

**PERIYAR MANIAMMAI INSTITUTE OF
SCIENCE & TECHNOLOGY**

Periyar Nagar, Vallam, Thanjavur - 613403

Tamil Nadu, India.

FACULTY OF MANAGEMENT STUDIES

DEPARTMENT OF MANAGEMENT STUDIES

MBA

Curriculum (Semesters I to IV)

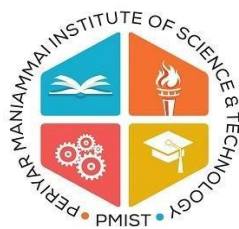
Syllabus (Semesters I to IV)

Regulation 2024

Head of the Department

Faculty Dean

Dean (Academic Courses)



PERIYAR MANIAMMAI INSTITUTE OF SCIENCE & TECHNOLOGY

Periyar Nagar, Vallam, Thanjavur - 613403
Tamil Nadu, India.

Periyar Maniammai Institute of Science & Technology is committed to imparting quality education, emphasizing the integration of proficiency and human values, along with the ongoing enhancement of educational quality.

Vision Statement:

To be a university of global dynamism with excellence in knowledge and innovation, ensuring social responsibility for creating an egalitarian society.

Mission:

- Offering well-balanced programs with scholarly faculty and state-of-the-art facilities to impart a high level of knowledge
- Providing student-centered education and fostering their growth in critical thinking, creativity, entrepreneurship, problem-solving, and collaborative work
- Engaging in progressive and meaningful research with a focus on sustainable development
- Empowering students to acquire the skills necessary for global competencies
- Instilling universal values, self-respect, gender equality, dignity, and ethics

Quality Policy:

To be a leading institution of excellence in education and research, providing professional competence to meet academic, scholastic, and societal needs.

Objectives:

- To provide value-based education with social responsibility and ethics to both urban and underserved rural students
- To achieve excellence in education and empower students to attain global competence
- To promote a culture of research and innovation in young minds, fostering academic excellence, and encouraging lifelong learning
- To engage in specialized areas with a proven ability to make distinctive contributions to the objectives of the higher education system across diverse disciplines
- To engage in extramural studies, extension programmes, and field outreach activities to contribute to the development of society

The Motto:

THINK – INNOVATE – TRANSFORM

PERIYAR MANIAMMAI INSTITUTE OF SCIENCE AND TECHNOLOGY

DEPARTMENT OF MANAGEMENT STUDIES

DEPARTMENT VISION

To be a department of international repute delivering excellence in management education and research with the aim of creating business leaders capable of solving problems of industry and society.

DEPARTMENT MISSION

DM1: To impart education meeting global standards enabling students to become business leaders.

DM2: To impart education enabling students to identify and solve problems of industry and society.

DM3: To impart education enabling students to become entrepreneurs.

DM4: To impart education enabling students to do research and be innovative.

DM5: To impart education on values, ethics and protection of the environment.

Mapping of Institution Mission with Department Mission

	DM1	DM2	DM3	DM4	DM5	Total
UM1	3	2	1	2	0	8
UM2	1	3	3	2	0	9
UM3	1	2	1	3	1	8
UM4	3	0	1	1	1	6
UM5	0	0	2	0	3	5

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

PROGRAMME EDUCATIONAL OBJECTIVES

PEO1	Develop professional managers with strong leadership, analytical, and interpersonal skills
PEO2	Promote ethical decision-making and socially responsible business conduct
PEO3	Enable global perspective through understanding of international business and markets
PEO4	Encourage innovation, entrepreneurship, and lifelong learning in managerial domains

Mapping of Mission (MS) with Programme Educational Objectives (PEOs)

	PEO 1	PEO 2	PEO 3	PEO 4	Total
DM1	3	1	3	2	9
DM2	2	2	1	2	7
DM3	2	1	1	3	7
DM4	2	0	2	3	7
DM5	1	3	1	2	7

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

GRADUATE ATTRIBUTES

- Scholarship of Knowledge:** Acquire in-depth knowledge of specific discipline or professional area, including wider and global perspective, with an ability to discriminate, evaluate, analyze and synthesize existing and new knowledge, and integration of the same for enhancement of knowledge.
- Critical Thinking:** Analyze complex problems critically, apply independent judgment for synthesizing information to make intellectual and/or creative advances for conducting research in a wider theoretical, practical and policy context.
- Problem Solving:** Think laterally and originally, conceptualize and solve problems, evaluate a wide range of potential solutions for those problems and arrive at feasible, optimal solutions after considering public health and safety, cultural, societal and environmental factors in the core areas of expertise.

4. **Research Skill:** Extract information pertinent to unfamiliar problems through literature survey, apply appropriate research methodologies, techniques and tools, analyze and interpret data, demonstrate higher order skill and view things in a broader perspective, contribute individually/in group(s) to the development of knowledge.
5. **Usage of modern tools:** Create, select, learn and apply appropriate techniques, resources, and modern management and IT tools, including prediction and modeling.
6. **Collaborative and Multidisciplinary work:** Possess knowledge and understanding of group dynamics, recognize opportunities and contribute positively to collaborative-multidisciplinary research, demonstrate a capacity for self-management and teamwork, decision-making based on open-mindedness, objectivity and rational analysis in order to achieve common goals and further the learning of themselves as well as others.
7. **Project Management and Finance:** Demonstrate knowledge and understanding of management principles and apply the same to one's own work, as a member and leader in a team, manage projects efficiently in respective disciplines and multidisciplinary environments after consideration of economical and financial factors.
8. **Communication:** Communicate with the industry, and with society at large confidently and effectively, such as, being able to comprehend and write effective reports and design documentation by adhering to appropriate standards, make effective presentations, and give and receive clear instructions.
9. **Life-long Learning:** Recognize the need for, and have the preparation and ability to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competence continuously.
10. **Ethical Practices and Social Responsibility:** Acquire professional and intellectual integrity, professional code of conduct, ethics of research and scholarship, consideration of the impact of research outcomes on professional practices and an understanding of responsibility to contribute to the community for sustainable development of society.
11. **Independent and Reflective Learning:** Observe and examine critically the outcomes of one's actions and make corrective measures subsequently, and learn from mistakes without depending on external feedback.

PROGRAMME OUTCOMES

Graduates of the MBA programme should attain the following outcomes:

PO1: Domain Expertise and Professional Competence

Acquire advanced knowledge in commerce, finance, and management principles to effectively solve complex business challenges.

PO2: Analytical and Decision-Making Skills

Apply analytical reasoning, statistical methods, and decision-making models to evaluate business data and formulate effective strategies.

PO3: Digital Literacy and AI Application

Leverage digital tools, business intelligence software, and emerging technologies such as AI and Machine Learning to improve organizational performance.

PO4: Leadership and Team Management

Demonstrate leadership, communication, and interpersonal skills for managing teams, driving organizational goals, and contributing to workplace harmony.

PO5: Research and Innovation Mindset

Engage in research and innovation to identify business opportunities, solve real-world problems, and contribute to academic and industry knowledge.

PO6: Lifelong Learning and Career Advancement

Pursue continuous learning, skill enhancement, and higher education to stay relevant in the dynamic global business environment.

PO7: Entrepreneurship and Strategic Thinking

Cultivate entrepreneurial mindset and strategic thinking to develop sustainable business models and ventures in a competitive ecosystem.

PO8: Ethics, Sustainability, and Social Responsibility

Incorporate ethical practices and sustainability principles in business decisions, contributing to societal well-being and inclusive development.

Mapping of Programme Outcomes (POs) with Graduate Attributes (GAs)

	GA1	GA2	GA3	GA4	GA5	GA6	GA7	GA8	GA9	GA10	GA11
PO1	3	1	3	1	2	1	3	1	1	1	1
PO2	2	3	3	3	3	1	2	1	1	1	1
PO3	1	1	1	1	3	2	1	1	2	1	2
PO4	1	1	2	1	1	3	2	3	1	1	2
PO5	3	3	2	3	2	2	2	1	1	3	2
PO6	2	1	1	1	2	1	2	1	3	2	3
PO7	3	2	3	1	1	2	3	1	2	2	2
PO8	2	2	1	2	1	1	1	1	3	3	3
PSO1	3	3	3	2	3	1	3	1	2	1	2
PSO2	2	3	2	3	2	3	2	3	2	2	2
PSO3	1	2	1	3	1	1	1	1	1	3	3

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

Mapping of Programme Educational Objectives (PEOs) with Programme Outcomes

(POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
PEO 1	3	3	2	3	2	2	2	1	3	3	1
PEO 2	2	2	1	2	2	2	2	3	2	2	3
PEO 3	2	2	3	2	2	2	2	2	2	2	2
PEO 4	2	2	2	2	3	3	3	2	2	3	2

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

Programme Specific Outcomes

PSO1: Managerial and Analytical Proficiency

Apply management theories, quantitative techniques, and domain-specific knowledge in finance, marketing, operations, and human resources to analyze and solve complex business problems aligned with industry standards and global practices.

PSO2: Strategic Thinking, Leadership, and Innovation

Exhibit strategic thinking, leadership, and innovation by effectively managing teams, resolving conflicts, and making data-driven decisions using analytical, financial, and technological tools.

PSO3: Ethical Governance and Sustainable Management

Integrate ethical principles, corporate social responsibility, and sustainability into decision-making processes, developing inclusive growth and responsible leadership in dynamic business environments.

PERIYAR MANIAMMAI INSTITUTE OF SCIENCE & TECHNOLOGY
FACULTY OF MANAGEMENT STUDIES
DEPARTMENT OF MANAGEMENT STUDIES
MBA
CURRICULUM - REGULATIONS 2024

Category of courses and minimum credit requirement as per guidelines of AICTE for MBA programme are outlined below:

Sl. No.	Category of Courses	Credits
1.	Core Courses	46
2.	Elective Courses	36
3.	Foundation Courses	06
4.	Value Added Courses	05
5.	Internship	02
6.	Project / Dissertation	06
Total		101

SEMESTER I

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24MB101	Organizational Behavior	3	0	0	3
2	P24MB102	Economic Analysis and Business Environment	3	0	0	3
3	P24MB103	Accounting for Managers	4	0	0	4
4	P24MB104	Business Mathematics and Statistics	3	0	0	3
5	P24MB105	Business Legislation for Management	3	0	0	3
6	P24MB106	Business Ethics and Corporate Governance	3	0	0	3
7	P24MB107	Business Communication	3	0	0	3
Practical						
8	P24VA002	Community Engagement and Social Responsibility	1	0	2	2
Total			23	0	2	24

SEMESTER II

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24MB151	Financial Management	3	0	0	3
2	P24MB152	Human Resource Management	3	0	0	3
3	P24MB153	Marketing Management	3	0	0	3
4	P24MB154	Operations Management	3	0	0	3
5	P24MB155	Information Management	3	0	0	3
6	P24MB156	Business Research Methods	3	0	0	3
7	P24MB157	Operations Research	3	0	0	3
8	P24MB158	Project Management	3	0	0	3
Total			24	0	0	24

SEMESTER III

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24MB201	Strategic Management	3	0	0	3
2	P24VA018	Business Practices and Ethical Principles in Ancient India	3	0	0	3
Specialization – Operations						
3	P24MB901	Product Design & Development	3	0	0	3
4	P24MB902	Total Quality Management	3	0	0	3
5	P24MB903	Supply Chain and Logistics Management	3	0	0	3
Specialization – Finance						
6	P24MB904	Security Analysis and Investment Management	3	0	0	3
7	P24MB905	Banking	3	0	0	3
8	P24MB906	Mergers and Acquisitions	3	0	0	3
Specialization – Human Resource						
9	P24MB907	Compensation Management	3	0	0	3
10	P24MB908	Industrial Relation and Labour Welfare	3	0	0	3
11	P24MB909	Training and Development	3	0	0	3
Specialization – Marketing						
12	P24MB910	Integrated Marketing	3	0	0	3
13	P24MB911	Consumer Behaviour	3	0	0	3

14	P24MB912	Retail Management	3	0	0	3
Specialization - Business Analytics						
15	P24MB913	Business Analytics	3	0	0	3
16	P24MB914	Business Analytics Using Python	3	0	0	3
17	P24MB915	Human Resource Analytics	3	0	0	3
Practical						
18	P24EM201	Internship	0	0	4	2
Total			24	0	4	26

SEMESTER IV

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
1	P24MB251	Entrepreneurship Development	3	0	0	3
Specialization – Operations						
2	P24MB916	Strategic Sourcing and Vendor Management	3	0	0	3
3	P24MB917	Supply Chain Analytics	3	0	0	3
4	P24MB918	Lean and Six Sigma	3	0	0	3
Specialization – Finance						
5	P24MB919	Fintech	3	0	0	3
6	P24MB920	Behavioral Finance	3	0	0	3
7	P24MB921	Financial Derivatives	3	0	0	3
Specialization – Human Resource						
8	P24MB922	Human Resource Metrics	3	0	0	3
9	P24MB923	International Human Resources Management	3	0	0	3
10	P24MB924	Organisation Development	3	0	0	3
Specialization – Marketing						
11	P24MB925	Services Marketing	3	0	0	3
12	P24MB926	Digital and Social Media Marketing	3	0	0	3

13	P24MB927	Market Research	3	0	0	3
Specialization - Business Analytics						
14	P24MB928	Marketing Analytics	3	0	0	3
15	P24MB929	Financial Modelling using Excel	3	0	0	3
16	P24MB930	Artificial Intelligence	3	0	0	3
Practical						
17	P24EM252	Project / Dissertation	0	0	12	6
Total			21	0	12	27

Semester wise Credit Distribution (In all Categories of Courses)

MBA - 2 Years

Sl.No.	Category of Courses	Credits	I	II	III	IV
1	Core Courses	46	16	24	3	3
2	Elective Courses	36	-	-	18	18
3	Foundation Courses	06	6	-	-	-
4	Value Added Courses	04	2	-	3	-
5	Internship	02	-	-	2	-
6	Project / Dissertation	06	-	-	-	6
Total		100	24	24	26	27

