic algebra and graphing.
Knowledge on Connected Tools (If any)	Learn and use OpenSolver for analysis of all OR techniques and real-life problems,

Course Learning Objectives: This course will enable the students	
CLO1	Understand the fundamentals of Operations Research and formulate real-world managerial problems as quantitative models for effective resource allocation, including AI-assisted problem framing
CLO2	Solve linear programming problems and perform sensitivity analysis to determine optimal solutions and interpret managerial implications, linking optimization with AI and prescriptive analytics
CLO3	Examine transportation, assignment, game theory and decision theory models for allocation and competitive decisions, including AI-based logistics, routing and algorithmic decision-making
CLO4	Use queuing, inventory and PERT/CPM techniques with OpenSolver and ProjectLibre for service, supply-chain and project management, integrating AI responsibly for forecasting, risk and scheduling with theoretical validation

Module – 1: Introduction to Operations Research & Decision Modelling	**10 Hrs (6 + 4)**
Key Concepts of OR, Evolution and Definitions of OR, Scope and Applications of OR, Phases in OR, Characteristics and Limitations of OR, Models used in OR. Quantitative approach to decision-making models; role of OR and decision modelling in the era of data-driven and AI-assisted decision-making. Overview of open-source optimization ecosystems – OpenSolver and Project Libre tools.	
Module – 2: Linear Programming & Sensitivity Analysis	**12 Hrs (8 + 4)**
Linear Programming Problem (LPP): generalized LPP formulation (Case Study), guidelines for model formulation, key concepts of LPP. Optimal and feasible solutions by the graphical method (minimization and maximization); overview of the Simplex method. Sensitivity (Post-Optimality) Analysis – shadow prices, ranging of objective coefficients and RHS values, and their managerial implications. (Theory and Problems). Practical Component: Computer Lab for OR – LPP formulation, solving and sensitivity analysis using OpenSolver; exercise on using an AI-based tool to draft an initial LP model/OpenSolver setup from a word problem, then verifying and correcting it against classroom theory.	
Module – 3: Transportation & Assignment Problems	**16 Hrs (8 + 8)**

Transportation Problem: formulation, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation Method (VAM). Optimality by the Modified Distribution (MODI) method (Case Study); unbalanced and maximization transportation problems; degeneracy; applications. Assignment Problem: formulation, solution by the Hungarian method, unbalanced and maximization assignment problems (Case Study); transportation/assignment optimization supports AI-driven logistics and routing systems (Theory and Problems).

Practical Component: Computer Lab for OR – Transportation and Assignment problems using OpenSolver; brief exercise using an AI-based tool to cross-check a MODI/Hungarian-method solution and flag any discrepancies for manual verification.

Module – 4: Game Theory & Decision Theory	**09 Hrs (7 + 2)**

Theory of Games: definitions, pure-strategy problems, saddle point, Maximin and Minimax criteria, principle of dominance, solution of games with a saddle point; mixed-strategy problems (graphical and algebraic methods). Decision Theory: decision-making under uncertainty – Maximin, Minimax, Laplace and Hurwicz criteria; decision-making under risk – Expected Monetary Value (EMV), Expected Opportunity Loss (EOL), and decision trees as a conceptual bridge to AI/ML decision-tree classifiers. (Case Study). (Theory and Problems).

Practical Component: Computer Lab for OR – Payoff-matrix and decision-tree exercises using OpenSolver/spreadsheets.

Module – 5: Queuing Theory & Inventory Management	**09 Hrs (7 + 2)**

Queuing Theory: characteristics of queuing systems, Kendall's notation, the single-channel model (M/M/1) and its performance measures; applications in banking, healthcare and service operations (Case Study). Inventory Management: Economic Order Quantity (EOQ) – with and without shortages, quantity-discount models; applications in supply chain and procurement decisions; AI-based demand forecasting feeds into modern EOQ/reorder-point decisions and AI-driven capacity planning (Theory and Problems).

Practical Component: Computer Lab for OR – Queuing and inventory model computations using Excel/OpenSolver.

Module – 6: Project Management (PERT/CPM)	**14 Hrs (6 + 8)**

Project Management: construction of networks, structure of projects, phases of project management – planning, scheduling and controlling, work breakdown structure, project control charts, network planning (Theory Only). Critical Path Method (CPM) to find expected completion time, determination of floats; PERT networks and determining the probability of completing a project (Case Study). (Theory and Problems).

