

M.B.A. DEGREE PROGRAMME

Curriculum & Syllabi – 2024

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BANNARI AMMAN INSTITUTE OF TECHNOLOGY

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

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VISION OF THE SCHOOL OF MANAGEMENT STUDIES

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

MISSION OF THE SCHOOL OF MANAGEMENT STUDIES

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

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

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

GRADUATE ATTRIBUTES

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

PROGRAMME OUTCOMES

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

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

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

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

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

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

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

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

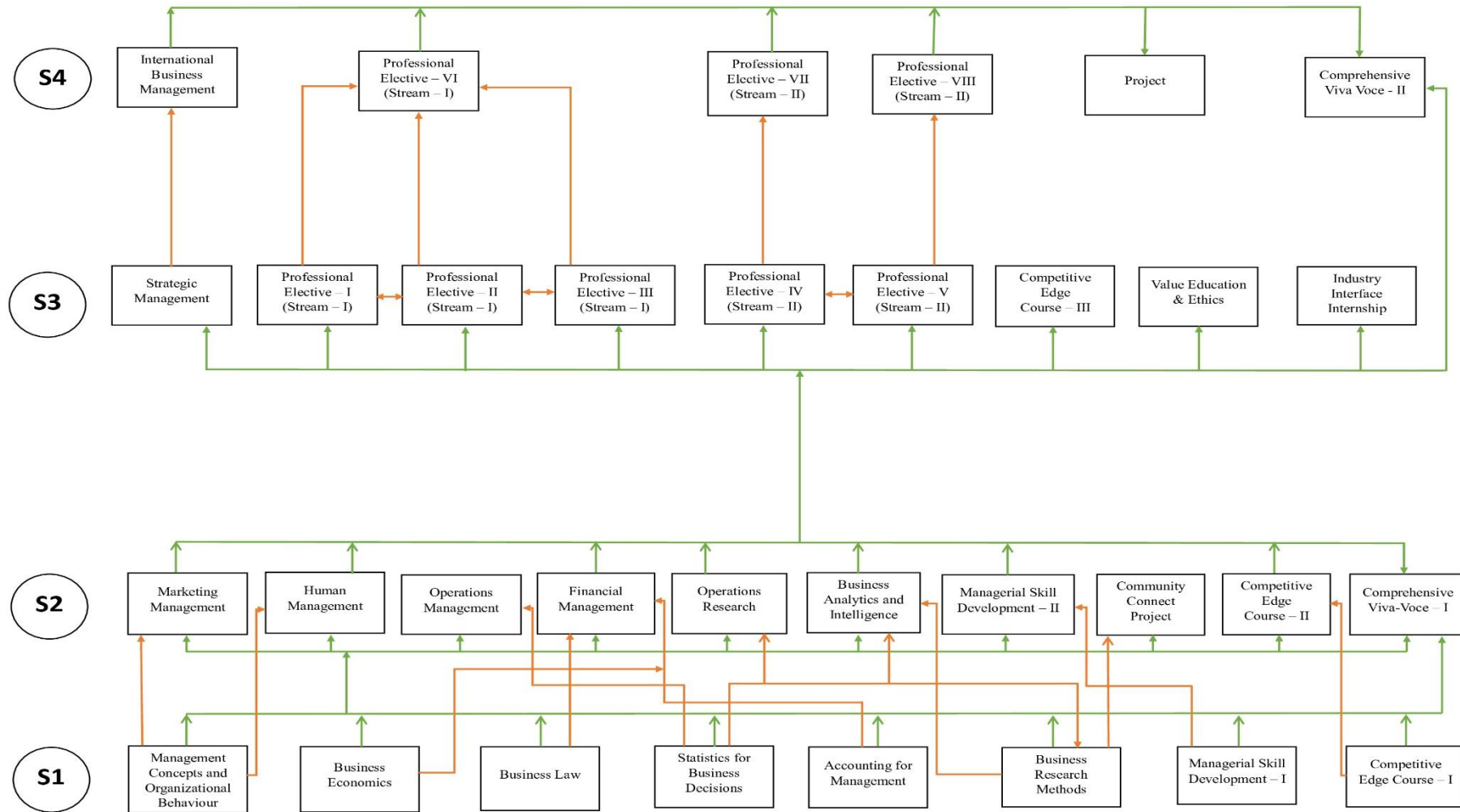
PO9: Entrepreneurship: Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

MAPPING OF PEOs AND POs

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

CONNECTIVITY CHART

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



LIST OF ABBREVIATIONS

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

CURRICULUM BREAKDOWN STRUCTURE

Summary of Credit Distribution

Category	Credit Distribution				Total Credits
	I	II	III	IV	
Core Courses (CC)	24	24	04	04	56
Professional Electives (PE)	-	-	20	12	32
Social Science Course (SSC)	-	01	-	-	01
Employment Enhancement Courses (EEC)	01	02	03	07	13
Total	25	27	27	23	102

STREAMS OFFERED

1. Marketing
2. Finance
3. Human Resource
4. Operations
5. Business Analytics
6. Commercial Bank Management
7. Entrepreneurship Development
8. Systems

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

FIRST SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB101	Management Concepts and Organizational Behaviour	I	1, 6, 9	3	1	0	4	4	40	60	100	CC
24MB102	Business Economics	I	1, 2, 3, 4, 8, 9	3	0	0	3	3	40	60	100	CC
24MB103	Business Law	I, IV	1, 8, 9	3	0	0	3	3	40	60	100	CC
24MB104	Statistics for Business Decisions	I, II	1, 2	3	1	0	4	4	40	60	100	CC
24MB105	Accounting for Management	I	1, 2	3	1	0	4	4	40	60	100	CC
24MB106	Business Research Methods	I, II	1, 2, 3, 4, 8, 9	3	0	2	4	5	50	50	100	CC
24MB107	Managerial Skill Development – I	III	1, 3, 4, 5, 6, 9	0	0	4	2	4	60	40	100	CC
	Competitive Edge Course-I	III	-	0	0	2	1	2	100	-	100	EEC
Total				18	3	8	25	29	410	390	800	-
SECOND SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB201	Marketing Management	I	1, 7, 9	3	0	0	3	3	40	60	100	CC
24MB202	Human Resource Management	I	6, 8	3	0	0	3	3	40	60	100	CC
24MB203	Operations Management	I, II	3	3	1	0	4	4	40	60	100	CC
24MB204	Financial Management	I	1, 2, 3, 4, 5, 8	3	0	2	4	5	50	50	100	CC
24MB205	Operations Research	I	1, 2, 4	3	0	2	4	5	50	50	100	CC
24MB206	Business Analytics and Intelligence	I, II	1, 2, 3, 4, 5, 8	3	0	2	4	5	50	50	100	CC
24MB207	Managerial Skill Development – II	III	1, 2, 3, 4, 5, 8	0	0	4	2	4	60	40	100	CC
24MB208	Community Connect Project	IV	1, 4, 9	0	0	2	1	2	100	-	100	SSC
	Competitive Edge Course – II	III	-	0	0	2	1	2	100	-	100	EEC
24MB209	Comprehensive Viva Voce – I	I	1, 5, 9	-	-	-	1	0	100	-	100	EEC
Total				18	1	14	27	33	630	370	1000	-

THIRD SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB301	Strategic Management	I	1, 4, 9	4	0	0	4	4	40	60	100	CC
	Professional Elective I (Stream I)	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective II (Stream I)	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective III (Stream I)	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective IV (Stream II)	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective V (Stream II)	-	-	4	0	0	4	4	40	60	100	PE
24MB302	Industry Interface Internship	III	1, 2, 9	-	-	4	2	4	100	-	100	EEC
24MB303	Value Education and Ethics	IV	3, 4, 9	1	0	0	-	1	100	-	100	SSC
	Competitive Edge Course – III	III	-	0	0	2	1	2	100	-	100	EEC
Total				25	0	6	27	31	540	360	900	-
FOURTH SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB401	International Business Management	I, III	1, 7, 9	4	0	0	4	4	40	60	100	CC
	Professional Elective VI (Stream I)	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective VII (Stream II)	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective VIII (Stream II)	-	-	4	0	0	4	4	40	60	100	PE
24MB402	Project (Independent Study/ Problem Study/IDP based study)	III	1, 2, 9	-	-	12	6	12	60	40	100	EEC
24MB403	Comprehensive Viva Voce – II	I	1, 5	-	-	-	1	0	100	-	100	EEC
Total				16	0	12	23	28	320	280	600	-
Total Credits							102					

LIST OF PROFESSIONAL ELECTIVESStream / Specialization: **Marketing**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MM001	Brand Management			4	0	0	4	4	40	60	100	PE
24MM002	Customer Relationship Management			4	0	0	4	4	40	60	100	PE
24MM003	Digital Marketing			4	0	0	4	4	40	60	100	PE
24MM004	Event Management and Marketing			4	0	0	4	4	40	60	100	PE
24MM005	Integrated Marketing Communications and Promotion			4	0	0	4	4	40	60	100	PE
24MM006	Marketing Metrics and Analytics			4	0	0	4	4	40	60	100	PE
24MM007	Neuro Marketing – Understanding Consumer Behaviour			4	0	0	4	4	40	60	100	PE
24MM008	Omni Channel Retail Management and Analytics			4	0	0	4	4	40	60	100	PE
24MM009	Rural Marketing			4	0	0	4	4	40	60	100	PE
24MM010	Sales and Distribution Management			4	0	0	4	4	40	60	100	PE
24MM011	Semiotics in Marketing Communications and Branding			4	0	0	4	4	40	60	100	PE
24MM012	Services Marketing			4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Finance**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MF001	Banking System and Practices			3	1	0	4	4	40	60	100	PE
24MF002	Equity Derivatives and Risk Management			3	1	0	4	4	40	60	100	PE
24MF003	Merchant Banking and Financial Services			3	1	0	4	4	40	60	100	PE
24MF004	Mergers, Acquisitions and Restructuring			3	1	0	4	4	40	60	100	PE
24MF005	Project Finance			3	1	0	4	4	40	60	100	PE
24MF006	Investment Analysis and Portfolio Management			3	1	0	4	4	40	60	100	PE
24MF007	Goods and Services Tax			3	1	0	4	4	40	60	100	PE
24MF008	Financial Modeling			3	1	0	4	4	40	60	100	PE