List of Courses under each Category

Core Courses

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24MB101	Organizational Behavior	3	0	0	3
2	P24MB103	Accounting for Managers	4	0	0	4
3	P24MB105	Business Legislation for Management	3	0	0	3
4	P24MB106	Business Ethics and Corporate Governance	3	0	0	3
5	P24MB107	Business Communication	3	0	0	3
6	P24MB151	Financial Management	3	0	0	3
7	P24MB152	Human Resource Management	3	0	0	3
8	P24MB153	Marketing Management	3	0	0	3
9	P24MB154	Operations Management	3	0	0	3
10	P24MB155	Information Management	3	0	0	3
11	P24MB156	Business Research Methods	3	0	0	3
12	P24MB157	Operations Research	3	0	0	3
13	P24MB158	Project Management	3	0	0	3
14	P24MB201	Strategic Management	3	0	0	3
15	P24MB251	Entrepreneurship Development	3	0	0	3
Total			46	0	0	46

Elective Courses

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24MB901	Product Design & Development	3	0	0	3
2	P24MB902	Total Quality Management	3	0	0	3
3	P24MB903	Supply Chain and Logistics Management	3	0	0	3
4	P24MB904	Security Analysis and Investment Management	3	0	0	3
5	P24MB905	Banking	3	0	0	3
6	P24MB906	Mergers and Acquisitions	3	0	0	3
7	P24MB907	Compensation Management	3	0	0	3
8	P24MB908	Industrial Relation and Labour Welfare	3	0	0	3
9	P24MB909	Training and Development	3	0	0	3
10	P24MB910	Integrated Marketing	3	0	0	3
11	P24MB911	Consumer Behaviour	3	0	0	3
12	P24MB912	Retail Management	3	0	0	3
13	P24MB913	Business Analytics	3	0	0	3
14	P24MB914	Business Analytics Using Python	3	0	0	3
15	P24MB915	Human Resource Analytics	3	0	0	3
16	P24MB916	Strategic Sourcing and Vendor Management	3	0	0	3
17	P24MB917	Supply Chain Analytics	3	0	0	3
18	P24MB918	Lean and Six Sigma	3	0	0	3
19	P24MB919	Fintech	3	0	0	3
20	P24MB920	Behavioral Finance	3	0	0	3
21	P24MB921	Financial Derivatives	3	0	0	3

22	P24MB922	Human Resource Metrics	3	0	0	3
23	P24MB923	International Human Resources Management	3	0	0	3
24	P24MB924	Organisation Development	3	0	0	3
25	P24MB925	Services Marketing	3	0	0	3
26	P24MB926	Digital and Social Media Marketing	3	0	0	3
27	P24MB927	Market Research	3	0	0	3
28	P24MB928	Marketing Analytics	3	0	0	3
29	P24MB929	Financial Modelling using Excel	3	0	0	3
30	P24MB930	Artificial Intelligence	3	0	0	3
Total			90	0	0	90

Foundation Courses

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24MB102	Economic Analysis and Business Environment	3	0	0	3
2	P24MB104	Business Mathematics and Statistics	3	0	0	3
Total			6	0	0	6

Value Added Courses

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24VA002	Community Engagement and Social Responsibility	1	0	2	2
2	P24VA018	Business Practices and Ethical Principles in Ancient India	3	0	0	3
Total			4	0	2	5

Internship





Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24EM201	Internship	0	0	4	2
Total			0	0	4	2

Project / Dissertation

Sl.No	Course Code	Course Name	Credits			
			L	T	P	C
Theory						
1	P24EM252	Project / Dissertation	0	0	12	6
Total			0	0	12	6

SYLLABUS – REGULATION 2024**MBA****(Dual Specialization)****REGULATION – 2024 (Revision 0)****SEMESTER-I**

Sl.No	Course Code	Course Title	Credits			
			L	T	P	C
Theory						
1	P24MB101	Organizational Behaviour	3	0	0	3
2	P24MB102	Economic Analysis and Business Environment	3	0	0	3
3	P24MB103	Accounting for Managers	4	0	0	4
4	P24MB104	Business Mathematics and Statistics	3	0	0	3
5	P24MB105	Business Legislation for Management	3	0	0	3
6	P24MB106	Business Ethics and Corporate Governance	3	0	0	3
7	P24MB107	Business Communication	3	0	0	3
Practical						
8	P24VA002	Community Engagement and Social Responsibility	1	0	2	2
		Total	23	0	2	24

Course Code	Course Name	L	T	P	C
P24MB101	ORGANIZATIONAL BEHAVIOUR	3	0	0	3
Sustainable Development Goals					

Category: Core

a.Preamble: This course introduces the fundamentals of Organizational Behaviour to understand individual, group, and organizational dynamics. It emphasizes the role of psychology and social sciences in shaping workplace behaviour. Students will learn theories and practices of motivation, leadership, communication, and organizational culture. The course prepares learners to build effective teams and manage change for sustainable organizational growth.

b.Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the challenges and opportunities for OB and OB Model	K2
CO2	Describe the concept of Personality, Learning, Attitude, Value, Perception and Motivation	K2
CO3	Summarise the styles and theories of leadership and difference between a manager and a leader	K2
CO4	Illustrate the group formation, team building and communication	K2
CO5	Discuss the organizational climate, culture, Job Satisfaction	K2
CO6	Discuss Organizational Change, Stress and Work Life Balance	K2

c.Course Syllabus

Total : 45 Hours

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR **5**

Definition of Organizational Behavior - Disciplines contributing to the OB Field: Psychology, Social Psychology, Sociology, Anthropology - Challenges and Opportunities for OB: Managing Workforce Diversity, Improving Quality and Productivity, Outsourcing - Developing of OB Model - Contingency OB Model

THE INDIVIDUAL BEHAVIOUR **12**

Personality – types – Factors influencing personality – Theories; Learning - The learning process, Learning theories; Emotional Intelligence; Attitudes – Characteristics – Components – Formation – Measurement – Theories; Values; Perceptions – Importance - Factors influencing perception - Interpersonal perception; Motivation Concepts and Theories

LEADERSHIP AND POWER **8**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers; Sources of power– Power centers – Power and Politics; Conflict and Negotiation

GROUP BEHAVIOUR **8**

Defining and Classifying Groups - Stages of Group Development – Group Decision making - Groups and Teams - Types of Teams - Creating Effective Teams; Function of Communication-Communication Process - Direction of Communication - Barriers to effective Communication

DYNAMICS OF ORGANIZATIONAL BEHAVIOUR **12**

Organizational culture and climate – Factors affecting organizational climate – Importance; Job satisfaction Determinants – Measurements – Influence on behaviour; Organizational change – Importance – the change process – Resistance to change –

Managing change; Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life; Organizational development – Characteristics – objectives – Organizational effectiveness - Developing Gender sensitive workplace

LECTURE	TUTORIAL	TOTAL
45	0	45

d. Learning Activities





1. Personality & Emotional Intelligence Assessment Workshop: Students take psychometric tests (Big Five, MBTI, or EI self-assessment). They then reflect on how their traits/values affect workplace behaviour, learning style, and leadership potential.
2. Motivation & Perception Case Study : Analyze workplace cases (e.g., why employees resist performance targets, or why perceptions differ in promotion decisions).
3. Leadership & Power Simulation: Conduct a leadership role-play exercise (crisis management, conflict handling, or negotiation). Students assume roles as leaders, managers, subordinates, and experience power dynamics and politics.
4. Conduct a group activity (survival exercise, business game, or case-based group decision-making task). Observe team roles, communication barriers, and conflict. Debrief on stages of group development and effectiveness.

e. Learning Resources

1. Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (18th ed., Updated Global Ed.). Pearson.
2. Griffin, R. W., & Phillips, J. M. (2024). *Organizational behavior: Managing people and organizations* (14th ed.). Cengage Learning.
3. Robbins, S. P. (2021). *Essentials of organizational behavior* (15th ed.). Pearson Education.
4. Sathyapriya J, Guru.P and Srividhya P K (2019). *Organizational Behaviour*, 1st Edition, SARA Book House, Ahmedabad

**f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs),
Programme Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2						2	3		2
CO2	3			3		2			3	3	
CO3	3			3			1			3	
CO4		2		3		2			3	3	
CO5	3			3				2	3		2
CO6					1	2		2		3	2
Total	12	4		12	1	6	1	4	12	12	6

Course Code	Course Name	L	T	P	C
P24MB102	ECONOMIC ANALYSIS AND BUSINESS ENVIRONMENT	3	0	0	3
Sustainable Development Goals					

Category: Core

a. Preamble: This course provides the fundamentals of economics and its application in business decision-making. It covers concepts of demand, supply, production, costs, market structures, and national income. Students will understand the impact of fiscal and monetary policies on the business environment. The course equips learners to analyze economic trends and business conditions for sustainable growth.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the principles of economics	K2
CO2	Compare the laws of supply and demand	K2
CO3	Interpret production costs and the economies and diseconomies of scale.	K2
CO4	Illustrate various market structures.	K2
CO5	Classify the components of GDP and calculation of CPI, WPI, PMI.	K2
CO6	Classify the Fiscal and monetary policies	K2

c.Course Syllabus**Total : 45 Hours****INTRODUCTION 9**

Fundamentals of economics, principles of economics, Basics of Managerial Economics, Role and Responsibilities of a Business Economist, circular flow diagram, production possibilities frontier, Economics - Nobel laureates –Goals of business firm.

SUPPLY AND DEMAND 9

Concept of utility - Supply and Demand – Demand, Law of demand, factors that affect demand, supply, law of supply, factors that affect supply, elasticity, elastic demand, inelastic demand, elastic supply, inelastic supply.

ECONOMIES OF SCALE 9

Production with One & Two Variable Inputs – Production Isoquants – Isocost Lines
Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale
Production Cost Curves, short run cost - Long run cost economies of scale, Diseconomies of scale

COMPETITIVE MARKETS 9

Markets – competitive markets, decision to shut down, decision to exit, profit, monopoly, causes for monopoly, monopoly profit, price discrimination, oligopoly, monopolistic competition.

GROSS DOMESTIC PRODUCT 9

National Income – Gross domestic product, components of GDP, Cost of living, calculation of CPI, WPI, PMI. Fiscal policy, monetary policy, inflation, balance of payment, game theory, prisoner's dilemma, oligopolies as prisoners dilemma, bargaining.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Case Study & Nobel Laureates Debate: Assign students to study Nobel Prize-winning economists (e.g., Amartya Sen – welfare economics, Paul Krugman – trade, Elinor Ostrom – common resources) and debate their relevance for modern business decision-making.
2. Market Simulation: Demand, Supply & Elasticity: Run a market experiment in class—students act as buyers and sellers, negotiating prices. Then analyze demand, supply curves, equilibrium, and elasticity.
3. Economic Indicators & Policy Analysis Project: Students track Indian macroeconomic indicators (GDP, CPI, WPI, PMI, Inflation, BOP). Each group prepares a policy brief recommending measures for government/industry.

e. Learning Resources

1. Froeb, L. M., McCann, B. T., Ward, M. R., & Shor, M. (2023). *Managerial economics: A problem-solving approach* (6th ed.). Cengage Learning.
2. Thomas, C. R., & Maurice, S. C. (2023). *Managerial economics: Foundations of business analysis and strategy* (14th ed.). McGraw-Hill Education
3. Mankiw, N. G. (2024). *Principles of economics* (10th ed.). Cengage Learning.
4. Das, S. P., & Goyal, J. K. (2024). *Economics for managers: Concepts and cases*. Taylor & Francis Group.

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3						1	2		1
CO2	3	3					2		2	1	
CO3	3	3			1		2		2	1	
CO4	3	3		1			2		2	1	
CO5	3	3	1		1				2	1	
CO6	3	3				0		1	2		1
Total	18	18	1	1	2	0	6	2	12	4	2

Course Code	Course Name	L	T	P	C
P24MB103	ACCOUNTING FOR MANAGERS	4	0	0	4
Sustainable Development Goals					

Category: Core

a.Preamble:

This course introduces the principles and practices of financial and cost accounting. It enables students to prepare, interpret, and analyze financial statements for decision-making. The course highlights modern approaches in costing, budgeting, and financial reporting. Learners will gain the skills to apply accounting information for managerial effectiveness and sustainability.

b.Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain and examine the methodology of preparing financial Statements	K2, K4
CO2	Analyse the Ratio Analysis, Common Size Statement and Cash and fund Flow statements	K4
CO3	Investigate Cost Sheet, marginal costing and Depreciation	K4
CO4	Categorize Standard costing and variances	K4
CO5	Discuss IFRS and IAS to ensure compliance and accuracy in financial reporting, Forensic Accounting, ICAI and ESG Analysis.	K2
CO6	Illustrate contemporary concepts of accounting in business	K2

c. Course Syllabus**Total : 45 Hours****FINANCIAL ACCOUNTING 18**

Concepts and Conventions of Accounting - Preparation of Journal, Ledger, Trial Balance - Trading Account - Profit and Loss Account - Balance sheet with Adjustments.

FINANCIAL STATEMENT ANALYSIS 12

Ratio Analysis: Classification of Ratios - Preparation of Common Size Statements - Preparation of Cash Flow Statement - Fund Flow Statement.

COSTING 12

Introduction to Costing, Preparation of Cost Sheet - Break Even Analysis - Cost Volume Profit Analysis and Decision making - Define Marginal Costing and its advantages and disadvantages, financial reporting analysis, Costing for Managers. Depreciation – Causes – Methods of Calculating Depreciation.

STANDARD COSTING, VARIANCE, BUDGETARY 8

Introduction to Standard Costing - Advantages and Disadvantages of Standard Costing - Variances: Prepare the Material Variances, Labour Variances and Overhead Variances - Budgetary Control.

CONTEMPORARY CONCEPTS 10

IFRS and Indian Accounting Standards - Forensic Accounting – ICAI - ESG Metrics - ESG Analysis, Kaizen Costing - Total Cost Management - Activity Based Costing - Target costing - Life cycle Costing and Pricing Methods

LECTURE	TUTORIAL	PRACTICAL	TOTAL
60	0	0	60

d. Learning Activities





1. Financial Statement Analysis Project: Take annual reports of listed companies (e.g., Infosys, TCS, ITC) and analyze ratios, common size statements, cash flow, and fund flow. Present findings as a financial health report.
2. Variance & Budgetary Control Case Study: Provide a budget vs. actual performance dataset. Students calculate material, labour, and overhead variances, then suggest managerial actions. Also, prepare a flexible budget for different levels of activity.
3. Contemporary Accounting & ESG Workshop: Organize student-led seminars & presentations on ESG metrics in Indian companies, forensic accounting cases.

e. Learning Resources

1. Reddy, T. S., & Hariprasad Reddy, Y. (2024). Accounting for managers (Latest ed.). Margham Publications.
2. Narayanaswamy, R. (2022). Financial accounting: A managerial perspective (7th ed.). PHI Learning.
3. Reddy, T. S., & Hariprasad Reddy, Y. (2021). Management accounting (5th ed.). Margham Publications.
4. Srinivasan, N. P., & Sakthivel Murugan, M. (2010). Accounting for management (Revised ed.). S. Chand & Co., Ltd.