Practical Component: Computer Lab for OR – PERT/CPM using OpenSolver and MS Excel; ProjectLibre (open-source project-scheduling tool); brief exercise on using an AI-based tool to draft a work-breakdown structure/network diagram**.**

Course Outcomes: After completing the course, the students will be able to		**RBT**
CO1	Explain the fundamentals of Operations Research and translate managerial problems into quantitative decision models, with awareness of AI-assisted tools	L2

CO2	Apply linear programming and sensitivity analysis using OpenSolver and AI-assisted tools to obtain optimal solutions and interpret their managerial implications	L3
CO3	Analyse transportation, assignment, game theory and decision theory models to determine appropriate allocation and competitive business decisions, while critically examining AI-assisted recommendations	L4
CO4	Evaluate queuing, inventory and project (PERT/CPM) systems using OpenSolver and ProjectLibre to recommend optimal decisions under resource, economic, social and ethical constraints, using AI responsibly	L5

Text Books	
1	J K Sharma (Latest Edition), Operations Research: Theory and Applications, Trinity Press/Macmillan.
2	N D Vohra (2015), Quantitative Techniques in Management, McGraw Hill.
3	Hamdy A. Taha (Latest Edition), Operations Research: An Introduction, Pearson.

Reference Books	
1	Hillier & Lieberman (Latest Edition), Introduction to Operations Research, McGraw Hill.
2	S D Sharma (2014), Operations Research, Himalaya Publishing House.
3	Anand Sharma (2014), Operations Research, Himalaya Publishing House.

Web links and Video Lectures (e – Resources)	
1	opensolver.org – Official OpenSolver documentation, tutorials and download (open source)
2	developers.google.com/optimization – Google OR-Tools documentation (open source; awareness-level use).
3	NPTEL – Operations Research (onlinecourses.nptel.ac.in).
4	COIN-OR (coin-or.org) – open-source OR solver community (CBC, CLP).
5	projectlibre.com – Open-source project-scheduling software (PERT/CPM/Gantt).
6	NPTEL/Google AI – "AI for Optimization/Prescriptive Analytics" – awareness-level resource on how AI and generative-AI tools are applied alongside classical OR techniques in industry.

CO – PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**
CO1	3	3		1			3	1
CO2	2	3				1	3	1
CO3	2	3	1	2	1	1	3	2
CO4	1	3	1	3	1	3	2	3

Mapping: 3- High, 2- Medium and 1 –Low

Semester: II					
CORPORATE STRATEGY					
Course Code	**:**	**3MBA205**	**Credits**	**:**	04
Hours/Week(L:T:P)	**:**	4:0:0	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L /T/P/SL&TW:	**:**	56:0:0:64	**SEE**	**:**	50 Marks
Course Type	**:**	PCC	**SEE Duration**	**:**	3 Hours

Prerequisites:	
Courses	Business Studies
Knowledge on Fundamental Concepts	Formulation of strategies, policies and guidelines.
Knowledge on Connected Tools (If any)	Industry and strategic analysis tools.

Course Learning Objectives: This course will enable the students to	
CLO1	Understand comprehensive concepts and applications of strategic Management.
CLO2	Apply the various strategic management models and tools in the real-time business scenarios.
CLO3	Analyze the relationship between different phases of strategic management by considering ESG initiatives.
CLO4	Assess the performance of business strategy and models with focus on ESG and SDGs.

Module – 1	**08 Hrs**
Overview Of Strategic Management: Fundamental concepts of strategic Management, The Strategic Management Process, essential terms in strategic management, the strategic management model, An AI-driven strategic management, role of AI in strategic management. Competitive advantage, strategists, Relationship Between a Company's Strategy and its Business Model. Relevant case studies.	
Module – 2	**09 Hrs**
Assessing External Environment: Concept of external audit, key external forces, the process of performing an external audit, industry analysis, competitive forces, competitive analysis, Porter's Five Forces Model, and Key Success Factors. Relevant case studies. Relevant case studies.	
Module – 3	**10 Hrs**
Assessing Internal Environment: Concept of internal audit, key internal forces, the internal audit process, Strategic Analysis Tools and Techniques: - Resource-Based View (RBV), Integrating strategy and culture, SWOC analysis, Value chain analysis, Benchmarking, McKinsey 7S, BCG Matrix, GE 9-cell matrix and Internal Factor Evaluation matrix. Relevant case studies.	