24MF009	Behavioural Finance			3	1	0	4	4	40	60	100	PE
24MF010	Corporate Accounting			3	1	0	4	4	40	60	100	PE
24MF011	Corporate Valuation			3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Human Resource**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MH001	Industrial Relations and Labour Laws			4	0	0	4	4	40	60	100	PE
24MH002	Managerial Behaviour and Effectiveness			4	0	0	4	4	40	60	100	PE
24MH003	Organisational Change and Intervention Strategy			4	0	0	4	4	40	60	100	PE
24MH004	Performance Management			4	0	0	4	4	40	60	100	PE
24MH005	Behaviour Modification and Management			4	0	0	4	4	40	60	100	PE
24MH006	Learning and Development			4	0	0	4	4	40	60	100	PE
24MH007	Competency Mapping and Development			4	0	0	4	4	40	60	100	PE
24MH008	Social Psychology			4	0	0	4	4	40	60	100	PE
24MH009	HR Analytics			4	0	0	4	4	40	60	100	PE
24MH010	Political Behaviour and Impression Management			4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Operations**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MO001	Business Process Reengineering			4	0	0	4	4	40	60	100	PE
24MO002	Advanced Maintenance Management			4	0	0	4	4	40	60	100	PE
24MO003	Lean Manufacturing			4	0	0	4	4	40	60	100	PE
24MO004	Purchase and Materials Management			4	0	0	4	4	40	60	100	PE
24MO005	Service and Operations Management			4	0	0	4	4	40	60	100	PE
24MO006	Supply chain and logistics Management			4	0	0	4	4	40	60	100	PE
24MO007	Total Quality Management			4	0	0	4	4	40	60	100	PE
24MO008	Six Sigma			4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Business Analytics**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MA001	Big Data Analytics			4	0	0	4	4	40	60	100	PE
24MA002	Data Mining for Business Intelligence			4	0	0	4	4	40	60	100	PE
24MA003	Deep Learning and Artificial Intelligence			4	0	0	4	4	40	60	100	PE
24MA004	Python Programming			4	0	0	4	4	40	60	100	PE
24MA005	R Programming			4	0	0	4	4	40	60	100	PE
24MA006	Social Media Web Analytics			4	0	0	4	4	40	60	100	PE
24MA007	Stochastic Modeling			4	0	0	4	4	40	60	100	PE
24MA008	Time Series Analysis			4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Commercial Bank Management**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MC001	Fundamentals of Commercial Bank Management			4	0	0	4	4	40	60	100	PE
24MC002	Resource Mobilization – Deposit			4	0	0	4	4	40	60	100	PE
24MC003	Resource Development – Small Loans			4	0	0	4	4	40	60	100	PE
24MC004	Resource Deployment – Commercial Advances			4	0	0	4	4	40	60	100	PE
24MC005	Export and Import Financing			4	0	0	4	4	40	60	100	PE
24MC006	Management of Non-performing Assets			4	0	0	4	4	40	60	100	PE
24MC007	Risk Management in Banks			4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Entrepreneurship Development**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24ME001	Entrepreneurship and Small Business Management			4	0	0	4	4	40	60	100	PE
24ME002	Creativity, Innovation and Entrepreneurship			4	0	0	4	4	40	60	100	PE
24ME003	Legal and Regulatory framework for Entrepreneurship			4	0	0	4	4	40	60	100	PE

24ME004	Soft Skills for Entrepreneurship			4	0	0	4	4	40	60	100	PE
24ME005	Business Plan			4	0	0	4	4	40	60	100	PE
24ME006	Building a Sustainable Enterprise			4	0	0	4	4	40	60	100	PE
24ME007	Intellectual Property Rights			4	0	0	4	4	40	60	100	PE

Stream / Specialization: Systems

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MS001	Information Systems Design and Development			4	0	0	4	4	40	60	100	PE
24MS002	Relational Database Management Systems			4	0	0	4	4	40	60	100	PE
24MS003	E-Business			4	0	0	4	4	40	60	100	PE
24MS004	Business Intelligence			4	0	0	4	4	40	60	100	PE
24MS005	Software Project Management			4	0	0	4	4	40	60	100	PE
24MS006	Artificial Intelligence for Managers			4	0	0	4	4	40	60	100	PE
24MS007	Enterprise Resource Planning			4	0	0	4	4	40	60	100	PE

COMPETITIVE EDGE COURSES

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours/ Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MX001	Power BI – I	III	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX002	Power BI – II	III	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX003	Python for Business Decision Making – I	III	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX004	Python for Business Decision Making – II	III	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX005	R Programming I	III	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX006	R Programming II	III	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX007	Visual Analytics I	III	1, 2, 4	0	0	2	1	2	100	-	100	EEC
24MX008	Visual Analytics II	III	1, 2, 4	0	0	2	1	2	100	-	100	EEC
24MX009	Digital Banking	III	1, 2	0	0	2	1	2	100	-	100	EEC
24MX010	FinTech	III	7, 9	0	0	2	1	2	100	-	100	EEC
24MX011	Wealth Management	III	7, 9	0	0	2	1	2	100	-	100	EEC
24MX012	E-Recruitment & Virtual Onboarding	III	5, 6	0	0	2	1	2	100	-	100	EEC
24MX013	Applied Psychology	III	5, 6, 9	0	0	2	1	2	100	-	100	EEC
24MX014	Creativity, Innovation and Design Thinking	I, II	3, 4, 9	0	0	2	1	2	100	-	100	EEC

AUDIT COURSE

1. 24MB303 Value Education and Ethics*

VALUE ADDED COURSES

1. 24MY001 Selling Skills#
2. 24MY002 Mutual Funds#
3. 24MY003 Principles of Insurance#

* - Categorized under "Social Science Courses (SSC)"

- Categorized under "Employment Enhancement Courses (EEC)"

RECOMMENDED LIST OF NPTEL COURSES

1. AI in Marketing
2. Artificial Intelligence (AI) for Investments
3. Leadership for India Inc: Practical Concepts and Constructs
4. Talent Acquisition and Management
5. Multivariate Procedures with R
6. Marketing Research and Analysis-II
7. Trainer of Trainers
8. Advanced Business Decision Support System
9. Business to Business Marketing (B2B)
10. Data Analysis & Decision Making – III
11. Designing Work Organization
12. Human Factors Engineering
13. Organizational Behaviour - II
14. Quantitative Investment Management
15. Management Information System
16. Operations and Supply Chain Management

FIRST SEMESTER

24MB101	Management Concepts and Organizational Behaviour							L	T	P	C		
							3	1	0	4			
Pre-requisite					Assessment Pattern								
<ul style="list-style-type: none"> Understanding the need for Management 					Mode of Assessment							Weightage (%)	
					Continuous Internal Assessment							40	
					Semester End Examinations							60	
Course Objectives													
<ul style="list-style-type: none"> To provide insights on the fundamental concepts and theories of management. To acquaint with the concepts required to manage individual behaviour in work settings. To give inputs on how individual's behaviour is influenced by group. 													
Programme Outcomes (POs)													
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.												
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.												
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.												
Course Outcomes (COs)													
The students will be able to:													
CO1	Apply management concepts and underlying principles of management theories in taking better managerial decisions.												
CO2	Design business process and organizational set-up with the understanding the functions of management.												
CO3	Discover the factors influencing individual's behaviour in organizations and manage individual behaviour effectively.												
CO4	Assess the people's behaviour and adopt suitable motivation strategies to contribute to organization's goals.												
CO5	Choose appropriate conflict resolution strategy to resolve conflicts and reap the best results of group effort.												
Articulation Matrix													
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9				
1	3								1				
2	3								1				
3						3			1				
4						3			1				
5						3			1				
UNIT I		INTRODUCTION TO MANAGEMENT							8 Hours				
Management: Meaning, Levels, Evolution – Management Theories – Manager: Roles, Functions, Skills, Changing Role of a Manager.													
Gamification for experiential learning:													
<ul style="list-style-type: none"> Functions of Management – A game “Play with Cards” to learn about the functions of management. Roles of a Manager – The “Fast and Furious” activity to explore the roles of a manager. 													

UNIT II	FUNCTIONS OF MANAGEMENT	8 Hours
Planning: Importance, Types, Steps, Management by Objectives (MBO) – Organizing: Organizational Structure, Types, Span of Control – Decision Making: Process, Types of Decisions, Techniques. Gamification for experiential learning: <ul style="list-style-type: none"> • Planning – The “Fish and Fisherman” activity to learn the planning process. • Decision Making – The “Balance Yourself” activity to grasp the intricacies of decision making. Yourself” activity to grasp the intricacies of decision making. 		
UNIT III	MANAGING INDIVIDUAL BEHAVIOUR	8 Hours
Organizational Behaviour: Meaning, Importance – Personality: Types, Traits, Determinants – Values – Beliefs – Attitude: Components, Functions, Types (Job Related Attitudes). Gamification for Experiential Learning: <ul style="list-style-type: none"> • Personality – “Burst Your Anger” activity for identifying the one’s personality • Attitude – Activity for understanding about attitude and realizing the importance of positive attitude. 		
UNIT IV	MOTIVATION, PERCEPTION & LEADERSHIP	8 Hours
Motivation: Meaning, Theories, Motivation and Job Performance – Perception: Meaning, Importance, Process, Managing Perceptions – Leadership: Meaning, Traits, Styles & Leadership Theories. Gamification for Experiential Learning: <ul style="list-style-type: none"> • Motivation – “Sacrifice Game” activity aimed to enhance motivation among team members. • Leadership – “Blind Fall Activity” designed to bring out leadership qualities of the participants. 		
UNIT V	MANAGING GROUP BEHAVIOUR	8 Hours
Groups: Types, Stages in formation, Group Dynamics, Group Cohesiveness – Conflict: Meaning, Sources, Types, Resolution Techniques – Introduction to Organizational Culture – Change Management: Types, Process. Gamification for Experiential Learning: <ul style="list-style-type: none"> • Performing in Groups – An activity “Fill the Empty” to unveil the importance of group cohesiveness for enhanced performance. • Change Management – “Board Game” to experience the nuances of change management in varied situations. 		
Suggested Self-Study Topics:		
Line vs. Staff authority, Centralization vs. Decentralization in organizational structure, Strong vs. Weak organizational culture, John Holland’s Theory of career choice, Emotions, Felt vs. Expressed emotions, Classical conditioning, Operant conditioning, Group Thinking		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2020. 2. Stephen P Robbins, Timothy A Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 2022. 3. Steven L McShane, Mary Ann Von Glinow, Himanshu Rai, Organizational Behaviour, Tata McGraw Hill, Latest Edition, 2022. 4. Dr Neeru Vasishth, Dr Vibhuti Vasishth, Principles of Management, Texmann Publications Pvt Ltd, 2022. 5. J.S. Chandan, Organizational Behaviour, Vikas Publication, 3rd Edition, 2018. 		