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3						1	3		1
CO2	3	3	1						3	2	
CO3	3	3			1				3	2	
CO4	3	3			1				3	2	
CO5	3	3	1		1			1	3	2	1
CO6	3	3							3	2	
Total	18	18	2	0	3	0	0	2	18	10	2

Course Code	Course Name	L	T	P	C
P24MB104	BUSINESS MATHEMATICS AND STATISTICS	3	0	0	3
Sustainable Development Goals					

Category: Core

a.Preamble:

The course Business Mathematics and Statistics equips students with essential quantitative skills for effective managerial decision-making. It blends mathematical techniques with statistical tools to analyze, interpret, and solve real-world business problems. The mathematical component providing a strong analytical foundation for management applications. The statistical component introduces data collection, presentation, and interpretation methods, emphasizing measures of central tendency, dispersion, and probability theory.

b.Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Solve problems in functions, Progressions	K3
CO2	Solve differentiation, maxima and minima	K3
CO3	Apply matrix algebra to solve linear equations	K3
CO4	Apply correlation and regression analysis to data	K3
CO5	Solve problems using discrete and continuous probability distributions	K3
CO6	Apply hypothesis testing to data	K3

BUSINESS MATHEMATICS **9**

Basic Mathematics for Management – Functions, Progressions – Arithmetic Progression, Geometric Progression,

BASIC CALCULUS AND APPLICATION **9**

Basic Calculus and application – Limit and Continuity– Differentiation – Maxima and Minima, Matrix algebra.

INTRODUCTION TO STATISTICS **9**

Introduction to Statistics - Data Collections and Analysis – Collection of Data – Classification and Tabulation – Charting of Data – Measures of Central Tendency – Measures of Dispersion.

PROBABILITY DISTRIBUTION **9**

Introduction to Probability- Basic Concepts of Probability – Discrete Probability Distribution – Binomial, Poisson, Continuous Probability Distributions –Normal.

HYPOTHESIS TESTING **9**

Introduction to Sampling, Testing Hypotheses – Chi Square Test, F – Test, ANOVA.

BUSINESS FORECASTING **9**

Business Forecasting – Correlation – Simple Linear Regression.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. Hands-on sessions using MS Excel or statistical software (e.g., SPSS/R) for descriptive statistics, probability calculations, hypothesis testing, and regression analysis.
2. Application of statistical methods such as correlation, regression, and ANOVA to analyze business case studies and draw meaningful managerial conclusions.
3. Short quizzes and reflective exercises at the end of each unit to reinforce learning and encourage critical thinking.





e. Learning Resources

1. Clendenen, G., & Moninger, K. (2024). *Business mathematics* (15th ed.). Pearson.
2. Gupta, S. P., & Gupta, P. K. (2022). *Business statistics & business mathematics* (5th revised ed.). Sultan Chand & Sons.

3. Levin, R. I., Rastogi, S., Siddiqui, M. H., & Rubin, D. S. (2017). *Statistics for management* (8th ed.). Pearson Education.
4. Arora, P. N., & Arora, S. (2013). *Statistics for management* (5th ed.). S. Chand & Company.
5. <https://nptel.ac.in/courses/110/105/110105085> – NPTEL Course: *Business Statistics*
6. <https://nptel.ac.in/courses/110/106/110106131> – NPTEL Course: *Mathematics for Management*
7. <https://www.khanacademy.org/math> – Comprehensive tutorials on algebra, calculus, and probability.
8. <https://ocw.mit.edu/courses/sloan-school-of-management/>

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3					2		3	3		3
CO2	3			1		2	1	3	3		3
CO3	3	2						3	3		3
CO4	3	2						3	3		3
CO5	3		1		1	2	1	3			
CO6		2	1		1	2	1		0.5		
Total	15	6	2	1	2	8	3	15	12.5		12

Course Code	Course Name	L	T	P	C
P24MB104	BUSINESS LEGISLATION FOR MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Core

a.Preamble: This course provides knowledge of essential business laws including contract, company, sales, intellectual property, and IT regulations, enabling managers to ensure legal compliance and make informed business decisions.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the different legal terms in a contract	K2
CO2	Illustrate the formation and legal part in company	K2
CO3	Compare the sales contract and negotiable instruments	K2
CO4	Summarize the negotiable instruments	K2
CO5	Discuss the concepts of IPR, Patent, Copyrights and Trademark	K2
CO6	Explain IT and Competition act	K2

c. Course Syllabus

Total: 45 Hours

LAW OF CONTRACT

9

Meaning and Essentials of a valid contract - Offer, Acceptance and Agreement - Formation

of Agreement - Consideration and Contracts - Performance of the contract - Void Contract - Contingent Contract - Breach, Damages and compensation

COMPANIES ACT **9**

Introduction -Types of Business Entities - Legal nature of companies - Company identifiers - Registration of Companies - Memorandum of Association - Article of Association – Prospectus - Types of companies - Joint stock - Limited Liability Company – Partnership - Concept and formation of partnership - kinds of Partners

SALES CONTRACT & NEGOTIABLE INSTRUMENTS **10**

Definition and Characteristics of a Sales Contract - Contract Conclusion-Essential Elements of a Sales Contract - Nonessential Elements of a Sales Contract - Seller's Obligations - Buyer's Obligations – Objections - Seller's Liability - Buyer's Liability- Concept of Negotiable Instruments and its importance - Promissory note - cheque and bill of exchange

IPR **11**

Concept Of Intellectual Property – Patents - Product/Process Patents - Duration of Patents - Patentable Subject Matter – Non Patentable Subject Matter - Object of Trade Marks Law - Important Definitions in the Trade Marks Act, 1999 - Registration of Trade Marks, Meaning of Copyright and the Rights Conferred - Works in which Copyright Subsists copyright pertaining to Software - Authorship and Ownership - Concept of Design - Geographical Indication concept

Information Technology Act & Competition Act **6**

Introduction – IT Act - Digital Signature- Electronic Governance-Attribution, Acknowledgment and Despatch of Electronic Records - Cyber crime - Introduction to Competition law - Role of CCI - Competitive agreement - Abuse of Dominance - Regulations of combinations - Remedies

LECTURE	TUTORIAL	PRACTICAL	TOTAL
----------------	-----------------	------------------	--------------

d. Learning Activities





1. Case Law Analysis & Judgment Review: Students analyze landmark Indian contract law and sales law cases
2. Mock Board Meeting & Company Registration Simulation: Students simulate the process of company incorporation: choosing type of company, preparing MoA & AoA, filing with Registrar.
3. Intellectual Property Rights Case Study & Debate: Groups analyze IPR disputes (e.g., copyright in software, patent on pharma products, trademark disputes like Apple v. Samsung, GI issues like Darjeeling Tea).

e. Learning Resources

1. Kapoor, N. D. (2020). *Elements of mercantile law* (38th rev. & enl. ed.). Sultan Chand & Sons.
2. Kuchhal, M. C., & Kuchhal, V. (2024). *Business law* (9th ed.). Vikas Publishing House.
3. Pathak, A. (2022). *Legal aspects of business* (8th ed.). Tata McGraw Hill Education.
4. Kapoor, G. K., & Dhamija, S. (2022). *Company law: A comprehensive textbook on Companies Act 2013* (26th ed.). Taxmann.

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3					2		3	3		3
CO2	3			1		2	1	3	3	1	3
CO3	3	2						3	3		3
CO4	3	2						3	3		3
CO5	3		1		1	2	1	3			
CO6		2	1		1	2	1		1		
Total	15	6	2	1	2	8	3	15	13	1	12

Course Code	Course Name	L	T	P	C
P24MB106	BUSINESS ETHICS AND CORPORATE GOVERNANCE	3	0	0	3
Sustainable Development Goals					

Category: Core

a. Preamble:

This course imparts knowledge of ethical theories, organizational culture, corporate governance principles, and social responsibility, enabling managers to make responsible decisions and promote sustainable business practices.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the Ethical Theories and various types of Approaches	K2
CO2	Compare the Ethics and Governance	K2
CO3	Summarize Business Ethics in Management	K2
CO4	Interpret Organization Culture and Ethics	K2
CO5	Explain Corporate Governance and its Principles	K2
CO6	Summarize India's Corporate Governance	K2

c. Course Syllabus

Total: 45 Hours

INTRODUCTION TO THEORY OF ETHICS 9

Introduction - Definition and Ontology of Ethics - Beliefs Values Attitude and Virtue
Theory of ethics - Theory of Entitlement and Property Right - Theory of Justices -
Ethics and Market structure – Monopoly - Oligopoly and Case Studies

ETHICS AND GOVERNANCE 9

Introduction - Ethics and Law, Governance, Bureaucracy and Ethics, Globalization,
Global Governance and Ethical Issues, Ethics of care and compassion - Care, cost and
Conflict – care and relationship

BUSINESS ETHICS AND MANAGEMENT 9

Introduction -Relation between Ethics and Business Ethics, Business Codes Dilemmas
and Dialectics, Ethical Issues in Marketing and Advertisement, Finance and Accounting
Human Resource Management, Production and Operation Management and
Information Technology - Professional Ethics and Human Values

ORGANISATION CULTURE AND ETHICS 9

Introduction - Organisation Structure, Leadership and Ethical culture - Employee rights
and Conflict of Interest - Social Audit-Whistle Blowing - Business Ethics: A cross
Country Perspective - Japan, America India, China and Arab World-Ethical decision
Making

CORPORATE GOVERNANCE 9

Introduction - Corporate Governance: Principles Issues and Trend, Corporate Social
Responsibility, Corporate Governance in India and its History - Evolution of Corporate
Governance in India - Major Defects and Improvement in Corporate Governance in
India - Models of Corporate Governance-Ethics and International Business

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Case Study Analysis & Ethical Dilemma Discussions: Present real or hypothetical cases (e.g., Enron, Satyam scam, Volkswagen emission, ethical issues in advertising)
2. Corporate Governance Simulation / Role Play: Students role-play as board of directors, shareholders, auditors, whistleblowers, and regulators in a simulated corporate governance crisis
3. Cross-Country Comparative Study: Student groups research and present how ethics, governance, and corporate practices differ across cultures

e. Learning Resources

1. Rajandran, K. V. R. (2022). *Business ethics and corporate governance with case studies*. Duraico Publication.
2. Hartman, L. P., & Chatterjee, A. (2017). *Perspectives in business ethics* (3rd ed.). McGraw Hill Education.
3. Ghosh, B. N. (2012). *Business ethics and corporate governance*. McGraw Hill Education.

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3				3	2		2	3		2
CO2	3	1			3	2		2	3		2
CO3	3	1		1	3		1	2	3	1	2
CO4	3			1	3		1	2	3	1	2
CO5	3	1		1	3		1	2	3	1	2
CO6	3	1		1	3	2	1	2	3		
Total	18	4	0	4	18	6	4	12	18	3	10

Course Code	Course Name	L	T	P	C
P24MB107	BUSINESS COMMUNICATION	3	0	0	3
Sustainable Development Goals					

Category: Core

a.Preamble:

This course equips students with the fundamentals of oral, written, and non-verbal communication required in the business world. It emphasizes clarity of expression, professional report writing, effective presentations, group discussions, and interview skills. By mastering these skills, students will be able to communicate ideas confidently, overcome communication barriers, and succeed in professional and organizational settings.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Interpret the communication process	K2
CO2	Summarize parts of a report	K2
CO3	Illustrate the procedure for conducting meetings	K2
CO4	Demonstrate job search, build own resume and job application letter	K3
CO5	Compare various group discussion techniques	K2
CO6	Illustrate interview skills and negotiating skills	K2

c. Course Syllabus

Total: 45 Hours

BUSINESS COMMUNICATION 7

Business Communication Foundations – Benefits of effective communication - Goals of business communication - Internal communication, External communication - Communication process - Communication barriers - Body Language

ORAL AND WRITTEN COMMUNICATION 8

Report Writing – Types of reports - Parts of reports - Oral communication – Presentation - Public speaking

CONDUCTING MEETING 8

Conducting Meetings - Procedure – Preparing Agenda, Minutes and Resolutions - Conducting Seminars & Conferences - Procedure of Regulating Speech

JOB SEARCH 10

Job search and Resume – Chronological resume, Functional resume - Job Application letter

GROUP DISCUSSION 12

Group Discussion - Interview Skills - Negotiation Skills

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. Business Communication Role Play: Simulate real-life workplace communication scenarios—internal memos, client meetings, handling communication barriers, and interpreting body language.

2. Mock Meeting, Seminar & Conference Simulation

3. Resume Building & Mock Job Application





4. Group Discussion & Mock Interview

e. Learning Resources

1. Madhukar, R. K. (2024). *Business communication* (4th ed.). Vikas Publishing House
2. Raman, M., & Sharma, S. (2022). *Technical communication: Principles and practice* (4th ed.). Oxford University Press.
3. Williams, K., Krizan, A. C. B., Logan, J., & Merrier, P. (2012). *Communicating in business* (8th ed.). Cengage Learning India Pvt. Ltd.
4. Mohan, K., & Banerji, M. (2009). *Developing communication skills* (2nd ed.). Macmillan Publishers India Ltd.