Module – 4	**09 Hrs**
Strategy Formulation: The business vision and mission, the process of developing vision and mission, long-term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porter's generic strategies, Blue Ocean Strategy, Red Ocean Strategy and AI driven strategic Decision Making. Relevant case studies.	
Module – 5	**10 Hrs**
Strategy Implementation: Nature of strategy implementation, issues in strategy implementation, model of strategic implementation, resource allocation, managing conflicts, restructuring, and re-engineering, linking performance and pay to strategies, managing resistance to change, creating a strategy-supportive culture, and production/operations concerns in implementing strategies. Relevant case studies.	
Module – 6	**10 Hrs**
Strategy Evaluation: The process of evaluating strategies, strategy evaluation framework, balanced scorecard, AI-enabled strategic evaluation impact of an effective evaluation system, contingency planning, Role of organizational systems in evaluation, Emerging trends and issues in strategic management – ESG initiatives and AI and the role of technology, Blending strategic management and sustainability. Relevant case studies.	
Note: - *Basic Concepts: Meaning, definition, need, importance/significance, types, advantages and disadvantages.*	

Course Outcomes	**After completing the course, the students will be able to**	**Blooms level**
CO1	Comprehend the fundamental concepts and phases of strategic management.	L2
CO2	Develop and apply the business strategy, model, strategic analysis tools in internal and external business environment successfully to reap the competitive advantage.	L3
CO3	Discover the knowledge of theories on strategy formulation and implementation for domestic and global corporations by integrating environmental, social and governance initiatives.	L4
CO4	Evaluate the performance of business strategy throughout the strategic management phases with a focus on problem solving, sustainable development and achievement of emerging trends in business goals.	L5

Text Books	
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases, Arthur A. Thompson JR. Margaret A. Peteraf, John E. Gamble, A. J. Strickland III, Thomas Joseph, 22/e, 2021, McGraw Hill Education.

2	Strategic Management Concepts: A Competitive Advantage Approach, Simy Joy, Payal Anand, Priya Nair Rajeev, 16/e, 2019, Pearson India.
3	Strategic Management, Fred R. David, 14/e, 2013, Prentice Hall India Publication.

Reference Books	
1	Strategic Management: Theory & Cases: An Integrated Approach, Charles W. L. Hill, Melissa A. Schilling, Gareth R. Jones, 13/e, 2023, Cengage Learning.
2	Contemporary Strategy Analysis, Robert M. Grant, P. D. Jose, Sai Yayavaram, Rejie George Pallathitta, 11/e, 2023, Wiley India.
3	Strategic Management: Planning for Domestic and Global Competition, John A. Pearce, Richard B. Robinson, Amita Mital, 14/e, McGraw Hill Education.

Web links and Video Lectures (e – Resources)	
1	https://onlinelibrary.wiley.com/journal/10970266
2	https://study.sagepub.com/lynch9e
3	https://open.umn.edu/opentextbooks/textbooks/73
4	https://onlinecourses.nptel.ac.in/noc24_mg112/preview

CO-PO MAPPING

CO/PO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO 2**
CO1	3	2	1	2	3	3	3	2
CO2	3	3	2	2	1	2	3	2
CO3	2	3	3	2	3	1	2	3
CO4	3	2	1	2	2	3	2	3

Mapping: 3- High, 2- Medium and 1 –Low

Semester: II					
ENTREPRENEURIAL INNOVATION & VENTURE CREATION					
Course Code	**:**	**MBA206**	**Credits**	**:**	4
Hours/Week (L:T:P)	**:**	4:0:0	**CIE**	**:**	50 Marks
Total Hours of Pedagogy per semester L/T/P/SL&TW:	**:**	56:0:0:64	**SEE**	**:**	50 Marks
Course Type	**:**	PCC	**SEE Duration**	**:**	3 Hours

Prerequisites:	
Courses	Business Studies.
Knowledge on Fundamental Concepts	Basic knowledge of economics and business management.
Knowledge on Connected Tools (If any)	Familiarity with digital tools like Excel, presentation software, and business simulation tools.

Course Learning Objectives: This course will enable the students to	
CLO1	Understand fundamental concepts of entrepreneurship, creativity, innovation and the entrepreneurial process.
CLO2	Apply innovative business models and comprehensive business plans by applying appropriate entrepreneurial and feasibility analysis techniques.
CLO3	Analyse the startup development processes, fundraising strategies, government support schemes and institutional resources for establishing and financing entrepreneurial ventures.
CLO4	Evaluate the knowledge of business organization, company incorporation and emerging trends in digital, AI-driven, social, rural, women and sustainable entrepreneurship.