Online Resources

1. https://onlinecourses.nptel.ac.in/noc23_mg33/preview
2. https://elearning.uou.ac.in/pluginfile.php/108550/mod_page/content/6/PrinciplesofManagement-OP_ulIS5L6.pdf
3. <https://www.udemy.com/course/principles-of-management-j/>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management>
5. https://onlinecourses.nptel.ac.in/noc22_mg78/preview

Approved by

Signature with date

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

UNIT II	CONCEPT OF DEMAND AND SUPPLY	6 Hours
Different Concepts of Demand, Demand Curve, Determinants of Demand, Law of Demand, Demand Forecasting Methods, Market Equilibrium, Concepts of Elasticity. Concept of Supply, Supply Curve, Conditions of Supply, Elasticity of Supply, Economies of Scale.		
UNIT III	MARKET STRUCTURE	6 Hours
Perfect Competition, Monopoly, Sources of Monopoly Power, Monopolistic Competition, Oligopoly, Oligopolistic Market, Price rigidity, Cartels and Price Leadership Models, Economic Inefficiency, Price Determination Under Perfect Competition, Monopolistic Competition and Monopoly.		
UNIT IV	MACRO-ECONOMIC INDICATORS	6 Hours
Price Indices, Inflation-Types of inflation, Deflation, Business Cycle and Stabilization Policies, Monetary and Fiscal Policy, National Income and its Components- GNP, NNP, GDP, NDP, Tax Regime.		
UNIT V	INTRODUCTION TO BEHAVIOURAL ECONOMICS	8 Hours
Origins of Behavioural Economics, Nature of Behavioural Economics, Principles of Behavioural Economics- Loss Aversion, Anchoring, Nudging, Discounting, Social Proof, Decision Fatigue.		
Suggested Self-Study Topics:		
Utility Analysis, Barometric Indicators, Price Discrimination, Economical aspects of taxation, Self-evaluation and projection bias.		
Total		30 Hours
References		
<ol style="list-style-type: none"> 1. N. Gregory Mankiw, Principles of Macroeconomics, 7th Edition, Cengage Learning, 2018. 2. Geetika, Piyali Ghoshand, Purba Roy Chowdhury, Managerial Economics, 3rd Edition, Tata McGraw Hill, 2017. 3. Nick Wilkinson, Matthias Klaes, An Introduction to Behavioural Economics, 3rd Edition, The Red Globe Press, 2018. 4. Paul Krugman and Robin Wells, "Microeconomics" 5th Edition, Worth Publishers, 2018. 5. R. Glenn Hubbard and Anthony P. O'Brien, "Microeconomics", 9th Edition, Pearson, 2021. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.coursera.org/specializations/managerial-economics-business-analysis. 2. https://www.coursera.org/learn/macroeconomics-for-business-management. 3. Principles of Economics - Course (nptel.ac.in) 4. An Introduction to Microeconomics - Course (nptel.ac.in) 5. Principles of Macroeconomics - I - Course (swayam2.ac.in) 		

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

UNIT IV	NEGOTIABLE INSTRUMENTS	6 Hours
Features of Negotiable Instruments, Promissory Note, Cheque, Bill of Exchange, Holder in Due Course, Types of Negotiation, Presenting Negotiable Instruments.		
UNIT V	COMPANIES ACT	6 Hours
Nature, Kinds, Formation, Articles and Memorandum of Association, Prospectus, Board of Directors – Appointment and Powers, Company Management.		
Suggested Self-Study Topics:		
Implication of Contract with Minor, Limited Liability Partnership, Caveat Emptor, Foreign Bills, One Man Company.		
Total		30 Hours
References		
<ol style="list-style-type: none"> 1. Kapoor N D, Elements of Mercantile Law, Sultan Chand & Sons Pvt. Ltd, 2020. 2. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 2018. 3. P. C. Tulsian, Business and Corporate Law for CA PE – II, New Delhi: Tata McGraw Hill, 2017. 4. Padhi, P. K., Legal Aspects of Business, PHI Learning, 2015. 5. S. Yatindra, Cyber Laws, Universal Law Publishing Co, 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.edx.org/learn/business-law 2. https://onlinecourses.nptel.ac.in/noc22_mg52/preview 3. https://onlinecourses.swayam2.ac.in/nou22_cm16/preview 4. https://iica.nic.in/scl_about.aspx 5. https://iblronline.com/ 		

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24MB104	Statistics for Business Decisions				L	T	P	C	
					3	1	0	4	
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none"> Basics of Statistics or Business Mathematics Analytical skills 			Mode of Assessment				Weightage (%)		
			Continuous Internal Assessment				40		
			Semester End Examinations				60		
Course Objectives									
<ul style="list-style-type: none"> To enable the students to have an insight into basic statistical techniques. To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis, and non-parametric tests. To enable the students to draw conclusions from the analysis for better decision making. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
Course Outcomes (COs)									
The students will be able to									
CO1	Analyze the collected information using descriptive and inferential statistics to interpret the collected data.								
CO2	Generate Hypothesis to draw meaningful conclusions.								
CO3	Analyze the collected data using univariate and bivariate statistical tools.								
CO4	Produce the future sales / profit and other variables forecast using correlation and regression.								
CO5	Apply non-parametric tests for drawing meaningful conclusions.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	1	3							
2	1	3							
3	1	3							
4	1	3							
5	1	3							
UNIT I	DESCRIPTIVE STATISTICS							8 Hours	
Introduction to Statistics, Measures of Central Tendency - Mean, Median, Mode, Weighted Mean, Geometric Mean, Harmonic Mean, Measures of Position – Percentiles, Quartiles, Decile. Measures of Variability- Range, Inter-Quartile Range, Variance, Standard Deviation, Coefficient of Variation.									
UNIT II	EXPERIMENTS AND SAMPLE SPACE							7 Hours	
Basic Probability concepts –Events and Sample Spaces, Contingency Tables and Venn diagrams, Simple Probability, Joint Probability, Marginal Probability, General Additional Rule, Conditional Probability – Computing Conditional Probabilities, Independence, Multiplication rules, Bayes theorem.									
UNIT III	COVARIANCE, CORRELATION AND REGRESSION							8 Hours	
Dependent vs. Independent Variables, Covariance, Correlation Coefficient (Pearson and Spearman's Rank Correlation), Simple Linear Regression.									

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

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24MB105	Accounting for Management				L	T	P	C	
					3	1	0	4	
Pre-requisite				Assessment Pattern					
<ul style="list-style-type: none"> Basic Accounting Environment 				Mode of Assessment				Weightage (%)	
				Continuous Internal Assessment				40	
				Semester End Examinations				60	
Course Objectives									
<ul style="list-style-type: none"> To acquaint the students with the fundamental principles of accounting. To enable the students to read and understand financial statements. To enhance the knowledge of students in costing, budgeting and decision making. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Generate the financial statements by applying accounting principles.								
CO2	Analyze and interpret the financial statements for effective decision making.								
CO3	Describe the fundamental concepts of cost accounting and Analyze reports to makesound pricing decisions.								
CO4	Evaluate the overheads and other costs across various products.								
CO5	Gain insights about Break Even Analysis and applications of marginal costing.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								2
2	3								2
3	3								3
4	3								1
5	3								2
UNIT I	INTRODUCTION TO FINANCIAL ACCOUNTING							8 Hours	
Introduction, Meaning, Branches and Objectives of Accounting, Concepts and Conventions of Accounting, An Overview of Journal, Ledger and Trial Balance, Depreciation Accounting, Preparation of financial statements, Financial reporting (IGAAP and IFRS)									
UNIT II	FINANCIAL STATEMENT ANALYSIS							8 Hours	
Financial Statements, Characteristics, Limitations, Methodical Classification, Analysis offinancial statements with managerial perspective: Comparative Balance Sheet, Common Size Statement, Ratio Analysis, Trend Analysis, Fund Flow Statement and Cash Flow Statement (Basic problems)									

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

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

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

Experiment 10		2 Hours
Conducting Cluster Analysis		
	Laboratory	20 Hours
	Theory	30 Hours
	Total	50 Hours
References		
<ol style="list-style-type: none"> 1. William G. Zikmund, Business Research Methods, Thomson Learning, 8th Edition, 2018. 2. Naresh K. Malhotra, Marketing Research - An Applied Orientation, 7th Edition, Pearson Education, 2019. 3. Uma Sekaran, Research Methods for Business, Wiley India, 7th Edition, 2016. 4. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, 11th Edition, 2018 5. Krishnaswamy, Appa Iyer Sivakumar, Mathirajan, Management Research Methodology, 1st Edition, Pearson, 2018. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc24_mg42 2. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4178691 3. https://link.springer.com/book/10.1007/978-3-319-94153-0 4. https://guides.library.illinois.edu/c.php?g=347869&p=2345388 5. https://statistics.laerd.com/ 		

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

Activity / Experiment 2	4 Hour
Business Letters – Positive, Negative and Neutral, Sales Letters, Complaint Letters and Enquiry Letters.	
Activity / Experiment 3	4 Hours
Letters related to HR – Offer letter, Warning letter, Transfer Letter, Promotion Letter	
Activity / Experiment 4	4 Hours
Adapting E-Mail Correspondence and E-Mail Etiquettes	
Activity / Experiment 5	4 Hours
Drafting Memos, Agenda and Minutes of Meeting	
Activity / Experiment 6	4 Hours
Framing Advertisements, Slogans, Captions	
Activity / Experiment 7	4 Hours
Preparing Press Releases, Business Proposals	
Activity / Experiment 8	4 Hours
Non-Verbal Communication – Body Language, Business Etiquettes	
Activity / Experiment 9	4 Hours
Managerial Speeches – Presentations, Extempore, Introduction, Thanking	
Activity / Experiment 10	4 Hours
Preparing Resume, Job Applications, Preparing for Job Interviews	
Total	40 Hours
References	
<ol style="list-style-type: none"> 1. Aruna Koneru, Professional Communication, Tata McGraw Hill, 2018. 2. Raymond V. Lesikar, Business Communication (SIE): Connecting in a Digital World, 13th Edition, McGraw Hill Education, 2018. 3. Rajendra Pal, J.S. Korlahalli, Essentials of Business Communication, 13th Edition, Sultan Chand & Sons, 2021. 4. Matthukutty M Monippally, Business Communication: From Principles to Practice, 1st Edition, Tata McGraw Hill, 2018 5. Neera Jain, Shoma Mukherji: Effective Business Communication,” 2nd Edition, Tata McGraw Hill, 2020. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://onlinecourses.swayam2.ac.in/nou24_cm10 2. https://onlinecourses.nptel.ac.in/noc24_hs58 3. https://www.coursera.org/learn/business-english-intro?specialization=business-english 4. https://www.coursera.org/learn/communication-strategies-virtual-age 5. https://www.coursera.org/learn/art-of-job-interview 	

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SECOND SEMESTER

24MB201	Marketing Management							L	T	P	C		
							3	0	0	3			
Pre-requisites					Assessment Pattern								
<ul style="list-style-type: none"> Management Principles Business Environment 					Mode of Assessment							Weightage (%)	
					Continuous Internal Assessment							40	
					Semester End Examinations							60	
Course Objectives													
<ul style="list-style-type: none"> To provide insights on the basic concepts of marketing and the various marketing environment factors that impact formulation of marketing strategies. To disseminate clear understanding about STP in marketing and dynamics of consumer behaviour. To facilitate understanding about the element of marketing mix and the adoption of contemporary marketing practices. 													
Programme Outcomes (POs)													
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.												
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.												
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.												
Course Outcomes (COs)													
The students will be able to													
CO1	Interpret the various marketing concepts, marketing philosophies and marketing environment factors.												
CO2	Implement the concept of STP and examine the dynamics of buyer behavior in arriving at marketing decisions.												
CO3	Outline the marketing strategies encompassing product development, marketing of services and pricing strategies.												
CO4	Parse the marketing strategies that leverage marketing channels, sales management, and promotion techniques.												
CO5	Integrate the contemporary marketing practices and adapt to the futuristic changes.												
Articulation Matrix													
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9				
1	3								1				
2									1				
3							3		2				
4	3						3		1				
5							2		1				
UNIT I		INTRODUCTION							6 Hours				
Marketing: Definition, History, Importance – Marketing Management – Core Concepts: Needs, Wants, Demands – Philosophies / Orientations - Marketing Environment: Micro and Macro – Marketing Mix – Product, Price, Place and Promotion.													