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3		2		2			2	2	
CO2	3	3			1	2			2	2	
CO3	3	3		2		2	2		2	2	
CO4	3	3	1	2		2	2		2	2	
CO5	3	3		2		2	2		2	2	
CO6	3	3		2		2	2		2	2	
Total	18	18	1	10	1	12	8	0	12	12	0

Course Code	Course Name	L	T	P	C
P24VA002	COMMUNITY ENGAGEMENT AND SOCIAL RESPONSIBILITY	3	0	0	3
Sustainable Development Goals					

Category: Value Added Course

a. Preamble

This course explores the principles and practices of community engagement and social responsibility, emphasizing the role of the institute and the students in promoting social change and community well-being. This course is designed to provide students with an understanding of sustainable development concepts, the role of social responsibility, and the ways they can apply these principles in real-world contexts.

b. Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Summarize the Sustainable Development Goals	K2
CO2	Interpret the role of Corporate Social Responsibility	K2
CO3	Explain the concept of civic engagement	K2
CO4	Describe facts and ideas about ethical responsibility of Individuals & Organizations.	K2
CO5	Compare civil society organization & local governance	K2
CO6	Investigate facts on various aspects of local community.	K4

c. Course Syllabus

Total: 45 Hrs

FOUNDATIONS OF SUSTAINABLE DEVELOPMENT & SOCIAL RESPONSIBILITY 6

Evolution and Key Concepts – Sustainable Development Goals — Social Responsibility and Sustainability – Community Engagement and Sustainability - The role of individuals, organizations - communities in Sustainable Development - Strategies for engaging communities in social responsibility initiatives - Awareness and Education for Sustainable Development

COMMUNITY ENGAGEMENT 6

Definitions and concepts – Evolution and Key Principles - Community Needs and Assets - Community assessment and analysis - Identifying community strengths and challenges - Asset-based community development - Building Community Partnerships – Collaboration and Partnership Models - Effective communication and stakeholder engagement - Conflict resolution and negotiation – Volunteerism and Community Service - Advocacy and Activism.

SOCIAL RESPONSIBILITY 6

Types of Social Responsibility – Key areas of Social Responsibility – Ethics and Social Responsibility – Developing a Personal Code of Ethics - Importance of Social Responsibility in Modern Society - Role of Youth in Social Change - Ways to Practice Social Responsibility in Daily Life – Corporate Social Responsibility - Leveraging technologies and innovation for social change

REGIONAL CHALLENGES AND ISSUES 6

Regional Socio-cultural Overview – History – Heritage – Understanding Regional Governance - Identifying social issues specific to the region: Rural-Urban divide, Education, Healthcare – Partnership Strategies among Local Government, NGOs,

and Communities - Designing a community engagement plan for a local sustainability issue.

d. Learning Activities

1. Case Study Analysis & Reflection: Students analyze real-world cases (e.g., Tata Group's CSR, Infosys Foundation, UN SDG initiatives, or NGO-led community development projects).
2. Students simulate a multi-stakeholder meeting where government officials, NGOs, corporate leaders, and community representatives negotiate on a local sustainability issue.
3. Personal Code of Ethics & Reflection Journal: Each student develops a personal code of ethics aligned with sustainability and social responsibility, keeping a reflection journal on how they practice it daily.

d. Learning Resources

1. Putnam, R. D. (2024). *Bowling alone: The collapse and revival of American community* (rev. & updated ed.). Simon & Schuster.
2. Carroll, A. B., Brown, J., & Buchholtz, A. K. (2023). *Business & society: Ethics, sustainability & stakeholder management* (11th ed.). Cengage Learning.
3. Bowen, H. R. (2013). *Social responsibilities of the businessman* (with introduction by J.-P. Gond & foreword by P. G. Bowen). University of Iowa Press.
4. Senge, P. M. (2006). *The fifth discipline: The art & practice of the learning organization* (2nd ed.). Random House.
5. Kotler, P., & Lee, N. (2004). *Corporate social responsibility: Doing the most good for your company and your cause*. Wiley.
6. <https://sdgs.un.org/>
7. <https://www.worldbank.org/en/topic/communityengagement>
8. <https://ash.harvard.edu/civic-engagement>
9. <https://ssir.org/>

10. <https://www.csrwire.com/>





11. <https://www.nationalservice.gov/>

**f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs),
Programme Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3					3	3	3	3		2
CO2	3					3	3	3	3		2
CO3	3			2		3	3	3	3	1	2
CO4	3			2		3		3	3	1	2
CO5	3			2		3	3	3	3		
CO6	3						3		3	1	2
Total	18	0		6		15	15	15	18	3	10

SYLLABUS – REGULATION 2024**MBA****(Dual Specialization)****REGULATION – 2024 (Revision 0)****SEMESTER-II**

Sl.No	Course Code	Course Title	Credits			
			L	T	P	C
Theory						
1	P24MB151	Financial Management	3	0	0	3
2	P24MB152	Human Resource Management	3	0	0	3
3	P24MB153	Marketing Management	3	0	0	3
4	P24MB154	Operations Management	3	0	0	3
5	P24MB155	Information Management	3	0	0	3
6	P24MB156	Business Research Methods	3	0	0	3
7	P24MB157	Operations Research	3	0	0	3
8	P24MB158	Project Management	3	0	0	3
		Total	24	0	0	24

Course Code	Course Name	L	T	P	C
P24MB151	FINANCIAL MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Core

a. Preamble

This course introduces the concepts, principles, and techniques of financial management in business organizations. It covers financial planning, capital budgeting, working capital management, cost of capital, and financial analysis for decision-making. By applying financial tools and strategies, students will be able to optimize resources, maximize value, manage risks, and support sustainable and effective business growth.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Summarize the overview of Financial Management and Time value of Money	K2, K3
CO2	Interpret Risk return relationship, capital budgeting techniques	K2
CO3	Apply Cost of capital	K3
CO4	Demonstrate the capital structure and dividend policy	K2, K3
CO5	Discuss the sources of long-term finance and basics of inventory management, the sources of short-term finance and basics of mergers and takeovers	K2
CO6	Discuss the sources of short-term finance and basics of mergers and takeovers Bond valuation and managing the various forms of risk	K2

c. Course Syllabus

Total: 45 Hrs

NATURE AND SCOPE OF FINANCIAL MANAGEMENT, TIME VALUE OF MONEY 6

Meaning – Definition - Objectives and Functions of Financial Management - Role of Finance Manager - Scope of Financial Management - Meaning for Time preference for Money - Techniques of Time value of Money - Time Value of Money Problems using any one of the basic software

RISK AND RETURN, COST OF CAPITAL, CAPITAL BUDGETING 12

Meaning of Risk - Systematic Risk and Unsystematic Risk - Relationship between Risk and Return - Capital Asset Pricing Model (CAPM), Meaning and Definition of Cost of Capital - Computation of Cost of Capital - Meaning and Definitions of Capital Budgeting – Methods - Payback period Method - Accounting Rate of Return Method - Discounted Cash Flow Method

CAPITAL STRUCTURE AND LEVERAGES, WORKING CAPITAL MANAGEMENT, DIVIDEND POLICY 12

Meaning and Definition of Capital Structure - Theories of Capital Structure - Define Leverage – Types of Leverage - Working Capital Management - Working capital policy - Cash and Liquidity Management - Meaning of Dividend - Models of Dividend policy - Walter’s Models - Gordon’s Model - Modigliani Miller Model - Forms of Dividend

SOURCES OF FINANCE 6

Sources of Long - term Finance, Equity Shares - Preference Shares - Debentures or Bonds - Term Loans - Retained Earnings, Sources of Short-term Finance – Factoring - Trade credit - Merits and Demerits

CORPORATE RISK MANAGEMENT, MERGER AND ACQUISITION 9

Bond Valuation - Measuring and Managing Credit Risk - Market Risk - Derivative Risk - Commodity Risk - Enterprise Risk Management

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Time Value of Money & Capital Budgeting Workshop Activity: Students solve real-world problems using software tools
2. Risk and Return Analysis Case Study: Activity: Analyze historical market data to calculate systematic and unsystematic risk, CAPM expected returns, and portfolio diversification strategies. Students prepare a report on risk-return trade-offs for investment decisions.

e. Learning Resources

1. Chandra, P. (2023). *Financial management: Theory and practice* (11th ed.). McGraw Hill Education.
2. Pandey, I. M. (2022). *Essentials of financial management* (5th ed.). Pearson Education.

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3				1			2	2	
CO2	3	3			2		2		2	2	
CO3	3	3			2				2	2	
CO4	3	3					2		2	2	
CO5	3	3				1	2		2	2	
CO6	3	3			2		2		2	2	
Total	18	18	0	0	6	2	8	0	12	12	0

Course Code	Course Name	L	T	P	C
P24MB152	HUMAN RESOURCE MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Core

a.Preamble:

This course introduces the principles, functions, and practices of managing human resources in organizations. It covers recruitment, selection, training and development, performance management, compensation, employee relations, and HR analytics. By applying HR strategies and best practices, students learn to develop talent, enhance employee engagement, and contribute to organizational effectiveness and sustainable workforce development.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the evolution of human resource management	K2
CO2	Interpret demand forecasting of human resource required and hire right person for right place at right time	K2
CO3	Compare the various recruitment practices and selection procedure	K3
CO4	Illustrate new perspectives in Training and executive development	K2
CO5	Illustrate the performance evaluation	K2
CO6	Discuss grievance handling procedure	K2

c. Course Syllabus

Total: 45 Hrs

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 05

Evolution of Human Resource Management –Functions of HRM – Techniques in HRM
- Role of Human Resource Manager – Qualities of Human Resource Manager – Role of Artificial Intelligence in HRM

HUMAN RESOURCE PLANNING, JOB ANALYSIS AND DESIGN 10

Human Resource Planning - Objectives of HRP - Factors affecting HRP - Process of HRP; Job Analysis - Objectives of Job Analysis – Process of Job Analysis - Job Description - Job Specifications - Job Evaluation – Objectives – Process of Job Evaluation – Methods

EMPLOYEE RECRUITMENT, SELECTION & SOCIALIZATION 10

Recruitment - Factors affecting recruitment, Constraints and Challenges in Recruitment Process, Process of Recruitment, Sources of Recruitment – HR Application Tracking System - Selection -Steps in Selection Procedure, Socialization process.

TRAINING & EXECUTIVE DEVELOPMENT 10

Concept of Training, Training Methods, New Training Techniques, Evaluation of Training, Emerging Issues in Training, Training Need Analysis – AI in Employee Training - Neuro Linguistic Programme (NLP)-Executive Development – Objectives – Methods.

PERFORMANCE APPRAISAL AND GREIVANCE REDRESSAL 10

Performance Appraisal, Methods of Performance Appraisal, Potential Appraisal, Possible Errors in the Appraisal Process; Work From Home (WHF) vs Performance Appraisal, Employee Diversity and Performance Appraisal; Grievance – Causes – Implications - Redressal Procedure

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





- 1.HR Planning & Job Analysis Workshop
2. Recruitment & Selection Simulation
- 3.Training & Executive Development Case Study
- 4.Performance Appraisal & Grievance Handling Role-Play

e. Learning Resources

1. Phillips, J. M., & Phillips, P. P. (2024). *Human resource management: An applied approach* (4th ed.). Sage Publications.
2. Sinha, P. R. N., Shekhar, S. P., & Bala, I. (2023). *Human resource management* (2nd ed.). Cengage India.
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). *Human resource management* (6th Canadian ed.). McGraw-Hill.
4. Pattanayak, B. (2024). *Human resource management* (7th ed.). PHI Learning.
- 5.<http://www.nitc.ac.in/app/webroot/img/upload/546896605.pdf>
- 6.<https://www.assessteam.com/managing-work-from-home-employee-performance>
- 7.<https://www.small-improvements.com/blog/performance-management-diversity-and-inclusion/>

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3		2	1	3	3	1	3	3	1
CO2	3	3		2		3	3		3	3	
CO3	3	3		2		3	3		3	3	
CO4	3	3	1	2	1	3	3		3	3	
CO5	3	3		2	1	3	3		3	3	
CO6	3	3		2		3	3	1	3	3	1
Total	18	18	1	12	3	18	18	2	18	18	2

Course Code	Course Name	L	T	P	C
P24MB153	MARKETING MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Core

a.Preamble:

This course provides students with a comprehensive understanding of marketing principles, strategies, and practices in dynamic business environments. It covers market analysis, consumer behavior, product development, pricing, promotion, distribution, and digital marketing. By applying marketing concepts and analytical tools, students will be able to design customer-centric strategies, create value, and contribute to sustainable business growth.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the concept of Marketing Management	K2
CO2	Discuss the Customer value & Market segment	K2
CO3	Illustrate the Market segment	K2
CO4	Summarize the Product strategy	K2
CO5	Contrast the Communicating value	K2
CO6	Differentiate the concept of Competitive dynamics	K2

c. Course Syllabus

Total: 45 Hrs

UNDERSTANDING MARKETING MANAGEMENT 7

Defining Marketing for the 21st Century – The Importance of Marketing – The scope of Marketing – Core Marketing Concepts – The New Marketing Realities – Company Orientation toward the Marketplace – Marketing Management Tasks

CONNECTING WITH CUSTOMERS & IDENTIFYING MARKET SEGMENTS AND TARGETS 10

Creating Customer Value, Satisfaction and Loyalty – Maximizing Customer Lifetime Value – Cultivating Customer Relationships - Bases for Segmenting Consumer Markets – Bases for Segmenting Business Markets – Market Targeting

SETTING PRODUCT & SERVICES STRATEGY AND DEVELOPING PRICING STRATEGIES AND PROGRAMS & DELIVERING VALUE 10

Product Characteristics and Classifications – Product and Service Differentiation – Product and Brand Relationships – Packaging, Labeling, Warranties and Guarantees - Understanding Pricing – A changing Pricing Environment – How Companies Price? – Marketing Channels and Value Networks.