Module – 1 Entrepreneurship, Creativity and Innovation	**09 Hrs**
Introduction to Entrepreneur & Entrepreneurship: Functions of an Entrepreneur - Types of Entrepreneurs - Traits of a successful entrepreneur; Intrapreneur- an emerging class, challenges and barriers faced by entrepreneurs; Role of Entrepreneurship in Economic Development - Stages in entrepreneurial process. **Creativity and Innovation:** The role of creativity, Sources of New Ideas, idea generation techniques, Types of Innovation: Incremental, Disruptive, Radical and frugal innovation, The Innovation Process.	
Module – 2 : Business Model Development and Business Planning	**09 Hrs**
Developing Business Model: Importance of Business Model, Components of an Effective Business Model, Osterwalder Business Model Canvas. **Business Planning Process:** Business plan process - Advantages of business planning - Feasibility Study - preparing a model project report for starting a new venture.	
Module – 3: Startup Development and Fundraising	**09 Hrs**
Startups: Startup Ideas, Four stages of start-up, Lean Startup, Procedure for registering a Startup Company in India, investor pitch deck; Government Schemes for Startups, legal and registration requirements; incubators and accelerators; **Fundraising Strategies and Sources:** Different Fundraising Strategies; Bootstrapping and Self-Financing, Equity Financing: Seed Fund, Angel Investment and Venture Capital, crowdfunding, Debt Financing Options.	
Module – 4: Government Support, Entrepreneurial Institutions and Women Entrepreneurship	**10 Hrs**

Government support for Entrepreneurship: Role of Central Government and State Government in promote Entrepreneurship - institutional support for entrepreneurs; government initiatives and startup policies. **Institutions supporting Entrepreneurs:** A brief overview of financial institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window – Latest Industrial Policy of Government of India. **Women Entrepreneurs:** Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship among women.
Module – 5: Business Organization and Company Incorporation **09 Hrs**
Forms of business organization: Sole Proprietorship, Partnership, Limited liability partnership - Joint Stock Companies and Cooperatives. **Process of Company Incorporation;** process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Unicorn company; One Person Company.
Module – 6: Emerging Trends in Entrepreneurship, AI and Sustainable Business Innovation **10 Hrs**
Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, scope and opportunities. **AI-Driven Entrepreneurship and Sustainable Business Innovation** **Social Entrepreneur:** Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. **Rural Entrepreneur:** Potential opportunities for Rural entrepreneurship in India.
Field-Based Project Report:
Study of a Local Micro or Small Enterprise: *Students are required to visit a small or micro-scale industry operating in their local area. Based on the visit, they have to prepare a comprehensive project report that includes the industry's background, nature of operations, business model, marketing strategies, financial aspects, challenges faced and future growth prospects.*

Course Outcomes: After completing the course, the students will be able to

COs	Description	Bloom's Level
CO1	Comprehend the fundamental concepts, processes and frameworks relevant to entrepreneurial practice and venture development	**L2**
CO2	Apply relevant knowledge, tools and techniques to develop solutions for entrepreneurial and business challenges.	**L3**
CO3	Analyze business situations and alternative approaches to support effective entrepreneurial decision-making.	**L4**
CO4	Evaluate entrepreneurial strategies and approaches for developing viable, innovative and sustainable business ventures.	**L5**

Text Books	
1	The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, SixthEdition, 2011.
2	Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.

Reference Books	
1	Entrepreneurship by Robert D Hisrich, Michael.P.Peter, Mc Graw Hill Education 9th Edition .
2	Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.

3	New Venture Management: The Entrepreneur‟s Road Map by Donald F Kuratko, Jeffrey S. Hornsby,2e, Routledge, 2017
4	Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009

Web links and Video Lectures (e – Resources)	
1	Harvard Business Review (HBR) - Entrepreneurship: https://hbr.org/topic/subject/entrepreneurship
2	Startup India Learning Program: https://www.startupindia.gov.in/
3	Knimbus-mLibrary: https://www.knimbus.com/
4	Coursera:https: https://www.coursera.org/
5	MIT Open Course Ware: https://ocw.mit.edu/collections/entrepreneurship/
6	VTU EDUSAT Program: https://online.vtu.ac.in/course-details/Entrepreneurship
7	Purdue Global: https://www.purdueglobal.edu/blog/business/entrepreneur-resources/
8	NPTEL Entrepreneurship Courses: https://nptel.ac.in/
9	https://youtu.be/rbmz5VEW90A
10	https://www.youtube.com/watch?v=CnStAWc7iOw
11	https://www.youtube.com/watch?v=RLQivEQUgUc

CO – PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**
CO1	3	2	-	-	1	-	2	3
CO2	3	3	-	-	2	1	3	3
CO3	2	3	-	2	1	-	2	3
CO4	2	2	1	3	1	1	2	3

Mapping: 3- High, 2- Medium and 1 –Low