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

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24MB202	Human Resource Management				L	T	P	C	
					3	0	0	3	
Pre-requisites				Assessment Pattern					
<ul style="list-style-type: none"> Management Principles 				Mode of Assessment			Weightage (%)		
				Continuous Internal Assessment			40		
				Semester End Examinations			60		
Course Objectives									
<ul style="list-style-type: none"> To enable the students to understand the various HR functions in-depth. To familiarize students with contemporary practices. To equip the students with required competencies in the field of human resources. 									
Programme Outcomes (POs)									
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
Course Outcomes (COs)									
The students will be able to									
CO1	Execute policies and systems for all HR sub-functions.								
CO2	Analyze the factors to deal with multi-cultural workforce.								
CO3	Implement training methods for developing workforce to meet dynamic environment.								
CO4	Assess the performance of workforce in organization.								
CO5	Comprehend the different methods of compensation.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1						3		2	
2						3		2	
3						3		2	
4						3		1	
5						3		1	
UNIT I		INTRODUCTION						6 Hours	
HRM-Nature, Scope, Definition, Objectives and Functions of HRM, Models of HRM, HR policies, HRM in the changing environment, Role of AI in HRM.									
UNIT II		STAFFING						6 Hours	
Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design, Recruitment, Selection, Induction, Placement.									
UNIT III		LEARNING AND DEVELOPMENT						6 Hours	
Training and Development, Principles of Learning, Objectives, Training need Analysis, Training calendar, Training Methods, Training evaluation, Management Development: Meaning, Scope, Objectives and Methods.									

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

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24MB203	Operations Management				L	T	P	C	
					3	1	0	4	
Pre-requisites				Assessment Pattern					
<ul style="list-style-type: none"> Management Principles Basics of Statistics 				Mode of Assessment				Weightage (%)	
				Continuous Internal Assessment				40	
				Semester End Examinations				60	
Course Objectives									
<ul style="list-style-type: none"> To acquaint with production terminology and concepts. To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management. To enable the students to evaluate the utility of work measurement techniques. 									
Programme Outcomes (POs)									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understanding of production system according to the nature of the product.								
CO2	Interpret the factors influencing the selection of location and layout.								
CO3	Design the process of strategic planning to meet out the production requirements.								
CO4	Analyze the inventory requirements and management.								
CO5	Evaluate the work measurement techniques to choose capacity and demand of service in operations.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			2						
2			3						
3			2						
4			2						
5			3						
Unit I	Introduction							8 Hours	
Production Management: Evolution and Functions of Production Management. Production Systems: Job, Batch, Mass, Continuous Flow, Group technology, Line Balancing (Problems).									
Unit II	Production Location and Layout							9 Hours	
Location Decision: Factors Affecting Location Decision. Facility Layout: Product, Process Layout, Cellular Layout, Fixed Position Layout. Operation Layout for service industries.									
Unit III	Process Planning in Production and Service							7 Hours	
Process Planning: Characteristics and Functions, Capacity Requirement Planning: Methodology Aggregate planning: Methodology. Master Production Schedule, Material Requirement Planning. Manufacturing Resource Planning (MRP) II. Managing capacity and demand in service, Service supply relationship, GANTT Chart.									

Unit IV	Inventory Management	8 Hours
Independent Demand model: Economic Order Quantity (EOQ) Model (Problems). Types of Inventory control - P System, Q System, and Techniques of Inventory control: ABC Analysis (Problems), Just in Time (JIT), KANBAN.		
UNIT V	Work Measurement Techniques and Lean Manufacturing	8 Hours
Work Measurement Techniques: Time Study, Method Study, Time Measurement (MTM), Work Sampling (Problems), Lean Manufacturing: 7 Wastes, KAIZEN, 5S.		
Suggested Self-Study Topics		
Cellular manufacturing, Centre of gravity model, Product tree, Andons and Motion study.		
	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours
References		
<ol style="list-style-type: none"> 1. Norman Gaither and Greg Frazier., Operations Management, New Delhi: Cengage Learning, 2017. 2. KanishkaBedi, Production and Operations Management, 3rd Edition, Tata McGraw Hill Education India, 2016. 3. S.N.Chary, Production and Operations Management, 6th Edition, Tata McGraw Hill, 2019. 4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016. 5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, special edition, Tata McGraw Hill, 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://learninglink.oup.com/access/jones-robinson2e-student-resources 2. https://www.edx.org/learn/operations-management 3. https://www.smartsheet.com/operations-management 4. https://om.utdallas.edu/program-resources/ 5. https://www.coursera.org/courses?query=operations%20management 		

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

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

Experiment 9	2 Hours	
Calculating Operating Cycle		
Experiment 10	2 Hours	
Estimation of Working Capital Requirements		
	Laboratory	20 Hours
	Theory	30 Hours
	Total	50 Hours
References		
<ol style="list-style-type: none"> 1. I M. Pandey, Financial Management, 12th Edition, Vikas Publishing House Private Ltd, New Delhi, 2019. 2. Van Horne and John M Wachowicz, Fundamentals of Financial Management, 13th Edition, Pearson Education India, New Delhi, 2015. 3. Prasanna Chandra, Financial Management- Theory and Practice, 9th Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi, 2017. 4. M. Y. Khan and P. K. Jain, Financial Management- Text, Problems and Cases, 8th Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi, 2018. 5. Brigham and Houston, Fundamentals of Financial Management, 13th Edition, Cengage Learning India Private Limited, New Delhi, 2015. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://alison.com/tag/financial-management 2. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-financial-management 3. https://www.coursera.org/courses?query=financial%20management 4. https://www.practicalmoneyskills.com/en/resources/free_materials.html 5. https://onlinecourses.nptel.ac.in/noc20_mg31/preview 		

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24MB205	Operations Research				L	T	P	C	
					3	0	2	4	
Pre-requisite				Assessment Pattern					
<ul style="list-style-type: none"> Management Principles Production, Operation, Facility, Logistics Work Allocation, Time Study, Motion Study. 				Mode of Assessment			Weightage (%)		
				Continuous Internal Assessment			50		
				Semester End Examinations			50		
Course Objectives									
<ul style="list-style-type: none"> To enable the students to have insight into basic linear programming. To enable the students to analyse and understand operations research techniques in business operations. To enable the students to become more analytical for solving real life problems. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Construct the Linear Programming for profit maximization and cost minimization.								
CO2	Analyse the transportation and assignment technique for optimization.								
CO3	Apply the tools and techniques of CPM and PERT to manage the projects.								
CO4	Assess the risk and uncertainty and apply the decision making.								
CO5	Evaluate the queuing model and replacement model for enhancing operational efficiency.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2	1							
2	3	2		2					
3	2	2							
4	2	1		2					
5	3	1		2					
UNIT I	LINEAR PROGRAMMING							7 Hours	
Linear Programming, Formulation, Solving LPP: Graphical method, Simplex method- Dual simplex method- Principles of Duality- Sensitivity Analysis.									
UNIT II	TRANSPORTATION AND ASSIGNMENT							6 Hours	
Transportation problems-North-West Corner Solution, least cost, Vogel's Approximation Method (VAM) – Test of optimality - MODI method, Assignment Problem: Hungarian method. Travelling Salesmen Algorithm.									

UNIT III	NETWORK TECHNIQUES	6 Hours
Introduction- Phases of project management, Guidelines for network construction-Critical Path Method-CPM float calculations-PERT analysis.		
UNIT IV	GAME THEORY	6 Hours
Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination 20 (Averages)-Decision making under risk, Expected Monetary Value approach, Decision Trees- Monte-carlo simulation, Nash Equilibrium.		
UNIT V	QUEUING THEORY	5 Hours
Queuing Theory – Structure and Characteristics of Queuing System, Solution to the practical problems on Poisson – exponential, single server model infinite population. Waiting line models: Features and Terminologies.		
Suggested Self-Study Topics		
Linear Programming Big M-Method and Two –Phase Method, Economic Interpretation of Dual, Unbalanced Transportation Problems, Prohibited Routes, Unique Vs. Multiple Optimal Solutions, Inventory Model with Planned Shortages, Solution of m x n Games –Formulation and Solution as an LPP, Multistage Decision-Making problems.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Construct a Linear Programming model using solver.		
Experiment 2		2 Hours
Solving Linear Programming with sensitivity analysis.		
Experiment 3		2 Hours
Solving Transportation Problem		
Experiment 4		2 Hours
Construct the Optimized solution for the Assignment.		
Experiment 5		2 Hours
Solve the Travelling Salesman Problem		
Experiment 6		2 Hours
Calculate the expected time using PERT		
Experiment 7		2 Hours
Find out the Critical Path		
Experiment 8		2 Hours
Decision Tree Analysis		
Experiment 9		2 Hours
Determine the value of the game using Game Theory.		

Experiment 10	
Applying Single Server Queuing Model.	2 Hours
	Laboratory
	20 Hours
	Theory
	30 Hours
	Total
	50 Hours
References	
<ol style="list-style-type: none"> 1. Hamdy A. Taha, Operations Research - An Introduction, 10th Edition, Pearson Education, 2020. 2. G. Srinivasan, Operations Research: Principles and Applications, 3rd Edition, MacMillan India, 2019. 3. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research, 10th Edition, Tata McGraw Hill, 2019. 4. J.K. Sharma, Operations Research: Techniques and Applications, 6th Edition, MacMillan India, 2019. 5. Wayne L. Winston, Operations Research: Algorithms and Applications, Pearson Education, 2019. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc22_ma48/preview 2. https://nptel.ac.in/courses/110106062 3. https://www.edx.org/learn/operations-management/indian-institute-of-management-bangalore-operations-management 4. https://www.classcentral.com/course/swayam-operations-research-14219 5. https://om.utdallas.edu/program-resources/ 	

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24MB206	Business Analytics and Intelligence				L	T	P	C	
					3	0	2	4	
Pre-requisite				Assessment Pattern					
<ul style="list-style-type: none"> Management Principles Business Environment Basic Computer Knowledge 				Mode of Assessment			Weightage (%)		
				Continuous Internal Assessment			50		
				Semester End Examinations			50		
Course Objectives									
<ul style="list-style-type: none"> To acquaint the students with the basics of Business Intelligence. To enable the students to understand Data Integration and Multidimensional Data Modelling. To enhance the knowledge of students in Measures, Metrics, KPIs, Performance Management and Basics of Enterprise Reporting. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Assess and handle the Structured and Semi Structured Data.								
CO2	Apply appropriate Data Models for OLTP and OLAP.								
CO3	Extract, Transform and Load the Data into the Data Model.								
CO4	Construct Multidimensional Data Model.								
CO5	Check and Measure Key Performance Indicators.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2			2					1
2	3	3	2						1
3		2		1					
4		2	2	3				1	2
5		1	1	2				1	2