COMMUNICATING VALUE & MASS COMMUNICATIONS 8

Marketing Channels and Value Network - The Role of Marketing Channels - Channel Design Decisions - Channel Management Decisions - The Role of Marketing Communications – Developing and Managing an Advertising Program - Introducing New Market Offerings – New Product Options

COMPETITIVE DYNAMICS AND CRAFTING THE BRAND POSITIONING

10

Competitive Strategies for Market Leaders – Other Competitive Strategies – Product Life Cycle Marketing Strategies - Developing and Establishing a Brand Positioning – Differentiation Strategies - What is Brand Equity? – Role of Brands – The Scope of Branding – Defining Brand Equity

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Customer Value & Relationship Mapping Exercise
2. Market Segmentation and Targeting Case Study
3. Product, Pricing, and Branding Strategy Workshop
4. Marketing Channels and Communication Simulation
5. Competitive Strategy & Brand Positioning Analysis

e. Learning Resources

1. Kotler, P., & Keller, K. L. (2024). *Marketing management: Global edition* (16th ed.). Pearson
2. Iacobucci, D. (2022). *Marketing management* (6th ed.). Cengage India.
3. Saxena, R. (2019). *Marketing management* (6th ed.). McGraw Hill Education (India).
4. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: Indian context global perspective* (6th ed.). SAGE Publications India

**f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs),
Programme Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3		3	2	3	2	2	2	2	
CO2	3	3		3		3	2	2	2	2	1
CO3	3	3		3		3	2	2	2	2	1
CO4	3	3	1	3	2	3	2	2	2	2	1
CO5	3	3	1	3	2	3	2	2	2	2	
CO6	3	3	1	3	2	3	2	2	2	2	
Total	18	18	3	18	8	18	12	12	12	12	3

Course Code	Course Name	L	T	P	C
P24MB154	OPERATIONS MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Core

a. Preamble

This course introduces the principles and practices of managing operations in manufacturing and service organizations. It covers process design, capacity planning, inventory management, quality control, supply chain management, and performance measurement. By applying analytical tools and operational strategies, students learn to optimize resources, improve efficiency, ensure quality, and support sustainable and effective business operations.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain operations, productivity and the various steps in product design	K2
CO2	Explain the types of processes, process selection and	K2
CO3	Explain the types of facility layouts and facility layout	K2
CO4	Explain various forecasting techniques and aggregate	K2
CO5	Explain material requirements planning and inventory	K2
CO6	Explain scheduling, lean production and supply chain	K2

c. Course Syllabus

Total: 45 Hrs

INTRODUCTION TO OPERATIONS, PRODUCT DESIGN 8

Operations, Transformation process, Operations management, Productivity - Product design - Product design process

PROCESS SELECTION, CAPACITY PLANNING 7

Process selection and design - Classification, Product-process matrix, Process flow chart, Capacity management - Capacity planning

FACILITY LAYOUT 7

Facility Layout – Types of generic layouts, Hybrid layouts

FORECASTING, AGGREGATE PLANNING 7

Forecasting – Forecasting techniques, Forecast accuracy - Aggregate Sales and Operations Planning - Planning Strategies

MATERIAL REQUIREMENTS PLANNING, INVENTORY CONTROL 16

Material Requirements Planning - Master production schedule, Bill of materials - Inventory Control - Inventory costs, Inventory systems, Fixed order quantity model

SCHEDULING, LEAN PRODUCTION, SUPPLY CHAIN MANAGEMENT

Operations scheduling - Theory of constraints - Lean production - Supply Chain Management

d. Learning Activities





- 1.Product Design & Process Mapping Workshop
- 2.Capacity Planning & Facility Layout Simulation
- 3.Forecasting and Aggregate Planning Case Study
- 4.Material Requirements Planning & Inventory Control Exercise
- 5.Scheduling, Lean Production & Supply Chain Management Project

e. Learning Resources

1. Roberta S Russell, Bernard W Taylor III, Venkataramanaiah Saddikuti & Pavan Kumar Gudavalleti (2023), *Operations and Supply Chain Management*, 10th Edition, Wiley.
2. F. Robert Jacobs, Ravi Shankar & Richard B. Chase (2023), *Operations and Supply Chain Management*, 17th Edition, McGraw-Hill.
3. B. Mahadevan (2018), *Operations Management: Theory and Practice*, 3rd Edition, Pearson.

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	3	2	3	2	2	2	2	3
CO2	3	3	3	3	2	3	2	2	2	2	3
CO3	3	3	3	3	2	3	2	2	2	2	3
CO4	3	3	3	3	2	3	2	2	2	2	3
CO5	3	3	3	3	2	3	2	2	2	2	3
CO6	3	3	3	3	2	3	2	2	2	2	3
Total	18	18	18	18	12	18	12	12	12	12	18

Course Code	Course Name	L	T	P	C
P24MB155	INFORMATION MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Core

a.Preamble

This course provides students with the concepts, tools, and techniques for managing information effectively in organizations. It covers information systems, data management, knowledge management, decision support systems, and emerging technologies. By learning to organize, analyze, and leverage information, students will be able to support strategic decision-making, enhance organizational efficiency, and promote sustainable knowledge-driven practices

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the basic concept of Information system	K2
CO2	Interpret the system flow	K2
CO3	Illustrate the concept of Data Base Management	K2
CO4	Summarize the concept Data Mining	K2
CO5	Summarize the security system concept	K2
CO6	Explain the new advancements in IT	K2

c. Course Syllabus

Total: 45 Hrs

INTRODUCTION 10

Data, Information, Information Technology - Role of IT in Business, Information System, evolution, types based on functions and hierarchy - Role of Technology in Manufacturing - PLC, Automation, CNC, Robotics, Industry 4.0, 3D printing, MRP

TECHNOLOGY IN BUSINESS OPERATIONS 8

Role of Technology in Business Operations - HRMS, CRM, Digital Marketing, Sales Planning, Forecasting - Financial Systems, Block chains, Bitcoins

DBMS, DATA WAREHOUSING, DATA MINING 10

DBMS - Data warehousing - Data warehouse Architecture - Data Mart - Data Mining- Data Mining Techniques, Applications of Data Mining, Market Basket Analysis

SECURITY CONTROL AND REPORTING 8

Security, Testing, Error detection, Controls - IS Vulnerability - Disaster Management - Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting

NEW IT INITIATIVES 9

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence - Pervasive Computing, Cloud computing, CMM, Big data, IOT, SMAC, Machine learning

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





- 1.Information Systems & Technology Application Workshop
- 2.Technology in Business Operations Case Study (HRMS, CRM, Digital Marketing, Financial Systems)
- 3.DBMS, Data Warehousing & Data Mining Practical Exercises
- 4.IT Security, Controls & Reporting Simulation
- 5.Emerging IT Initiatives Project (ERP, E-business, Cloud, IoT, Big Data, Machine Learning)

e.Learning Resources

1. Bidgoli, H. (2024). *Management Information Systems* (11th ed.). Cengage Learning. — Comprehensive MIS textbook covering fundamentals, AI and global information systems.
2. Laudon, K. C., & Laudon, J. P. (2022). *Management Information Systems*. Standard text used globally for MIS courses.
3. Wallace, P. (2019). *Introduction to Information Systems: People, Technology, and Processes* (3rd ed.). Pearson Education

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	3	3	3	2	3	2	2	2
CO2	3	3	3	3	3	3	2	3	2	2	2
CO3	3	3	3	3	3	3	2	3	2	2	2
CO4	3	3	3	3	3	3	2	3	2	2	2
CO5	3	3	3	3	3	3	2	3		2	2
CO6	3	3	3	3	3	3		3	2		
Total	18	18	18	18	18	18	10	18	10	10	10

Course Code	Course Name	L	T	P	C
P24MB156	BUSINESS RESEARCH METHODS	3	0	0	3
Sustainable Development Goals					

Category: Core

a.Preamble

This course introduces the principles and processes of business research, focusing on the systematic collection, analysis, and interpretation of data for managerial decision-making. It covers research design, sampling techniques, data collection methods, statistical tools, and report writing. By developing analytical and problem-solving skills, the course enables students to conduct ethical research that supports evidence-based strategies and contributes to sustainable business solutions.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the process in business research projects	K2, K3
CO2	Interpret the business problem	K2, K3
CO3	Analyzing of collected data to investigate the research problem	K2, K3
CO4	Execute a questionnaire for data collection	K2, K3
CO5	Implement statistical techniques for data	K2, K3
CO6	Demonstrating Correlation of data	K2, K3

c. Course Syllabus

Total: 45 Hrs

INTRODUCTION

8

Meaning of Research - Objective of Research - Motivation in Research - Types of Research Approaches - Significance of Research - research process - criteria of good Research - Problems Encountered by Researchers in India

PROBLEM DEFINITION

9

Research Problems - Selecting the problem - Necessity of defining the Problem - technique involved in defining a problem - Research Design - meaning, need for research design, features of a good design, important concepts relating to research design, different research designs

SAMPLING, MEASUREMENT & SCALING

9

Sampling Need for Sampling - Definitions, Important Sampling Distributions, Method of Sampling Measurement in Research, Measurement Scales - Sources of Errors in Measurement - Tests of Sound Measurement - Techniques of developing Measurement Tools - Meaning of Scaling, Scale Classification Bases, Important Scaling Techniques, Scale Construction Technique

DATA COLLECTION

9

Collection of Primary Data - Observation Method, Interview Method - Collection of Data through Questionnaires - Collection of Data through Schedules - Difference between Questionnaires and Schedules - Other methods of data collection - collection of Secondary Data - Selection of appropriate method for data collection - Case Study method

DATA ANALYSIS & REPORT PREPARATION

10

Introduction to Uni-variate, Bi-variate and Multi-variate techniques - Report Writing - Techniques of interpretation - writing report with statistical output using Excel Spreadsheet or SPSS Package - Introduction to Factor Analysis Techniques - Correlation Analysis - Linear Regression, Multiple Regression

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Research Problem Definition & Research Design Workshop
2. Sampling, Measurement, and Scaling Exercises
3. Data Collection Methods Practical (Questionnaires, Interviews, Observation, Case Study)
4. Data Analysis & Report Preparation Using Excel/SPSS
5. Statistical Techniques Application (Correlation, Regression, Factor Analysis)

e. Learning Resources

1. Rajandran, K. V. R., & Guru, P. (2024). *Business research methods for MBA & BBA students* (1st ed.). Duraigo Publications
2. Kothari, C. R., & Garg, G. (2024). *Research methodology: Methods and techniques* (5th ed.). New Age International Publishers
3. Schindler, P. S., & Cooper, D. R. (2025). *Business research methods* (14th ed.). McGraw-Hill Education

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3		3	1			3	3	1
CO2	3	3	3		3				3	3	
CO3	3	3	3		3				3	3	
CO4	3	3	3		3			1	3	3	1
CO5	3	3	3		3				3	3	
CO6	3	3	3		3				3	3	
Total	18	18	18	0	18	1	0	1	18	18	2

Course Code	Course Name	L	T	P	C
P24MB157	OPERATIONS RESEARCH	3	0	0	3
Sustainable Development Goals					

Category: Core

a. Preamble

This course provides students with analytical tools and quantitative techniques for effective decision-making in complex business situations. It covers linear programming, transportation, assignment, queuing theory, inventory models, and simulation, enabling managers to optimize resources, reduce costs, and improve efficiency. By aligning decision-making methods with Sustainable Development Goals, the course emphasizes responsible resource utilization, sustainable operations, and problem-solving for societal and organizational growth.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Solve linear programming problems	K3
CO2	Solve transportation and assignment problems	K3
CO3	Solve replacement problems	K3
CO4	Apply queuing theory and sequencing models to analyze service systems	K3
CO5	Apply game theory, simulation, and decision analysis techniques to solve complex decision-making problems	K3

CO6	Solve CPM and PERT problems	K3
-----	-----------------------------	----

c. Course Syllabus

Total: 45 Hrs

OPERATIONS RESEARCH & LINEAR PROGRAMMING 15

Introduction to Operations Research, Linear Programming, Application of LP in Management, Graphical method, Simplex method

TRANSPORTATION MODELS AND ASSIGNMENT MODELS 13

Introduction to Transportation Model, North-West Corner Method, Matrix – Minima method, Vogel’s Approximation Method, Optimal Solutions by MODI Method. Assignment Problem, Travelling Salesman Problem

REPLACEMENT MODEL 7

Introduction to Replacement model, Replacement policy for items which deteriorate with time gradually

QUEUEING MODELS, SEQUENCING & GAME THEORY 12

Introduction to Queuing model - Single server model. Introduction to sequencing problem, Sequencing of ‘n’ jobs and ‘2’ machines. Introduction to Game theory, Two person zero sum games, Simulation, Decision analysis

SCHEDULING BY CPM AND PERT 13

Introduction to Project, Rules for constructing a Project Network Diagram, Critical Path Method, and Program Evaluation and Review Technique (PERT)

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	15	0	60

d. Learning Activities

1.Linear Programming Problem Solving Workshop (Graphical & Simplex Methods)

2. Transportation and Assignment Models Case Study with MODI Method

3. Replacement Model Analysis Exercise (Deteriorating Items)

4. Queuing, Sequencing & Game Theory Simulation

5. Project Scheduling using CPM and PERT Practical

e. Learning Resources





1. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2023). *An Introduction to Management Science: Quantitative Approaches to Decision Making* (16th ed.). Cengage Learning India Pvt. Ltd.

2. Gupta, P. K., & Hira, D. S. (2022). *Operations Research* (7th ed.). S. Chand & Company Ltd.

3. Kalavathy, S. (2013). *Operations Research* (4th ed.). Vikas Publishing House Pvt. Ltd.

**f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs),
Programme Specific Outcomes (PSOs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3			3				3	3	
CO2	3	3			3				3	3	
CO3	3	3			3		1		3	3	
CO4	3	3	1		3				3	3	
CO5	3	3	1		3		1		3	3	
CO6	3	3	1		3	0	1		3	3	
Total	18	18	3	0	18	0	3	0	18	18	0

Course Code	Course Name	L	T	P	C
P24MB158	PROJECT MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Core

a. Preamble

This course introduces the principles and practices of project management, focusing on planning, organizing, scheduling, and controlling projects to achieve specific objectives. It covers project life cycle, resource allocation, risk management, cost estimation, and quality control. By integrating tools, techniques, and real-world case studies, the course prepares students to effectively manage projects, meet deadlines, and deliver successful outcomes in dynamic business environments.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain Project selection methods and role of project Manager	K2
CO2	Describe Work break down structure and budgeting	K2
CO3	Explain Network diagram	K2
CO4	Describe the control and completion of project	K2
CO5	Explain the types of project organization and conflict	K2
CO6	Explain Project selection methods and role of project	K2

c. Course Syllabus

Total: 45 Hrs

INTRODUCTION TO PROJECT MANAGEMENT 9

Project Management – Definition – Goal – Lifecycles - Project Selection Methods - Project Portfolio Process – Project Formulation - Project Manager – Roles, Responsibilities and Selection – Project Teams

PLANNING AND BUDGETING 9

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams - Budgeting the Project – Methods, Cost Estimating and Improvement, Budget uncertainty and risk management

SCHEDULING & RESOURCE ALLOCATION 9

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling, Allocating scarce resources – Goldratt’s Critical Chain.