UNIT I	INTRODUCTION	6 Hours
IT in Business - Characteristics of Internet-Ready IT Applications - Information Users and their requirements. Types of Digital Data and their difference; Structured Data, Unstructured Data and Semi-Structured Data. Application of Analytics in Different Industries.		
UNIT II	BASICS OF BUSINESS INTELLIGENCE	6 Hours
Introduction to On-Line Transaction Processing (OLTP), On-Line Analytical Processing (OLAP), Different OLAP Architectures, Data Models for OLTP and OLAP, Role of OLAP Tools in the BI Architecture. Evolution of Business Intelligence (BI) and Role of DSS, EIS, MIS and Digital Dashboard -Question About BI Where, When, and What? - Data from Many Perspective -BI Framework - BI Applications -BI Users.		
UNIT III	BASICS OF DATA INTEGRATION	6 Hours
Data Warehouse and its need, Data Mart, Constitution of Data Warehouse, Extract-Transform-Load (ETL), Data Integration and its Technologies, Data Quality and Data Profiling.		
UNIT IV	MULTIDIMENSIONAL DATA MODELLING	6 Hours
Basics of Data Modeling, Types of Data Model, Data Modeling Techniques, Fact Table, Dimension Table, Typical Dimensional Models, Dimensional Modeling Life Cycle.		
UNIT V	MEASURES, METRICS AND KPIS	6 Hours
Basics of Measures and Performance, Measurement System Terminology, Role of Metrics and Metrics Supply Chain, Fact-Based Decision Making and KPIS, KPI usage in companies, Sources of Business Metrics and KPIS. Reporting Perspectives Common to All Levels of Enterprise, Report Standardization and Presentation Practices, Enterprise Reporting Characteristics in OLAP World, Balanced Scorecard and Dashboards.		
Suggested Self-Study Topics		
Extracting Data, BI for Past, Present and Future, Common Approaches of Data Integration, Designing the Dimensional Model, Funnel and Distribution channel Analysis.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Basic Report Preparation using Pivot Table		
Experiment 2		2 Hours
Percentage Calculations in Pivot Table		
Experiment 3		2 Hours
Calculations in Pivot Table		
Experiment 4		2 Hours
Pivot Chart and Dashboard Preparation		
Experiment 5		2 Hours
Extraction and Cleaning of Structured and Semi Structured Data from Spreadsheet		
Experiment 6		2 Hours
Transformation of Structured and Semi Structured Data from Spreadsheet		

Experiment 7	
Data Modelling – Star Schema	2 Hours
Experiment 8	
Data Modelling – Snowflake Schema	2 Hours
Experiment 9	
Report Standardization and Presentation Practices	2 Hours
Experiment 10	
Presenting the data and KPIs graphically	2 Hours
	Laboratory
	20 Hours
	Theory
	30 Hours
	Total
	50 Hours
References	
<ol style="list-style-type: none"> 1. R N Prasad and Seema Acharya, Fundamentals of Business Analytics, 2nd Edition, Willey, 2016. 2. Wayne L. Winston, Microsoft Excel 2019 - Data Analysis and Business Modelling, O'Reilly Media, Inc, California, 2019. 3. Rob Collie & Avichal Singh, Power Pivot and Power BI - The Excel User's Guide to the Data Revolution, Holy macro-Books, Merritt Island, USA, 2019. 4. Jesper Thorlund Gert H.N. Laursen, & Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Willey, 2017. 5. Evans James R, Business Analytics, 2nd Edition, Pearson, 2021. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc24_mg09 2. https://onlinecourses.nptel.ac.in/noc24_cs65 3. https://www.researchgate.net/publication/261483124_Business_analytics_Research_and_teaching_perspectives 4. https://support.microsoft.com/en-us/office/power-pivot-overview-and-learning-f9001958-7901-4caa-ad80-028a6d2432ed 5. https://www.mdpi.com/2071-1050/12/2/634 	

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

Activity / Experiment 2	3 Hour
Application of Mail Merger for various Business Context	
Activity / Experiment 3	4 Hours
Create effective Presentations using various MS PowerPoint Features	
Activity / Experiment 4	4 Hours
MS Excel Functions I – Math Function, Logical Function, Text Function and Date and Time Function	
Activity / Experiment 5	4 Hours
MS Excel Functions II – Lookup and Reference Function, Database Function and Array Function	
Activity / Experiment 6	4 Hours
Summarizing Data using Histogram and Descriptive Statistics	
Activity / Experiment 7	4 Hours
Budget Template Preparation using Excel	
Activity / Experiment 8	4 Hours
What If Analysis in Excel – Goal Seek and Sensitivity Analysis	
Activity / Experiment 9	4 Hours
What If Analysis in Excel – Scenario Analysis	
Activity / Experiment 10	5 Hours
Applications of Monte Carlo Simulation	
Total	40 Hours
References	
<ol style="list-style-type: none"> 1. Joan Lambert, Microsoft Word 2019 Step by Step, 1st Edition, Microsoft Press, Washington, 2022. 2. Kevin Pitch, Microsoft PowerPoint Guide for Success, Top Notch International, 2022. 3. Curtis Frye, Microsoft Excel 2016, Step by Step, 1st Edition, Microsoft Press, Washington, 2015. 4. Wayne L. Winston, Microsoft Excel 2016 – Data Analysis and Business Modelling, O’Reilly Media, Inc., California, 2017. 5. Michael Alexander and Dick Kusleika, Excel 2019, BIBLE, John Wiley and Sons Inc, Indiana, 2018. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://support.microsoft.com/en-us/word 2. https://support.microsoft.com/en-us/powerpoint 3. https://support.microsoft.com/en-us/excel 4. https://www.coursera.org/learn/excel-basics-data-analysis-ibm#modules 5. https://create.microsoft.com/en-us/excel-templates 	

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24MB208	Community Connect Project				L	T	P	C	
					0	0	2	1	
Pre-requisites				Assessment Pattern					
<ul style="list-style-type: none"> Business and Social Environment Basics of Research 				Mode: Continuous Internal Assessment (CIA) 100%					
				Assessments				Weightage (%)	
				Appropriateness / Social Relevance of the Project				20	
				Report				20	
				Video Presentation				20	
				Impact on Society / Feasibility of Implementation				20	
Viva-Voce				20					
Course Objectives									
<ul style="list-style-type: none"> To bring about an attitudinal change in the students and help them to develop societal consciousness, sensibility, responsibility, and accountability. To make students aware of their inner strength and help them to find new /out of box solutions to the social problems. To help students to initiate developmental activities in the community in coordination with public and government authorities. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO4	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Apply their learnings in the real world.								
CO2	Improve social responsibility and citizenship skills.								
CO3	Strengthen their involvement in community service.								
CO4	Establish Connections with professionals and community members for learning and career opportunities.								
CO5	Strengthen academic learning, leadership skills, and personal efficacy.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				3				3
2	2				3				3
3	2				2				2
4	3				2				2
5	2				2				2

24MB209	Comprehensive Viva-Voce – I				L	T	P	C				
					0	0	0	1				
Pre-requisites					Assessment Pattern							
<ul style="list-style-type: none"> Core Management Concepts 					Mode: Continuous Internal Assessment (CIA) 100%							
					Assessments			Weightage (%)				
					Comprehending Questions			20				
					Ability to Answer all the questions			20				
					Accuracy of Answers			20				
					Answers with Relevant Examples			20				
Clarity in Communication			20									
Course Objectives												
<ul style="list-style-type: none"> To reflect on their learning journey during the first year of an M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development. To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement. To encourage continuous learning for sustainable development enabling them to confidently face interviews. 												
Programme Outcomes (POs)												
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.											
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.											
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.											
Course Outcomes (COs)												
The students will be able to												
CO1	Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.											
CO2	Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.											
CO3	Critically analyze and evaluate complex business problems, integrating theoretical knowledge to propose effective solutions.											
CO4	Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.											
CO5	Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.											
Articulation Matrix												
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9			
1	3				3				3			
2	2				3				3			
3	2				2				2			
4	3				2				2			
5	2				2				2			

THIRD SEMESTER

24MB301	Strategic Management				L	T	P	C	
		4	0	0	4				
Pre-requisites			Assessment Pattern						
<ul style="list-style-type: none"> Basic Management Concepts 			Mode of Assessment				Weightage (%)		
			Continuous Internal Assessment				40		
			Semester End Examinations				60		
Course Objectives									
<ul style="list-style-type: none"> To acquaint with production terminology and concepts. To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management. To enable the students to evaluate the utility of work measurement techniques. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the strategic management concepts.								
CO2	Ability to apply the strategic management tools for doing environmental analysis.								
CO3	Use conceptual, diagnostic and analytical and conceptual skills in strategy formulation.								
CO4	Evaluate the strategic performance of a firm.								
CO5	Use their skills to think and execute their ideas strategically for the benefits of the organization.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2			2					1
2	3			2					1
3	3			3					1
4	2			2					1
5	3			2					1
UNIT I		INTRODUCTION TO STRATEGIC MANAGEMENT						8 Hours	
Conceptual framework for Strategic Management, Importance of Strategic Management, Limitations of Strategic Management, Strategic Intent: Vision, Mission, Goals, Objectives. Strategic Management Model.									
UNIT II		ENVIRONMENTAL ANALYSIS						8 Hours	
Internal and External Environment Analysis: Core competence, Distinctive Competencies, SWOT Analysis, PESTAL Analysis, VRIO Framework, Competitive Profile Analysis - Porters Five Forces Model.									

UNIT III	STRATEGY FORMULATION	8 Hours
Corporate Portfolio Analysis, Global and International Strategies, Strategy Formulation: Situation Analysis and Business Strategy, Corporate Strategy: Stability, Growth / Expansion, Retrenchment and Combination Strategies, Functional Strategy and Strategic Choice.		
UNIT IV	STRATEGY IMPLEMENTATION	8 Hours
Stages of Corporate Development, Simple Organizational Structure, Advanced Organizational Structures, Organizational Life Cycle, Reengineering and Strategy Implementation, designing jobs to implement Strategy.		
UNIT V	STRATEGIC EVALUATION AND CONTROL	8 Hours
Primary measures of corporate performance, Primary measures of divisional and functional performance, Strategic control systems.		
Suggested Self-Study Topics		
Strategic Decision Making, MoSCoW analysis, TOWS Matrix, International Issues in Strategy Implementation, Blue Ocean and Red Ocean Strategy		
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Norman Gaither and Greg Frazier, Operations Management, New Delhi: Cengage Learning, 2017. 2. Kanishka Bedi, Production and Operations Management, 3rd Edition, Tata McGraw Hill Education India, 2016. 3. S.N. Chary, Production and Operations Management, 6th Edition, Tata McGraw Hill, 2019. 4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016. 5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, Special Edition, Tata McGraw Hill, 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://pll.harvard.edu/subject/strategic-management 2. https://www.mygreatlearning.com/academy/learn-for-free/courses/strategic-management 3. https://www.edx.org/learn/strategic-management 4. https://www.oxfordhomestudy.com/courses/online-management-courses/strategic-planning-free-course 5. https://www.ed.youth4work.com/course/342-strategic-human-resource-management-online-course 		

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

AUDIT COURSE

24MB303	Value Education and Ethics				L	T	P	C	
		1	0	0	-				
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none"> Nil 			Mode: Continuous Internal Assessment (CIA) 100%						
			Assessments			Weightage (%)			
			Mid-Course Evaluation			50			
			End Course Evaluation			50			
			Total			100			
Course Objective									
<ul style="list-style-type: none"> To provide an understanding of ethics. To gain insights about the role of value education in life. To create awareness about personal and social well-being. 									
Programme Outcomes (POs)									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Develop a comprehensive understanding of nature and life.								
CO2	Deduct ways and means to regulate emotions.								
CO3	Identify the requirement of social responsibility.								
CO4	Make use of the culture and social norms to regulate the life.								
CO5	Assess the impact of ethics in life.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2
Meaning, Philosophy and Purpose of Life, Duty of protecting nature, environment and universe, Regulating desires, anger and anxiety, Love and Charity for humanity, Social Responsibilities, Physical, Mental and Spiritual well-being, Indian Ethos, Understanding, respecting culture and social norms, Professional Ethics, Managing ethical dilemmas and being a law-abiding citizen									
Total							20 Hours		

References

1. A.R. Mohapatra, BijayaMohapatra, Value Education: A Study in Human Values and Virtues, Readworthy Publications, 2015.
2. Dr. S. Arulsamy, Peace and Value Education, Neelkamal Publications, First edition (2016).
3. Dr. Kiruba Charles, V. Arul Selvi, Value Education, Neelkamal Publications, First edition (2016).
4. C.S.V. Murthy, Business Ethics Text & Cases, Himalaya Publishing House, 2018.
5. Andrew Crane, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 2020.

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FOURTH SEMESTER

24MB401	International Business Management							L	T	P	C		
							4	0	0	4			
Pre-requisites					Assessment Pattern								
<ul style="list-style-type: none"> Business Environment 					Mode of Assessment							Weightage (%)	
												40	
												60	
Course Objectives													
<ul style="list-style-type: none"> To enable the students to understand the fundamentals of international business. To provide competence to the students on making international business decisions. To enable the students to understand the financial and promotional assistance available for exporters. 													
Programme Outcomes (POs)													
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment												
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.												
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.												
Course Outcomes (COs)													
The students will be able to													
CO1	Understand the intricacies of external market and various trade theories.												
CO2	Understand the various environments affecting global business.												
CO3	Determine the suitable strategies with respect to international business.												
CO4	Analyze the foreign exchange market.												
CO5	Choose appropriate measures for export promotion and ethical issues.												
Articulation Matrix													
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9				
1	3						2		2				
2	3						3		2				
3	3						3		2				
4	3						2		2				
5	3						2		2				
Unit I		INTRODUCTION							8 Hours				
Definition, Drivers of International Business, Domestic Vs. International Business, Trade and Investment Theories: Interventionist Theories, Free Trade Theories, Theories Explaining Trade Patterns: PLC Theory, The Porter Diamond, Factor Mobility Theory.													
Unit II		GLOBALIZATION							9 Hours				
Globalization: Implications, Challenges - Protectionism: Tariff Barriers, Non-Tariff Barriers- Forms of													

Integration, Role of WTO and IMF in International Business, Economic, Political, Cultural and Technological Environments.		
Unit III	INTERNATIONAL BUSINESS STRATEGIES	8 Hours
Market Entry Strategies, Multinational Strategy, Production Strategy, Marketing Strategy, Human Resource Strategy.		
Unit IV	FOREIGN EXCHANGE	8 Hours
Foreign Exchange Market – Functions, Theories of Exchange Rate Determination, Exchange Rate Forecasting, Convertibility of Currency, Risks associated with Foreign Exchange.		
UNIT V	EXPORTS AND ETHICS IN INTERNATIONAL BUSINESS	7 Hours
Exports – Risks, Management of Exports, Regulatory frameworks, Export financing, Countertrade, Ethics – Issues, Dilemma and Theory.		
Suggested Self-Study Topics		
Liberalization, GATT, Standardization Vs. Differentiation, FEMA, EXIM Policy		
		Total
		40 Hours
References		
<ol style="list-style-type: none"> 1. Francis Cherunilam, International Business, New Delhi: Prentice Hall of India, 2020. 2. K. Aswathappa, International Business, New Delhi: Tata McGraw Hill, 2020. 3. John D Daniels, Lee H. Radebaugh, and Sullivan, International Business, New Delhi: Pearson Education, 2021. 4. Charles W L Hill and Arun Kumar Jain, International Business, New Delhi: Tata McGraw Hill, 2017. 5. Simon Collinson, Rajneesh Narula, Alan M. Rugman, International Business, New Delhi: Pearson Education, 2020. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.emeraldgrouppublishing.com/archived/products/books/series.htm%3Fid%3D1876-066x 2. https://im.aom.org/resources/teaching-resources 3. https://onlinecourses.nptel.ac.in/noc20_mg54/preview 4. https://srmuniv.digimat.in/nptel/courses/video/110107145/L44.html 5. https://iimbx.iimb.ac.in/international-business-environment-and-global-strategy/ 		

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

24MB403	Comprehensive Viva-Voce – II				L	T	P	C	
					0	0	0	1	
Pre-requisites					Assessment Pattern				
<ul style="list-style-type: none"> Basic Understanding of Management Principles and Professional Elective Courses 					Mode: Continuous Internal Assessment (CIA) 100%				
					Assessments			Weightage (%)	
					Comprehending Questions			20	
					Ability to Answer all the questions			20	
					Accuracy of Answers			20	
					Answers with Relevant Examples			20	
Clarity in Communication			20						
Course Objectives									
<ul style="list-style-type: none"> To reflect on their learning journey during the second year of an M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development. To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement. To encourage continuous learning for sustainable development enabling them to confidently face interviews. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
Course Outcomes (COs)									
The students will be able to									
CO1	Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.								
CO2	Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.								
CO3	Critically analyze and evaluate complex business problems, integrating theoretical knowledge with practical insights to propose effective solutions.								
CO4	Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.								
CO5	Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				2				
2	2				3				
3	3				2				
4	2				2				
5	2				3				

COMPETITIVE EDGE COURSES

24MX001	Power BI – I					L	T	P	C			
						0	0	2	1			
Pre-requisite					Assessment Pattern							
<ul style="list-style-type: none"> Basic computer knowledge 					Mode: Continuous Internal Assessment (CIA) 100%							
					Assessments			Weightage (%)				
					Mid-Course Evaluation			50				
					End Course Evaluation			50				
					Total			100				
Course Objective												
<ul style="list-style-type: none"> To identify the primary components of the Power BI interface, reports, data, and model views. To learn how to Import Excel data and build basic visuals and publish a desktop report to the Power BI Service. To enable them to understand common challenges in Power BI data models, implement smart solutions, and avoid common mistakes 												
Programme Outcomes (POs)												
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment											
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems											
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.											
Course Outcomes (COs)												
The students will be able to:												
CO1	Get the most out of Microsoft's Power BI for analysing data and extracting business insights.											
CO2	Master the development of dashboards from published reports, discover greater insights from your data with Quick Insights, and learn practical applications for Power BI.											
CO3	Learn valuable Power BI troubleshooting tips.											
CO4	Outline the various features available for students in Power BI applications.											
CO5	Understand how to use Power BI tools and create customized visuals with Power BI developer tools.											
Articulation Matrix												
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9			
1	3			2					1			
2	3			2					1			
3	3			2					1			
4	3			2					1			
5	3			2					1			

Power BI history, Traditional BI, Self-service BI, Data Visualization, Business Intelligence (BI), Reporting, Power BI Products, Power BI Desktop, Flow of Work, Cloud-based BI, On-premise BI, Power BI Report Server, Power BI Service, Power BI Mobile Flow, Of work in Power BI, Power BI architecture	
Total	20 Hours
References	
<ol style="list-style-type: none"> 1. Greg Deckler and Brett Powell, Mastering Microsoft Power BI, PACKT, 2nd Edition, 2022 2. Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, John Wiley & Sons, Inc., Hoboken, New Jersey, 2015. 3. Marco Russo and Albero Ferrari, The definitive guide to DAX, Microsoft, 2nd Edition, 2019. 4. Matt Allington, Supercharge Power BI, 3rd Edition, 2021. 5. Brian Larson, Data Analysis with Microsoft Power BI, McGraw Hill, 2020. 	

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24MX002	Power BI – II				L	T	P	C	
					0	0	2	1	
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none"> Power BI – I 			Mode: Continuous Internal Assessment (CIA) 100%						
			Assessments			Weightage (%)			
			Mid-Course_Evaluation			50			
			End Course Evaluation			50			
			Total			100			
Course Objective									
<ul style="list-style-type: none"> To equip the students to add dynamic elements to report visuals that are user-controlled. To make them learn how to develop a sleek, modern user experience around visuals. To enable them to create advanced queries using custom functions, list functions, and complex columns. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Understand Power BI concepts like Microsoft Power BI desktop layouts and BI reports.								
CO2	Create dashboards, and Power BI DAX commands and functions.								
CO3	Gain a competitive edge in creating customized visuals and deliver a reliable analysis of the vast amount of data using Power BI.								
CO4	Learn how to experiment, fix, prepare and present data quickly and easily.								
CO5	Create a sales analysis report and a project management report.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					1
2	3			2					1
3	3			2					1
4	3			2					1
5	3			2					1
Power Query, Power Functions, DAX Functions, Modeling with Power BI, Publishing, and Sharing, Power BI cloud components and use, Power BI Desktop and Service Visualization Tools, Refreshing data, Power BI and Excel together, Filtering data, Basic reports in Power BI.									
Total								20 Hours	

References

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

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24MX003	Python for Business Decision Making – I		L	T	P	C			
			0	0	2	1			
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none"> Basic Computer Knowledge 			Mode: Continuous Internal Assessment (CIA) 100%						
			Assessments		Weightage (%)				
			Mid-Course Evaluation		50				
			End Course Evaluation		50				
			Total		100				
Course Objective									
<ul style="list-style-type: none"> To familiarize the students with the basics of Python. To enable the students to develop the algorithmic thinking of using Python. To facilitate the students to use of various data types and data structures in Python. 									
Programme Outcomes (POs)									
PO2	Utilize research methods to investigate, and solve business problems by planning, and executing research solution-seeking assignments in the various functional areas of management								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Explore Python, a strong and popular open-source programming language.								
CO2	Develop algorithmic thinking.								
CO3	Utilize and understand Basic Data Structures.								
CO4	Utilize and understand data types and data assembly.								
CO5	Create functions in Python.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1		3		2					1
2		3		2					1
3		3		2					1
4		3		2					1
5		3		2					1
The basics – Installation, Python packages, set directory, Opening, Saving, and Closing of script files, using Spyder, Data types, Variables, statements, and conditional execution, Stings, files, and inbuilt functions, Lists and dictionaries, Input and Output, and Iterations, Pandas data frame basics and data structure, Descriptive statistical analysis using Numpy and Pandas, Inferential statistical analysis using Numpy and Pandas.									
Total						20 Hours			
References									

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

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24MX004	Python for Business Decision Making – II		L	T	P	C			
			0	0	2	1			
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none"> Knowledge in Python Basics 			Mode: Continuous Internal Assessment (CIA) 100%						
			Assessments		Weightage (%)				
			Mid-Course Evaluation		50				
			End Course Evaluation		50				
			Total		100				
Course Objective									
<ul style="list-style-type: none"> To familiarize the students with the basics of Python. To enable the students to develop the algorithmic thinking of using Python. To facilitate the students to use of various data types and data structures in Python. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in a highly volatile business environment								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Understand the various features available for data analysis.								
CO2	Use the Pandas and Jupyter library for working with dictionaries.								
CO3	Carry out various tasks using various data types and structures in use.								
CO4	Design a proper Python programming web framework.								
CO5	Apply the various features available in Python packages.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					1
2	3			2					1
3	3			2					1
4	3			2					1
5	3			2					1
The database uses for data analysis and data visualization using Seaborn, Data analysis and data visualization using Matplotlib, Introduction to plotting, Django web framework in Python, Tidy data, Missing data, Text data, Pandas, apply and group by operations, Case study problem analysis using Python									
Total						20 Hours			