CONTROL AND COMPLETION 9

The Plan – Monitor - Control cycle – Data Collecting and reporting – Project Control – Designing the control system - Project Evaluation - Auditing and Termination

PROJECT ORGANISATION & CONFLICT MANAGEMENT 9

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. Project Selection & Formulation Case Study
2. Project Planning and Budgeting Workshop (WBS & Cost Estimation)

3. Project Scheduling and Resource Allocation Exercise (PERT, CPM, Gantt Charts)
4. Project Control and Evaluation Simulation
5. Project Organization Design and Conflict Management Role-Play

e. Learning Resources

1. Gido, J., Clements, J. P., & Baker, R. (2023). *Successful Project Management* (7th ed.). Cengage Learning.
2. Gray, C. F., Larson, E. W., & Desai, G. V. (2021). *Project Management: The Managerial Process* (8th ed.). McGraw-Hill Education
3. Meredith, J. R., Shafer, S. M., & Mantel, S. J. (2021). *Project Management: A Managerial Approach* (11th ed.). Wiley.
4. Maylor, H., & Turner, N. (2021). *Project Management* (5th ed.). Pearson Education





f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3		2	2		1		2	3	
CO2	3	3	1	2	2				2	3	
CO3	3	3	1		2				2	3	
CO4	3	3	1	2	2	1			2	3	
CO5	3	3		2	2		1		2	3	
CO6	3	3		2	2		1		2	3	
Total	18	18	3	10	12	1	3	0	12	18	0

SYLLABUS – REGULATION 2024**MBA****(Dual Specialization)****REGULATION – 2024 (Revision 0)****SEMESTER-III**

Sl.No	Course Code	Course Title	Credits			
			L	T	P	C
Theory						
1	P24MB201	Strategic Management	4	0	0	4
2	P24VA018	Business Practices and Ethical Principles in Ancient India	3	0	0	3
Specialization -Operations						
3	P24MB901	Product Design & Development	3	0	0	3
4	P24MB902	Total Quality Management	3	0	0	3
5	P24MB903	Supply Chain and Logistics Management	3	0	0	3
Specialization -Finance						
6	P24MB904	Security Analysis and Investment Management	3	0	0	3
7	P24MB905	Banking	3	0	0	3
8	P24MB906	Mergers and Acquisitions	3	0	0	3
Specialization -HR						
9	P24MB907	Compensation Management	3	0	0	3
10	P24MB908	Industrial Relation and Labour Welfare	3	0	0	3
11	P24MB909	Training and Development	3	0	0	3
Specialization- Marketing						

12	P24MB910	Integrated Marketing	3	0	0	3
13	P24MB911	Consumer Behaviour	3	0	0	3
14	P24MB912	Retail Management	3	0	0	3
Specialization- Business Analytics						
15	P24MB913	Business Analytics	3	0	0	3
16	P24MB914	Business Analytics Using Python	3	0	0	3
17	P24MB915	Human Resource Analytics	3	0	0	3
Internship						
18	P24EM201	Internship	0	0	4	2
Total			25	0	4	27

Course Code	Course Name	L	T	P	C
P24MB201	STRATEGIC MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Major Courses

a. Preamble

This course equips students with the analytical tools, conceptual frameworks, and practical insights necessary to understand complex business scenarios and to craft and execute effective strategies. By integrating knowledge across disciplines such as marketing, finance, operations, and human resources, Strategic Management fosters critical thinking and decision-making skills essential for aspiring leaders and managers.

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the steps in Strategic Management Process	K2
CO2	Analyze the external and internal environment of Businesses	K4
CO3	Compare various business level strategies	K4
CO4	Compare various corporate level strategies	K4
CO5	Compare various international strategies	K4
CO6	Compare various international markets	K4

c. Course Syllabus

Total: 45 Hours

INTRODUCTION 9

Strategy - Strategic management - Strategic management process - Mission statement, Stakeholders, Corporate governance

SITUATION ANALYSIS 9

External environment - Macro environment, Industry environment, Industry analysis - Five forces model - Internal environment - Resources and capabilities - Value chain model - SWOT analysis

BUSINESS LEVEL STRATEGY 9

Business level strategies - Cost leadership, Differentiation, Focus

CORPORATE LEVEL STRATEGY 9

Corporate level strategies - Concentration, Vertical integration, Diversification, Divestment, Portfolio analysis – BCG Matrix

INTERNATIONAL STRATEGY & INTERNATIONAL MARKETS 9

International strategy - Global, Multidomestic, Transnational strategy - Modes of entering international markets

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Make students instantly use AI tools to think about business strategies linked to SDGs
2. Train students to apply SWOT for a sustainability-focused company using AI in real time
3. Make students act like corporate strategists using SDG-linked products
4. Practice international market entry thinking, connecting to SDGs

e. Learning Resources

1. Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Harrison, J. S. (2024). *Strategic management: Concepts and cases: Competitiveness and globalization* (14th ed.). Cengage Learning
2. Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2024). *Strategic management: Theory & cases: An integrated approach* (14th ed.). Cengage Learning.
3. <https://solutionshub.epam.com/blog/post/business-level-strategy-definition-examples-and-implementation>
4. <https://digitalleadership.com/blog/corporate-level-strategy/>
6. <https://pressbooks.lib.vt.edu/strategicmanagement/chapter/9-4-types-of-international-strategies/>

f. Mapping of Course Outcomes (COs) with Programme Outcomes (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3								3		
CO2	3	3							3		
CO3	3	3					1		3	1	
CO4	3	3					1		3	1	
CO5	3	3					1		3	1	
CO6	3	3					1		3	1	
Total	18	15	0	0	0	0	4	0	18	4	0

Course Code	Course Name	L	T	P	C
P24VA018	BUSINESS PRACTICES AND ETHICAL PRINCIPLES IN ANCIENT INDIA	3	0	0	3
Sustainable Development Goals					

Category: Value Added Course

a. Preamble

This course explains the approach to business practices by drawing on ancient wisdom and traditional practices. This integration combines the rich philosophical, ethical, and strategic insights from Indian culture with modern commercial strategies to create innovative and sustainable business practices.

b. Course Outcomes

After completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the Ethical Business Practices	K2
CO2	Compare Sustainability and Environmental Stewardship	K2
CO3	Discuss the Customer-Centric Approach	K2
CO4	Explain the Holistic Business Models	K2
CO5	Summarize the Innovative Problem Solving	K2
CO6	Explain the Leadership and Management Practices	K2

c. Course Syllabus

Total: 45 Hours

ETHICS IN BUSINESS PRACTICES

9

Indian philosophy, mainly through the teachings of the Vedas, Upanishads, and ancient texts emphasizes the importance of ethics in business - Concepts such as Dharma (duty)

and Artha (prosperity) highlight that true success comes from aligning business practices with ethical principles.

SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP 9

The Indian knowledge system has long valued harmony with nature, as seen in concepts such as Ahimsa (non-violence) and Sattva (purity) - Ancient texts and practices advocate for living in balance with the environment

CUSTOMER-CENTRIC APPROACH 9

The Indian knowledge system emphasizes serving others and fulfilling customer needs with respect and care - Seva (service) concept found in various Indian traditions.

HOLISTIC BUSINESS MODELS 9

Indian philosophy often advocates for a holistic approach - considering the well-being of all stakeholders rather than focusing solely on profit - Concepts like Yoga (unity) and Sankhya (enumeration of elements)

INNOVATIVE PROBLEM SOLVING & LEADERSHIP AND MANAGEMENT PRACTICE 9

Indian knowledge systems, such as those found in ancient texts like the Niti Shastra (ethical governance) and Shastras (scientific treatises), offer strategic insights into problem-solving and management - Leadership principles from Indian texts, such as the Bhagavad Gita, offer insights into effective leadership and management - Concepts such as Karma Yoga (the yoga of action) - Emphasize performing one’s duty without attachment to results, which can be applied to leadership

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Ethical Dilemma - AI Debate.
2. Customer Empathy AI Challenge.
3. Leader's Dilemma Simulation - Karma Yoga Style.

e. Learning Resources

1. Mahadevan, Nagendra Pavana, Vinayak Rajat Bhat (2022), “Introduction to Indian Knowledge System: Concepts and Applications” PHI Learning, New Delhi
2. Prof. Bhag Chand Chauhan (2023),” IKS: The Knowledge system of Bharata, Garuda Prakashan, New Delhi
3. <https://iksindia.org/> Indian Knowledge System Division, Ministry of Education

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1								3			3
CO2								3			3
CO3	1	1							1		
CO4							2			2	3
CO5					1		2			2	
CO6				1						2	
Total	1	1	0	1	1	0	4	6	1	6	9

Course Code	Course Name	L	T	P	C
P24MB901	PRODUCT DESIGN AND DEVELOPMENT	3	0	0	3
Sustainable Development Goals					

Category: Elective

a. Preamble

In this course students learn the fundamentals of product design and development. They learn how to collect information from prospective customers and convert them to proper need statements. They learn how to generate concepts, select concepts and test the selected concepts. They also learn about intellectual property rights.

b. Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcomes	Knowledge Level
CO1	Explain the product development process	K2
CO2	Explain the concept development process and identify a customer need	K3
CO3	Explain the methods used for concept generation and select a concept	K3
CO4	Illustrate the interview prospective customers and test a concept	K3
CO5	Demonstrate building a prototype	K3
CO6	Classify various types of intellectual property	K2

c. Course Syllabus

Total: 45 Hours

INTRODUCTION

9

Product - types of products - product development process - design thinking

CONCEPT DEVELOPMENT

9

Concept development process - identifying customer needs.				9
CONCEPT GENERATION AND SELECTION				
Concept generation method - concept screening - concept scoring.				9
CONCEPT TESTING AND PROTOTYPING				
Concept testing method - survey format- communication method.				9
INTELLECTUAL PROPERTY RIGHTS				
Types of prototypes - uses of prototypes - prototyping methods - Patent				
LECTURE	TUTORIAL	PRACTICAL		TOTAL
45	0	0		45

d. Learning Activities


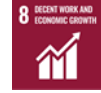


1. AI tools to optimize production processes, minimize waste, and schedule manufacturing.
2. Smart products for urban living (e.g., IoT-enabled smart home devices)
3. Generate concepts to address the need of SDG.
4. Using AI to simulate environmental impacts during the product lifecycle

e. Learning Resources

1. Ulrich, K. T., Eppinger, S. D., & Yang, M. C. (2020). *Product design and development* (7th ed.). McGraw-Hill Education.
2. Otto, K. N., & Wood, K. L. (2001). *Product design: Techniques in reverse engineering and new product development* (1st ed.). Prentice Hall.

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2				3				2	2	
CO2	2	2			3				2	2	
CO3		2			3				2	2	
CO4		2		1	3				2	2	
CO5	2		1		3				2	2	
CO6	2				3			1	2		1
Total	8	6	1	1	18	0	0	1	12	10	1

Course Code	Course Name	L	T	P	C
P24MB902	TOTAL QUALITY MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Elective

a. Preamble

This Course aims to provide students with the principles, methodologies, tools, and techniques necessary to understand and implement quality management practices in any organizational context. Through real-time case studies, quality models, and benchmarking practices, the course prepares students to drive continuous improvement and achieve organizational excellence in a competitive global environment.

b. Course Outcomes

After successfully completing the course, the students will be able to

Cos	Course Outcome	Knowledge Level
CO1	Summarize the principles and practices of Quality Management	K2
CO2	Explain the continuous process of improvement.	K2
CO3	Summarize benchmarking	K2
CO4	Outline the quality management systems	K2
CO5	Explain statistical process	K2
CO6	Explain statistical control	K2

c. Course Syllabus

Total: 45 Hours

INTRODUCTION TO TOTAL QUALITY MANAGEMENT

9

Basic Approach - Gurus of QM - Defining Quality - Obstacles in Implementing Quality Management - benefits of QM.

CONTINUOUS PROCESS IMPROVEMENT 9

Process of CPI - Juran Trilogy - Improvement Strategies - Types of Problems - PDSA Cycle - Problem Solving Method - Kaizen, Reengineering, Six Sigma

BENCHMARKING 9

Define Benchmarking - Process of benchmarking - deciding what to benchmark - understanding current performance - planning of benchmarking - learning from data - using the findings - pitfalls and criticism of benchmarking

QUALITY MANAGEMENT SYSTEMS 9

Benefits of ISO Registration - ISO 9000 series of Standards - IOS 9001 requirements - Implementation of QMS - Documentation, writing Documents, Internal Audits, Registration

STATISTICAL PROCESS & STATISTICAL CONTROL 9

Statistical Fundamentals Pareto Diagram - Process Flow Diagram - Cause and Effect Diagram - Check Sheets, Histogram, Control Charts, Variable Control Charts - Process Performance, Measurement System Analysis (MSA) Scatter Diagram

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. AI Quiz - Quality Gurus Challenge".
2. ISO Certification Role-Play with SDG 9
3. Create Your First SPC Chart with AI.





e. Learning Resources

1. Evans, J. R., & Lindsay, W. M. (2020). *Managing for quality and performance excellence* (11th ed.). Cengage Learning.
2. Besterfield, D. H., Besterfield-Michna, C., Besterfield-Sacre, M., Besterfield, G. H., Urdhwareshe, H., & Urdhwareshe, R. (2015). *Total quality management* (4th ed.). Pearson Education India.