References

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

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24MX005	R Programming – I				L	T	P	C	
					0	0	2	1	
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none"> Basic computer knowledge 		Mode: Continuous Internal Assessment (CIA) 100%							
		Assessments			Weightage (%)				
		Mid-Course Evaluation			50				
		End Course Evaluation			50				
		Total			100				
Course Objective									
<ul style="list-style-type: none"> To familiarize the students on the Basics of R Programming. To enable the students to use the Scalar and Vectors. To facilitate the students to use the Matrix and Data Frame. 									
Programme Outcomes (POs)									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Open an R Studio, create and save the script files.								
CO2	Define the Scalar variables.								
CO3	Define the Vector and use the variable for analysis.								
CO4	Create Matrix and appropriately use for the analysis.								
CO5	Create a Data Frame for data analysis.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1		3		2					1
2		3		2					1
3		3		2					1
4		3		2					1
5		3		2					1
The Basics – Installation, R Environments, Set Directory, Opening, Saving and Closing of Script Files, Scalars and Vectors, Vector Functions, Indexing Vectors, Matrices and Data Frames, Matrices and Data Frames Functions, Importing, Saving and Managing Data.									
Total							20 Hours		

References

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

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24MX006	R Programming – II				L	T	P	C	
					0	0	2	1	
Pre-requisite				Assessment Pattern					
<ul style="list-style-type: none"> Knowledge in R Programming Basics 				Mode: Continuous Internal Assessment (CIA) 100%					
				Assessments			Weightage (%)		
				Mid-Course Evaluation			50		
				End Course Evaluation			50		
				Total		100			
Course Objective									
<ul style="list-style-type: none"> To familiarize the students on the Advanced Data Frame. To facilitate the students to use the graphical presentation. To enable the students to apply basic statistical tools. 									
Programme Outcomes (POs)									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Sort and combine the data frame.								
CO2	Plot the data into the various graphical tools.								
CO3	Perform the Hypothesis Test.								
CO4	Carryout the Analysis of Variance Test.								
CO5	Construct the Regression Model.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1		3		2					1
2		3		2					1
3		3		2					1
4		3		2					1
5		3		2					1
<ul style="list-style-type: none"> Advanced Data Frame. Plotting. Hypothesis Testing. ANOVA. Regression. 									
Total							20 Hours		

References

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

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24MX007	Visual Analytics – I				L	T	P	C		
					0	0	2	1		
Pre-requisite				Assessment Pattern						
<ul style="list-style-type: none"> Basic computer knowledge 				Mode: Continuous Internal Assessment (CIA) 100%						
				Assessments			Weightage (%)			
				Mid-Course Evaluation			50			
				End Course Evaluation			50			
				Total		100				
Course Objective										
To familiarize the students on the Basics of Tableau Public. To enable them Preparing and Shaping Data for Visual Analytics. To equip them to construct Basic Charts.										
Programme Outcomes (POs)										
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.									
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems.									
Course Outcomes (COs)										
The students will be able to:										
CO1	Open Tableau Public, Create and Save the files in Cloud Storage.									
CO2	Connect the data in Tableau.									
CO3	Shape the data for use with Tableau.									
CO4	Differentiate and apply dimension, Measure, discrete and Continuous Variables.									
CO5	Aggregate & Tabulate the Data and presenting them in simple charts.									
Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	2	2		3						
2	2	2		3						
3	2	2		3						
4	2	2		3						
5	2	2		3						
Installing Tableau Public, Tableau Environment, Opening and saving the files in the Cloud Storage, An Introduction to connecting to Data in Tableau, Shaping Data for use with Tableau, Getting a Lay of the Land, Dimension versus Measure, Discrete Vs Continuous, Introduction to Aggregation, Simple Charts.										
Total								20 Hours		

References

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

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24MX008	Visual Analytics – II			L	T	P	C		
				0	0	2	1		
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none"> Basic knowledge in Tableau Public 		Mode: Continuous Internal Assessment (CIA) 100%							
		Assessments			Weightage (%)				
		Mid-Course Evaluation			50				
		End Course Evaluation			50				
			Total			100			
Course Objective									
<ul style="list-style-type: none"> To familiarize the students on the Hierarchies and Marks Cards. To enable them to create calculated fields and table calculations. To equip them to use parameters, sets and Dashboards. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Create Hierarchies and apply Marks Cards.								
CO2	Prepare Calculated fields and Table Calculations.								
CO3	Use Parameters and Sets in the Visual Analytics.								
CO4	Presenting the data with more granular details.								
CO5	Construct Dashboards.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2	2		3					
2	2	2		3					
3	2	2		3					
4	2	2		3					
5	2	2		3					
Hierarchies, Marks Cards, Encoding, and Level of Detail, Calculated Fields and Table, Calculations, Parameters and Sets, Level of Detail Expression, Dashboards.									
Total							20 Hours		

References

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

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24MX009	Digital Banking			L	T	P	C		
				0	0	2	1		
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none"> Basic knowledge in Banking 		Mode: Continuous Internal Assessment (CIA) 100%							
		Assessments			Weightage (%)				
		Mid-Course Evaluation			50				
		End Course Evaluation			50				
			Total			100			
Course Objective									
<ul style="list-style-type: none"> To understand the changing face of the banking industry and prepare them for the challenges that lie ahead. To help students assimilate knowledge of various digital products in Banking Sector and different Payment Systems in India. To understand the New Technologies and Digital Disruptions taking place in transformation of Business Models. 									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Develop an understanding of the digital banking sector and the challenges it faces.								
CO2	Gain insights on the changing trends in innovations in payment system.								
CO3	Become aware of the digital payment systems.								
CO4	Analyse the digital transformation in financial services.								
CO5	Acquire knowledge on various Digital banking products.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2							
2	1	3							
3	2	3							
4	1	3							
5	3	3							
Introduction to Digital banking, Digital Payment Systems in India, Payment Gateways, Risk management in Digital payment systems, New Trends in Digital banking.									
Total							20 Hours		

References

1. Wewege, L., & Thomsett, M. C. The Digital Banking Revolution: How Fintech Companies are Transforming the Retail Banking Industry Through Disruptive Financial Innovation, Walter de Gruyter GmbH & Co KG, 2019.
2. Skinner, C. Digital bank: Strategies to launch or become a digital bank, Marshall Cavendish International Asia Pte Ltd, 2014.
3. McMillan, J. The end of banking: money, credit, and the digital revolution, Book Baby, 2015.
4. Lipton, A., Shrier, D., & Pentland, A. Digital banking manifesto: the end of banks?, Massachusetts Institute of Technology, 2016.
5. Samet, O. Introduction to online payments risk management. O'Reilly Media, Inc., 2013.

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24MX010	FinTech				L	T	P	C	
					0	0	2	1	
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none"> Basic knowledge in Financial System 		Mode: Continuous Internal Assessment (CIA) 100%							
		Assessments				Weightage (%)			
		Mid-Course Evaluation				50			
		End Course Evaluation				50			
				Total		100			
Course Objective									
<ul style="list-style-type: none"> To understand the fundamental concepts of FinTech. To know the regulatory framework for FinTech India. To help the students to identify the innovative business models in FinTech. 									
Programme Outcomes (POs)									
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Comprehend the transformation of FinTech from 1.0 to 3.5.								
CO2	Describe the FinTech regulations in India.								
CO3	Gain insights on the concept of crypto currency.								
CO4	Explain the concept of block chain and role of block chain in financial services.								
CO5	Visualize the future of financial data driven in the area of finance.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1							1		1
2							2		2
3							2		1
4							1		1
5							1		1
FinTech Transformation (FinTech 1.0, 2.0, 3.0 and 3.5), FinTech Topology, FinTech regulations (FinTech laws in India), Crypto-currencies, Block Chain in Financial Services, Crowd funding, Peer to peer (P2P) Lending, Marketplace Lending, Initial Coin Offering (ICO), The Future of Data-Driven Finance									
Total							20 Hours		

References

1. Steven O'Hanlon, Susanne Chishti, FinTech for dummies, Wiley India Pvt Ltd, 2021.
2. Kartik Swaminathan, Future Fintech Framework, Notion Press Publishing, 2021.
3. Paolo Sironi, FinTech Innovation, Wiley India Pvt Ltd, 2016.
4. Stefan Loesch, A Guide to Financial Regulation for Fintech Entrepreneurs, Wiley India Pvt Ltd, 2018.
5. Yoshitaka Kitao, Learning Practical FinTech from Successful Companies, Wiley India Pvt Ltd, 2018.

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24MX011	Wealth Management			L	T	P	C		
				0	0	2	1		
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none"> Basic knowledge in Financial Markets and Products 			Mode: Continuous Internal Assessment (CIA) 100%						
			Assessments			Weightage (%)			
			Mid-Course Evaluation			50			
			End Course Evaluation			50			
			Total		100				
Course Objective									
<ul style="list-style-type: none"> To acquire the conceptual knowledge and technical skills to prepare them for advanced studies in wealth management and financial planning. To gain comprehensive knowledge on risk, return and asset allocation. To apply the tools and skills learned in the subject to related knowledge areas. 									
Programme Outcomes (POs)									
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Comprehend the concept of financial planning and wealth management.								
CO2	Identify the risk and associated with various financial products.								
CO3	Gain insights on the investment products and services for safe investing.								
CO4	Apply the risk evaluation tools for effective asset allocation.								
CO5	Explain the risk management through insurance and estate planning.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1							3		1
2							2		2
3							2		1
4							3		1
5							2		1
Introduction to financial planning, Wealth management and economy, Investment and risk management – Equity, Investment and risk management – Debt, Investing in Gold & Real estate, Investment products and services, Investment evaluation framework, Risk profiling and asset allocation, Risk management through insurance, Estate planning									
Total							20 Hours		

References

1. Workbook for wealth management module by National Stock Exchange Ltd, 2016.
2. Dun and Bradstreet, Wealth Management, New Delhi: McGraw Hill Education, 2017.
3. Sinha, Financial Planning: A Ready Reckoner, New Delhi: McGraw Hill Education, 2017.
4. Amar Pandit, The only Financial Planning Book, Mumbai: Network 18 Publications Ltd, 2015.
5. Monika Halen, Let's Talk Money, Nodia: Haper Business publishing, 2018.