3. <https://www.juran.com/blog/the-juran-trilogy-2/>
4. <https://www.lucidchart.com/blog/8-steps-of-the-benchmarking-process>
5. <https://www.ideagen.com/thought-leadership/blog/implementing-a-quality-management-system-best-practice>
6. <https://asq.org/quality-resources/pareto>

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2							2	3		2
CO2		3			3	1			3		2
CO3		3			3		1		3	1	
CO4	2				3			2	3		2
CO5		3	1		3				3		
CO6		3	1		3				3		
Total	4	12	2	0	15	1	1	4	18	1	6

Course Code	Course Name	L	T	P	C
P24MB903	SUPPLY CHAIN MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Elective

a. Preamble

In this course students learn the fundamentals of supply chain management. They learn various supply chain strategies and the drivers that affect the performance of a supply chain. They learn how different types of distribution and transportation networks function. They learn how coordination is key to the performance of a supply chain.

b. Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain supply chain management and the process view of supply chain	K2
CO2	Summarize supply chain strategy	K2
CO3	Explain the drivers of supply chain performance	K2
CO4	Explain the various distribution network designs	K2
CO5	Explain the various modes of transportation and transportation network designs	K2
CO6	Summarize the sourcing options and coordination in supply chains	K2

c. Course Syllabus

Total : 45 Hours

INTRODUCTION	5
Supply chain - decision phases in a supply chain - process view of supply chain - supply chain macro processes	
SUPPLY CHAIN STRATEGY AND SUPPLY CHAIN DRIVERS	10
Supply chain strategy - Strategic fit, Drivers of supply chain performance - Facilities, Inventory, Transportation, Information, Sourcing, Pricing	
DISTRIBUTION NETWORK	15
Distribution - Factors influencing distribution network design - Design options for a distribution network - Online sales and distribution	
TRANSPORTATION	10
Transportation - Modes of transportation and their performance characteristics - Design options for a transportation network	
SOURCING AND COORDINATION	5
Sourcing - Inhouse or Outsource, Third- Party Suppliers - Supply chain coordination - Bullwhip effect - Continuous replenishment and Vendor - Managed Inventories	

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. Coca-Cola supply chain → Impact on SDG 6 (Clean Water)..
2. SC Strategy Simulation.
3. Transportation Mode Debate" with SDG 13 — Climate Action.
4. AI-Optimized Sustainable Distribution Model.

e. Learning Resources





1. Simchi-Levi, D., Simchi-Levi, E., Kaminsky, P., & Shankar, R. (2022). *Designing and managing the supply chain: Concepts, strategies, and case studies* (4th ed.).

McGraw-Hill Education.

2. Chopra, S., Meindl, P., & Kalra, D. V. (2019). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson Education.

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3							3		
CO2	3	3					1		3	2	
CO3		3							3	2	
CO4	3	3					1		3	2	
CO5	3	3							3		
CO6	3	3							3	2	
Total	15	18	0	0	0	0	2	0	18	8	0

Course Code	Course Name	L	T	P	C
P24MB904	SECURITY ANALYSIS AND INVESTMENT MANAGEMENT	3	0	0	3
Sustainability Development Goals		4 QUALITY EDUCATION 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY INNOVATION AND INFRASTRUCTURE 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 

Category: Elective

a.Preamble

This course provides foundational and advanced knowledge of investment instruments, valuation methods, and portfolio management techniques to develop students' decision-making skills in the field of investment and financial planning.

b. Course Outcomes

Upon successful completion of this course, students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the overview of Capital Markets	K2
CO2	Apply valuation models for equity	K3
CO3	Compare the nature of Bonds and Derivatives	K4
CO4	Categorize the portfolio.	K4
CO5	Examine the management of portfolio and analyse the performance.	K4
CO6	Assess different portfolio strategies and their effectiveness	K5

c.Course Syllabus

Total: 45 Hours

OVERVIEW OF CAPITAL MARKET

9

Market of securities - Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations - Types of issues and instruments - Trading of securities -

equity and debentures/ bonds - Regulatory Mechanism - SEBI and its guidelines; Investor Protection

MARKET ANALYSIS 6

Nature of Stock Markets - EMH (Efficient Market Hypothesis) - its implications for investment decision - Approaches to Equity Valuation - Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis

VALUATION OF DEBENTURES/ BONDS AND DERIVATIVES 6

Valuation of Debentures/Bonds - Nature of bonds, valuation, Bond theorem, Term structure of interest rates – Duration - Valuation of Derivatives (Options and futures) - concept, trading, valuation - Valuation of Equity: Nature of equity instruments, Equity Valuation Models

PORTFOLIO ANALYSIS AND SELECTION 12

Portfolio concept - Portfolio risk and return - Beta as a measure of risk - Calculation of beta - Selection of Portfolio - Markowitz’s Theory - Single Index Model - Capital market theorem - CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory

PORTFOLIO MANAGEMENT AND PERFORMANCE EVALUATION 12

Mutual Funds - Introduction, classification of mutual fund schemes by structure - objective, advantages and disadvantages of investing through mutual funds - Performance evaluation of existing portfolio - Sharpe and Treynor measures.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. AI-Enabled Virtual Stock Exchange.
2. AI Market Prediction Challenge (SDG Stocks Only)
3. AI-Optimized Sustainable Portfolio Creation

e. Learning Resources

1. Chandra, P. (2025). *Investment analysis and portfolio management* (7th ed.). Tata McGraw-Hill Education.
2. Fischer, D. E., Jordan, R. J., & Pradhan, A. K. (2018). *Security analysis and portfolio management* (7th ed.). Pearson Education.
3. Ranganatham, M., & Madhumathi, R. (2011). *Investment analysis and portfolio management* (2nd ed.). Pearson Education. (Most recent widely available Indian edition)
4. Pandian, P. (2013). *Security analysis and portfolio management* (2nd ed.). Vikas Publishing House.

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3								3		
CO2	3	3							3		
CO3	3	3							3		
CO4	3	3							3	2	
CO5	3	3	1						3	2	
CO6	3	3	1						3	2	
Total	18	15	2	0	0	0	0	0	18	6	0

Course Code	Course Name	L	T	P	C
P24MB905	BANKING	3	0	0	3
Sustainability Development Goals					

Category: Elective

a. Preamble

The Banking course provides a comprehensive understanding of the financial ecosystem, covering essential concepts related to banking operations, lending practices, credit appraisal, risk management, and insurance fundamentals. It equips students with in-depth knowledge of commercial and central banking functions, regulatory frameworks, and financial instruments.

b. Course Outcomes

Upon successful completion of this course, students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the evolution of Basel Norms (I, II, III) and critically evaluate their impact on Banking	K2
CO2	Interpret comprehensive knowledge of banking structures, operations, digital banking systems.	K2
CO3	Compare lending practices and credit appraisal processes for various sectors,	K4
CO4	Classify the methods of recovery of advances and classification of assets	K2
CO5	Examine the causes, management, and resolution of NPAs through legal and institutional measures,	K4
CO6	Apply principles of risk identification, classification, and management in banking.	K3

d. Course Syllabus

Total: 45 Hours

BASEL NORMS 9

Basel I (1988) – Focused on credit risk and set minimum capital requirements. Basel II (2004) – introducing risk-based approaches and three pillars (minimum capital, supervisory review, and market discipline), Basel III (2010) Strengthened capital requirements, introduced liquidity coverage ratio (LCR) and net stable funding ratio (NSFR)

OVERVIEW OF BANKING 9

Indian Financial system - Commercial Banking – Classification of Banks – Functions - Banking Structure - Central Banking – Evolution –Role and Functions of RBI - Banking Operations: Acceptance of Deposits, Lending of Funds- E-Banking/Online banking- Electronic Funds transfer systems, Clearing House operations- Foreign Exchange operations-Wealth Management/Private Banking operations

OVERVIEW OF LENDING PRODUCTS AND CREDIT APPRAISAL PROCESS 9

Principles of Lending-Secured and Unsecured loans- Lending approach to Individuals, Industry, Trade, Agriculture, MSME- Security aspects and Documentation - Loan processing, Sanctioning and Monitoring of Trade advances, Industrial advances, Agricultural advances, Home Loans and Unsecured personal loans.

RECOVERY OF ADVANCES, NPA AND RESOLUTION 12

Recovery of Advances- Methods –Classification of assets as Standard, Non Performing Assets, Doubtful debts – Causes and Remedial Measures – Management of NPA's – Debt Recovery Tribunals – Lok Adalats-Asset Reconstruction Fund-SARFAESI ACT

RISK MANAGEMENT 6

Definition of Risk- Classification of Risks; Methods of handling risk –Risk Management- Objectives-Personal risk management process

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Course Activities

1. AI-Based Credit Risk Analysis Simulation
2. AI Alert System for Fraud Detection (Case Study Analysis).
3. Green Banking Initiatives through AI.
4. Ethical AI Discussion: Bias in Credit Decisions
5. AI Roleplay for Smart Contracts.





e. Learning Resources

1. Tannan, M. L. (2025). *Banking law & practice in India* (29th ed.). LexisNexis (Universal)
2. Rose, P. S., & Hudgins, S. C. (2024). *Bank management & financial services* (8th ed.). McGraw-Hill Education.
3. Myneni, S. R. (2024). *Law of banking and negotiable instruments* (5th ed.). Asia Law House.
4. Shekhar, K. C., & Shekhar, L. (2022). *Banking theory and practice* (21st ed.). Vikas Publishing.
5. Varshney, P. N., & Sundharam, K. P. M. (2022). *Banking theory, law and practice* (25th rev. ed.). Sultan Chand & Sons.
6. Khan, M. Y. (2019). *Indian financial system* (11th ed.). McGraw-Hill Education.
7. <https://www.aba.com/training-events/books/consumer-lending>

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3							3		1
CO2	3		1						3		
CO3	3	3							3		
CO4	3	3							3		1
CO5	3	3						0	3		1
CO6	3	3	1						3		1
Total	18	15	2	0	0	0	0	0	18	0	4

Course Code	Course Name	L	T	P	C
-------------	-------------	---	---	---	---

P24MB906	MERGERS AND ACQUISITIONS	3	0	0	3
Sustainability Development Goals					

Category: Elective

a. Preamble

This course is designed to provide an in-depth understanding of the processes, strategies, and complexities involved in Mergers and acquisitions transactions. Mergers and acquisitions are critical aspects of corporate growth, restructuring, and competitive strategy in today's global economy. Throughout this course, students will explore the fundamental concepts of Mergers and acquisitions, including the various types of transactions, financial and legal frameworks, due diligence processes, valuation techniques, and post-merger integration strategies.

b. Course Outcomes

After successful completion of the course, the students will be able to:

COs	Course Outcome	Knowledge Level
CO1	Summarize the objectives behind mergers and acquisitions activities.	K2
CO2	Compare the rationale behind de-mergers and reverse mergers	K2
CO3	Compare key mergers and acquisitions models and their application in corporate decision-making.	K2
CO4	Apply ratio analysis techniques to assess the financial health of target and acquiring companies in mergers and acquisitions transactions.	K3
CO5	Justify the role of tax planning in mergers and acquisitions,	K5
CO6	Illustrate key aspects of post-merger, including organizational, operational, financial, and cultural challenges faced by merging companies.	K3

c. Course Syllabus

Total : 45 Hours

BASICS OF MERGERS AND ACQUISITIONS	9
Corporate Restructuring - objectives of merger, demerger, acquisition, types of merger - Horizontal, Vertical, Conglomerate, Case studies	
DE-MERGERS AND REVERSE MERGERS & ROLE OF SEBI	9
De-merger, spin off, split up, tax advantages of demerger - Reverse Merger (L & T-Grasim) - SEBI regulations on Merger & Acquisition - Takeover Code	
DEFENSIVE STRATEGIES & M&A MODELS AND THEORIES	9
Defensive actions on takeover bids - Valuation Models on Merger & Acquisition - (a) DCF Model (b) Public Enterprises (c) Book Value (d) Adjusted Book value (e) Three Stage growth model	
RATIO ANALYSIS AND VALUATION STRATEGIES	7
Swap Ratio - Valuation Practices in India - LBO, MBO, Case Study - Tata Tetley	
TAXATION ASPECTS IN M&A AND POST MERGER ANALYSIS	11
Treatment of goodwill, premium & Taxation aspects 72A - 2(140), Tax Benefit of Merger & Acquisition - Success and failure of Merger & Acquisition - International Cases: AOL & Time Warner	

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. AI-Powered Case Study Analysis
2. Simulation Game: M&A Negotiations with AI Insights.
3. Post-Merger Integration Analysis using AI Predictions
4. Sustainability-Focused M&A Pitch

e. Learning Resources





1. Ghosh Ray, K. (2023). *Mergers and acquisitions: Strategy, valuation and integration* (2nd ed.). Prentice Hall India
2. Chandra, P. (2022). *Financial management: Theory and practice* (11th ed.). McGraw Hill Education

3. Krishnamurti, C., & Vishwanath, S. R. (2018). *Mergers, acquisitions and corporate restructuring: Text and cases* (2nd ed.). Sage Publications India
4. Aurora, R. S., Shetty, K., & Kale, S. R. (2011). *Mergers and acquisitions*. Oxford University Press.

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3								3		
CO2	3								3		
CO3	3	2							3	1	
CO4	3	2							3		
CO5	3	2							3		
CO6	3	2							3	1	
Total	18	8	0	0	0	0	0	0	18	2	0

Course Code	Course Name	L	T	P	C
--------------------	--------------------	----------	----------	----------	----------

P24MB907	COMPENSATION MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Elective

a.Preamble

Compensation Management focuses on designing and implementing strategies to reward employees fairly and equitably for their contributions to an organization. It encompasses a wide range of elements, including wages, salaries, incentives, benefits, and other forms of remuneration.

b.Course Outcomes

After successful completion of the course, the students will be able to

Cos	Course Outcome	Knowledge Level
CO1	Explain the concepts, framework and factors influencing compensation management	K2
CO2	Summarize the wage and salary structures and wage determination processes	K2
CO3	Compare job evaluation methods to assess job worth effectively	K2
CO4	Compare incentive compensation plans, including profit-sharing, fringe benefits, and ESOPs	K2
CO5	Interpret emerging trends in tax planning, international practices, and future-oriented strategies	K2
CO6	Examine pay structures aligned with organizational goals and legal requirements	K3

c. Course Syllabus**Total : 45 Hours****BASICS OF COMPENSATION MANAGEMENT 9**

Compensation Management - Issues in Compensation Management - Components of Compensation - Framework of Compensation - Factors affecting Compensation

WAGE AND SALARY ADMINISTRATION 9

Wage Concepts - Introduction to Wage and Salary Administration - Objectives of Wage and Salary - Principles - Essentials of a sound wage and salary structure – Job Evaluation - Methods of wage payment- The process of wage determination - Supplementary Compensation -Executive Compensation

WAGE LEGISLATION 9

Wage Legislation – Wage Policy in India - Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976

INCENTIVE COMPENSATION 9

Meaning of Wage Incentives - Essentials of Sound Incentive Plan - Wage Incentives in India -Types of Wage Incentive Plans - Concept of Profit Sharing - Labour Co-Partnership- FringeBenefits - Employee Stock Option Plans – Moonlighting

EMERGING ISSUES AND TRENDS IN COMPENSATION 9

Current Trends in Compensation: Executive compensation – International compensation – Challenges and scope. Introduction to Planning Compensation for Executives & knowledge Workers - Tax planning – Overview of preparing Pay Structure – Comparative International compensation –Future Trends in Compensation Management

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. Simulation: Designing a Pay Structure Using AI
2. Designing Incentive Plans with AI.
3. SDG-Focused Pay Equity Audit Project.