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24MX012	E-Recruitment and Virtual Onboarding				L	T	P	C		
					0	0	2	1		
Pre-requisite				Assessment Pattern						
<ul style="list-style-type: none"> Basic knowledge in recruitment process 				Mode: Continuous Internal Assessment (CIA) 100%						
				Assessments			Weightage (%)			
				Mid-Course Evaluation			50			
				End Course Evaluation			50			
			Total		100					
Course Objective										
<ul style="list-style-type: none"> To familiarize the students on the basics of E-Recruitment & Virtual Onboarding. To enable the students to use the e-recruitment portals. To facilitate the students to know the process in virtual onboarding. 										
Programme Outcomes (POs)										
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.									
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.									
Course Outcomes (COs)										
The students will be able to:										
CO1	Understand the importance of e-recruitment.									
CO2	Ability to analyse the e-recruitment strategies.									
CO3	Able to plan and use technology in recruitment.									
CO4	Gain insights about the use of virtual onboarding.									
CO5	Optimize the resources by adapting technology in virtual onboarding.									
Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1						3				
2					1	3				
3					1	3				
4						3				
5						3				
Introduction to e-recruitment, e-recruitment Strategies & Channels , AI enabled recruitment, Virtual Onboarding, Preparation for Virtual Onboarding Programme										
Total							20 Hours			
References										
1. Gerardus Blokdyk, E-HRM Second Edition Paperback – Import, 5starcooks, 2 nd edition, 2019.										

2. Arash Mashhady, Investigating the Effectiveness of E-HRM: A Case Study, LAPLAMBERT Academic Publishing, 2018.
3. James H. Dulebohn , Dianna L. Stone ,The Brave New World of eHRM 2.0 (Research in Human Resource Management), Information Age Publishing, 2018
4. Tanya Bondarouk, Dr. Huub Ruel, Emma Parry ,Electronic HRM in the Smart Era (The Changing Context of Managing People), Emerald Publishing, 2017.

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24MX013	Applied Psychology				L	T	P	C	
					0	0	2	1	
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none"> Basic knowledge in HRM 			Mode: Continuous Internal Assessment (CIA) 100%						
			Assessments			Weightage (%)			
			Mid-Course Evaluation			50			
			End Course Evaluation			50			
			Total			100			
Course Objective									
<ul style="list-style-type: none"> Gain understanding of the rationale behind human behaviours. Acquaint with the wider scope of applied psychology. Aid in understanding the applications of applied psychology in various facets of business management. 									
Programme Outcomes (POs)									
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Predict about how people think and behave.								
CO2	Use appropriate psychometric tests to assess the behaviour of people.								
CO3	Use the knowledge of applied psychology in behaviour intervention and modification.								
CO4	Identify the factors influencing individual behaviour in groups.								
CO5	Formulate management strategies considering the underlying philosophies of applied psychology.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1					2				1
2					2				1
3						3			1
4					1	3			1
5									2
Psychology vs Applied Psychology, Scope of Applied Psychology, Psychometric Testing, Understanding Life Span Development, Applied social psychology, Positive psychology, Social Gerontology and Health, Organizational psychology, Applied Psychology – Applications in Marketing, Applied Psychology – Applications in Economics									
Total							20 Hours		

References

1. Rowan Bayne, Gordon Jinks, Applied Psychology: Research, Training and Practice, Sage Publications, Ltd, 2017.
2. Robert B Cialdini, Influence: The Psychology of Persuasion, Harper Business, 2021.
3. Kieran C. O'Doherty, Darrin Hodgetts, Handbook of Applied Social Psychology, Sage Publications, 2019.
4. Paul Levy, Industrial/Organizational Psychology: Understanding the Workplace, Worth, 2016.
5. Carol Dweck, Mindset - The Way You think To Fulfil Your Potential, 6th edition, 2017.

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24MX014	Creativity, Innovation and Design Thinking			L	T	P	C		
				0	0	2	1		
Pre-requisite				Assessment Pattern					
<ul style="list-style-type: none"> Basic knowledge in Business Environment 				Mode: Continuous Internal Assessment (CIA) 100%					
				Assessments		Weightage (%)			
				Mid-Course Evaluation		50			
				End Course Evaluation		50			
				Total		100			
Course Objective									
<ul style="list-style-type: none"> To emphasize the significance and necessity of creativity and innovation for individuals and organizations. To learn about methods and techniques to be creative and innovative. To introduce the concept of Design Thinking. 									
Programme Outcomes (POs)									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Interpret the significance of creativity in survival and sustainability of today's organisations.								
CO2	Discover and cultivate creativity in self, others, and organisation.								
CO3	Develop a comprehensive understanding about being innovative.								
CO4	Respond to business problems with design thinking.								
CO5	Build a business model in a structured way.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2

Creativity in Business, Innovation in Business, Six Thinking Hats, Ideation Methods, Design Thinking Approach to Problem Solving, Customer Journey Mapping.	
Total	20 Hours
References	
<ol style="list-style-type: none"> 1. Floyd Hurt, Rousing Creativity: Think New Now, ISBN 1560525479, Crisp Publications Inc, 2018. 2. Geoffrey Petty, How to be better at Creativity, The Industrial Society, 2018. 3. Dr. Bala Ramadurai, Karmic Design Thinking - A Buddhism-Inspired Method to Help Create Human-Centered Products & Services, 2020. 4. CSG Krishnamacharyalu, Lalitha R Innovation management, Himalaya Publishing House, 2018. 5. Clayton M. Christensen Michael E. Raynor, The Innovator's Solution, Harvard Publishing, 2018. 	

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VALUE ADDED COURSES

24MY001	Selling Skills				L	T	P	C	
		1	0	0	-				
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none"> Management Principles 			Mode: Continuous Internal Assessment (CIA) 100%						
			Assessments			Weightage (%)			
			Mid-Course Evaluation			50			
			End Course Evaluation			50			
			Total			100			
Course Objective									
<ul style="list-style-type: none"> To understand the prospective customers. To identify the customers. To plan and prepare for sales meeting. 									
Programme Outcomes (POs)									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Apply the knowledge of customers.								
CO2	Execute the sales presentation.								
CO3	Apply the selling skills to complete sales.								
CO4	Make use of social media for increasing the sales.								
CO5	Use the selling skills in the real time environment.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2
Can you sell? Identify your customers, selling in-house (B2C), Selling outhouse (B2B) Planning and preparations – Need and problem identification, Selling Expertise-The Classic Presentation, Objections to reassurance									

(resolving customer concern) Negotiation, Closing the sale, Follow-up, Social Media Selling, Activity – Selling products at real time shop.

Total

20 Hours

References

1. Zig Ziglar, The Art of Selling, Jaico Publishing House, First edition, 2021.
2. Zig Ziglar, Secrets of Closing the Sale, Magna Publishing Co Ltd, 2020.
3. Ziglar, Selling, Jaico Publishing House; First edition, 2016.
4. Brian Tracy, The Psychology of Selling: 10 Keys to Success in Selling, Jaico Publishing House; First Edition, 2021.
5. Brian Tracy, Be a Sales Superstar, Magna Publishing Co Ltd, 2020.

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24MY002	Mutual Funds				L	T	P	C	
					1	0	0	-	
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none"> Management Principles 		Mode: Continuous Internal Assessment (CIA) 100%							
		Assessments				Weightage (%)			
		Mid-Course Evaluation				50			
		End Course Evaluation				50			
		Total				100			
Course Objective									
<ul style="list-style-type: none"> To enable the students to understand the concept, types of mutual funds and legal aspects of mutual funds. To make them acquainted with financial planning as an approach to investing in mutual funds. To acquire knowledge on accounting, valuation, taxation of mutual funds and enables the students to measure and evaluate mutual fund performance. 									
Programme Outcomes (POs)									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Explain the role, structure, and different schemes of Mutual Funds and their features.								
CO2	Gain knowledge on distribution and evaluation of schemes.								
CO3	Give recommendation of suitable products and services to investors.								
CO4	Get oriented to the legalities in Mutual Funds.								
CO5	Know accounting, valuation and taxation aspects underlying Mutual Funds								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2
<p>Concept, Fund Structure and Constituent, Investment Restrictions and Related Regulation – Investors’ Rights and Obligations. Fund Distribution and Sales Practices Regulatory Aspects of an Offer– Distribution Channels for Mutual Funds – Sales Practices and Commission Structure. Accounting, Valuation and Taxation - Computation of NAV – Factors Affecting the NAV – Identification and Charging of Expenses – Valuation process – Applicability of Various Taxes. Risk, Return and Performance of Funds - Concept of Return on Investment – Risks in Fund Investing –Benchmarking of Performance – Fund Manager Performance. Investor Services - DEMAT Account – Process relating to Purchase and Redemption – Investment Plans and Service – Scheme Selection – Selecting the Right Investment Products for Investors - Helping Investors with Financial Planning – Recommending Model Portfolios and Financial Plans.</p>									
Total								20 Hours	

References

1. Sahadevan and Thiripalraju, Mutual Funds: Data, Interpretation and Analysis, New Delhi: Prentice Hall of India, 2020.
2. Jeffrey Laderman, Business Week's Guide to Mutual Funds, New Delhi: Tata Mcgraw Hill, 2020.
3. Sundar and Sandaran, Indian Mutual Funds Handbook, New Delhi: Vision books, 2020.
4. Workbook for NISM-Series-V – A: Mutual Fund Distributors Certification Examination, July 2020.
5. Vivek K Negi, Mutual Funds-Ladder to Wealth Creation, Diamond Books, Noida, 2018.

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24MY003	Principles of Insurance			L	T	P	C		
				1	0	0	-		
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none"> Management Principles 		Mode: Continuous Internal Assessment (CIA) 100%							
		Assessments			Weightage (%)				
		Mid-Course Evaluation			50				
		End Course Evaluation			50				
		Total			100				
Course Objective									
<ul style="list-style-type: none"> To enable the students to understand the basic concepts and legal aspects of insurance. To make them acquainted insurance products and its functional benefits to the insurer. To acquire knowledge on reinsurance, banc assurance, insurance premium and claim settlement 									
Programme Outcomes (POs)									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Demonstrate the knowledge of insurance contracts and provisions.								
CO2	Expedite in Life Insurance products for Risk management decisions.								
CO3	Expedite in non-life insurance product marketing and distribution.								
CO4	Execute the process of Reinsurance, bancassurance and documentation in insurance companies.								
CO5	Get oriented to the Insurance payment and their claim settlement.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2
Introduction to Principles of Insurance - Insurance Regulatory and Development Act (IRDA) - Indemnity and Insurable interest - Personal and Non-Personal Contracts - Introduction to Life Insurance - Appointment of Agent - Plans of Life Insurance - Risk Management - Managing Risk Retention - Introduction to Non-Life Insurance - Non-Life Insurance Products - Functions performed by Insurers - Individual and Corporate Agents - Investment and Reinsurance - Functions of Reinsurance Broker - Bancassurance - Banker's Indemnity Policy - Claim settlement - Days of Grace - Lapse - Paid Up Policy - Surrender Value - Nomination									
Total							20 Hours		

References

1. Dr. C.L. Tyagi, Dr. (Mrs.) Madhu Tyagi, Insurance Law and Practice, Atlantic Publishers and Distributors (P) Ltd; 3rd Revised & Enlarged Edition, 2022.
2. M.N. Srinivasan & K. Kannan, Principles of Insurance Law, Generic, 2020.
3. Beik, J. I., & Pepper. J, Health Insurance Today-E-Book: A Practical Approach. Elsevier Health Sciences, 2020.
4. David Whetten, Dr. Kim Cameron, Principles of Risk Management and Insurance, 13th edition, Pearson Education, 2017.
5. Gupta L.P, General Insurance Guide, Dr. L. P. Gupta Publications, 2017.

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Signature with date