4. AI in Tax Planning for Compensation.
5. Predictive Modeling: Fringe Benefits and Employee Retention

e. Learning Resources

1. Martocchio, J. J. (2024). *Strategic compensation: A human resource management approach* (11th ed.). Pearson Education
2. Sharma, R. C., & Sharma, S. (2024). *Compensation and reward management: Wage and salary administration and benefits*. Routledge India
3. Goel, D. (2023). *Performance appraisal and compensation management: A modern approach* (3rd ed.). PHI Learning
4. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2020). *Compensation* (12th ed.). McGraw Hill Education
5. Dessler, G. (2016). *Human resource management* (15th Global ed.). Pearson

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3								1		
CO2	3	2							1		1
CO3	3	2							1		
CO4	3	2					1	1	1		
CO5	3	2							1		1
CO6	3	2						1	1		1
Total	18	10	0	0	0	0	1	2	6	0	3

Course Code	Course Name	L	T	P	C
P24MB908	INDUSTRIAL RELATIONS AND LABOUR LAW	3	0	0	3
Sustainable Development Goals					

Category: Elective

a.Preamble

This course is designed to provide students with a comprehensive understanding of the legal and regulatory framework governing employer-employee relationships.

b.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Summarize the role of trade union in industrial relations	K2
CO2	Summarize the various measures to prevent industrial disputes and discuss the settlement of Industrial disputes	K2
CO3	Explain Collective Bargaining in India	K2
CO4	Illustrate the concept of Career Planning, need and importance for Quality of Work life.	K3
CO5	Compare the Work-life Balancing initiatives of various companies in India.	K2
CO6	Discuss the concept of Quality Circle	K2

c.Course Syllabus**Total: 45 Hours****INDUSTRIAL RELATIONS & TRADE UNION 10**

Meaning & Objectives, Importance, Role of Three Actors to Industrial Relations, causes for poor IR, Developing sound IR, Trade Union – Meaning - Why do workers join unions, Types of trade unions - Problems of trade unions - Functions of trade unions - Measures to strengthen trade unions - The Trade Union Act, 1926

INDUSTRIAL DISPUTES 5

Definition - Causes of Industrial disputes - Types of Industrial disputes - Prevention of Industrial disputes - Settlement of Industrial disputes - Strikes, Lock-outs, Lay-off & Retrenchment - The Industrial Disputes Act, 1947 - The Industrial Employment (Standing Orders) Act, 1946

COLLECTIVE BARGAINING 5

Definition – Importance - Prerequisites of collective bargaining – Union bargaining process – Types of bargaining – Collective bargaining in India

CAREER PLANNING, QUALITY OF WORK LIFE AND WORK LIFE BALANCING 13

Career Planning - Factors affecting Career Choices - Career Stages - Career anchors - Need for Career Planning - Managing Promotions - Transfers & Demotions - QWL - Concept and Definition, Elements of QWL - Importance and conceptual factors influencing QWL - QWL Index - Tips for improving the Quality of Work life - Work life Balance - Concept, Factors influencing work life balancing - Need for Work life balance - Benefits to corporate and employees - Work life balance initiatives: strategies and programmes - Work life balance practices

QUALITY CIRCLES 12

Quality Circle – Concept – objectives – features - process in initiating Quality Circles - Training for Quality Circles - Structure of Quality Circle - self managed teams

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Case Study Analysis: AI in Trade Union Communication.
2. AI-driven Collective Bargaining Practice.
3. Survey on Work Life Balance using AI
4. Quality Circle Framework
5. SDG-focused IR Policy Drafting

e. Learning Resources

1. Gupta, C. B. (2025). *Human resource management* (20th rev. ed.). S. Chand & Sons.
2. Monappa, A., & Nambudiri, R. (2025). *Industrial relations and labour laws* (2nd ed.). McGraw Hill Education
3. Suffield, L., Gannon, G. L., & Samhaber, C. A. (2024). *Labour relations* (6th Canadian ed.). Pearson.
4. Hebdon, R., Brown, T., & Walsworth, S. (2020). *Industrial relations in Canada* (4th ed.). Nelson Education
5. Chitra, V., & Shanthi, R. (2019). *Employee relationship management*. Amazon Digital Services LLC.

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3			1					3		3
CO2	3	2							3		3
CO3	3			1				2	3		3
CO4	3	2							3	2	
CO5	3							2	3		3
CO6	3	2						2	3		3
Total	18	6	0	2	0	0	0	6	18	2	15

Course Code	Course Name	L	T	P	C
P24MB909	TRAINING AND DEVELOPMENT	3	0	0	3
Sustainable Development Goals					

Category: Elective

a.Preamble

This course explains the types of training and development conducted in a corporate sector. The course also addresses the types of training conducted for employee in an organisation

b. Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the importance of Training and Development	K2
CO2	Compare the different types of training	K2
CO3	Discuss the purpose of the training program	K2
CO4	Execute designing a training program	K3
CO5	Assess the training effectiveness and evaluation	K5
CO6	Judge organizing a training session for employee	K5

c. Course Syllabus

Total: 45 Hours

INTRODUCTION TO TRAINING AND DEVELOPMENT

5

Concept of Training - Need for Training - Importance of Training - Types of Training - Identifying Training Needs - Objectives of Training

TYPES OF TRAINING

8

On-the Job Training (OJT) - Off-the Job Training - Apprenticeship Training - Google Meet/Google Classroom Training - Internship Training – eLearning - Computer Aided Training - Simulation Training Lecture Method - Conference Leadership - The Case Method - Role Plays - Games and Simulations

PURPOSE OF TRAINING PROGRAMME

8

Responsibility for Training- Selecting and Motivating the target Group - Preparing the Trainers - Developing Training Package - Presentation of training programme - Performance Tryout - Follow up actions after a Training Programme

DESIGNING A TRAINING PROGRAM

8

American Society for Training and Development (ASTD) - Assess Organisational Training & Development Needs - Define Your Training Objective - Training Program Design - Adopt Training Principles - Training Program Development - Training Program Implementation - Evaluate Your Training Program

ORGANISING TRAINING PROGRAM & EVALUATING TRAINING EFFECTIVENESS

16

Purpose of training - Goals of the training - Business impact – Trainee - Course Content, Training Location – Budget - Technology Needed – Scheduling – Trainer - Measurement and Reports - Need for Evaluation - concept of Training Effectiveness - Evaluation Criteria, Reactions, Learning, Behaviour, Results - Methods of Evaluation - Types of Feedback - Online assessment - Evaluation through social media

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. Use simple AI tools to identify training needs from a sample group. Narrate various types of Training
2. Students practice mock interviews with AI-based coaching platforms
3. Training Program Design for SDG 4: Quality Education
4. Develop a Career Training Plan for Youth Empowerment (SDG 8: Decent Work and Economic Growth)





e. Learning Resources

1. Noe, R. A., & Kodwani, A. D. (2024). *Employee training and development* (9th ed.). McGraw Hill Education
2. Rajandran, K. V. R. (2021). *Training and development for competitive and dynamic environment*. Duraico Publication
3. Jyothi, P., & Venkatesh, D. N. (2013). *Human resource management* (2nd ed.). Oxford University Press
4. Gupta, C. B. (2014). *A textbook of organisational behaviour with text and cases* (Latest ed.). S. Chand Publishing
5. <https://astdnefl.org/> American Society For Training and Development Northeast Florida Chapter
6. <https://www.istd.in/> Indian Society For Training & development

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs),

Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3								3		
CO2	3								3		
CO3	3	2							3		
CO4	3	2		1					3	1	
CO5	3	2							3		
CO6	3			1					3	1	
Total	18	6	0	2	0	0	0	0	18	2	0

Course Code	Course Name	L	T	P	C
P24MB910	INTEGRATED MARKETING COMMUNICATION	3	0	0	3
Sustainable Development Goals					

Category: Elective

a. Preamble

This course provides an insight to learn the challenges and opportunities for the marketing Tools, various concepts of individual behavior and understand the various Marketing styles. This also facilitates to learn the concepts in group behavior, promotion and Advertisement

b. Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain Comprehensive Understanding of Advertising Concepts and Functions	K2
CO2	Categorize advertising Campaigns and Strategies	K4
CO3	Apply Media Planning and Digital Advertising Techniques	K3
CO4	Examine Sales Promotion Techniques	K4
CO5	Interpret Public Relations into the Promotional Mix	K2
CO6	Assess Advertising, PR, Publicity, and Sales Promotion	K5

C.Course Syllabus

Total: 45 Hours

INTRODUCTION 9

Concept–definition-scope-Objectives-functions-principles of advertisement –Social, Economic and Legal Implications of advertisements – setting advertisement objectives- Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

DIGITAL ADVERTISEMENT AND MEDIA PLAN 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling, design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements –case studies

SALES PROMOTION 9

Scope and role of sales promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion, national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Digital sales promotions- case studies

PUBLIC RELATIONS 9

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix- Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons.

PR IN PUBLIC AND PRIVATE & PUBLICITY 9

Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counselling-Marketing Public Relations (MPR)-Structure of Public Relations

Department, Budgeting of PR, PR Agencies. Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and social media – Publicity Campaigns

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Use AI tools like Canva AI or Adobe Firefly to create sample advertisements (print/social media) based on a given product.
2. Design a Social Advertisement for SDG 3: Good Health and Well-being.
3. Digital Sales Promotion for SDG 12: Responsible Consumption and Production
4. Use basic AI sentiment analysis tools to analyze consumer reactions to recent ad campaigns.

e. Learning Resources

1. Belch, G. E., & Belch, M. A. (2024). Advertising & promotion: An integrated marketing communications perspective (13th ed.). McGraw-Hill Education
2. Clow, K. E., & Baack, D. (2022). Integrated advertising, promotion, and marketing communications (9th ed.). Pearson Education
3. Wells, W. D., Moriarty, S., & Mitchell, N. (2021). Advertising & IMC: Principles and practice (11th Global ed.). Pearson Education

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3									1	
CO2	3	1				1			1	1	
CO3	3	1							1	1	
CO4	3	1				1			1	1	
CO5	3	1				1			1	1	
CO6	3	1				1			1	1	
Total	18	5	0	0	0	4	0	0	5	6	0

Course Code	Course Name	L	T	P	C
P24MB911	CONSUMER BEHAVIOUR	3	0	0	3
Sustainable Development Goals					

Category: Elective

a. Preamble

It provides students with In-depth knowledge of the psychological, social, cultural, and economic factors that influence consumer decisions. The ability to analyze and predict consumer behaviour using established theories and models from psychology, sociology, and marketing.

b. Course Outcomes

After successful completion of the course, the students will be able to

Cos	Course Outcome	Knowledge Level
CO1	Explain the concept of consumer behavior	K2
CO2	Categorize the internal influencing factor	K4
CO3	Categorize the external influencing factor	K4
CO4	Interpret the purchase decision process	K2
CO5	Explain the concept of consumerism	K2
CO6	Explain the concept of consumer involvement	K2

c. Course Syllabus

Total : 45 Hours

INTRODUCTION	7
Concept of Consumer Behavior - Need, Importance - Inter disciplinary approach - Buying roles and Motives - Characteristics of Indian Consumer - challenges in predicting consumer behavior	
DIGITAL CONSUMER PURCHASING BEHAVIOUT	11
Internal Influences Foundation of Individual Behavior - Psychological factors: Motivation and Personality Perception, Consumer learning, Attitudes	
CONSUMER BEHAVIOUR	8
External Influences Culture and Consumer Behavior - Role of Family – References group: Role of Celebrities –Word of Mouth- Opinion leadership	
CONSUMER PURCHASING BEHAVIOUR	11
Purchase Decision Process Consumer Decision Making - Models of consumer behavior - Consumer involvement Purchase and Post Purchase Processes - Organizational Consumer Behavior	
CONSUMER INVOLVEMENT IN PURCHASE AND POST PURCHASE & CONSUMARISM	8
Consumer involvement Purchase and Post Purchase Processes - Organizational Consumer Behavior. Consumerism - Diffusion of Innovation - Managing Dissonance - Online purchase decision process - Emerging Issues – Ethical issues	

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. AI-Driven Consumer Segmentation.
2. Chatbot for Consumer Decision-Making Process
3. Predictive Modeling for Consumer Behavior
4. Design a Consumer Behavior Campaign for SDG 12: Responsible Consumption and Production.





5. Promoting Ethical Consumerism for SDG 8: Decent Work and Economic Growth

e. Learning Resources

1. Hawkins, D. I., Mothersbaugh, D. L., Kleiser, S. B., & Mookerjee, A. (2022). *Consumer behavior: Building marketing strategy* (14th ed.). McGraw Hill Education
2. Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2019). *Consumer behavior* (12th ed.). Pearson Education
3. Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2019). *Consumer behavior* (12th ed.). Pearson Education

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3								3		
CO2	3	2					2		3	1	
CO3	3	2					2		3	1	
CO4	3	2					2		3	1	
CO5	3								3		
CO6	3	2					2		3	1	
Total	18	8	0	0	0	0	8	0	18	4	0

Course Code	Course Name	L	T	P	C
P24MB912	RETAIL MANAGEMENT	3	0	0	3
Sustainable Development Goals					

Category: Elective

a.Preamble

This course provides students with an in-depth understanding of the retail industry, consumer behavior, store operations, pricing strategies, and emerging retail technologies. Students will develop analytical and practical skills to make strategic retail decisions in both traditional and digital retail formats.

b.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the fundamental concepts of retailing and its evolution	K2
CO2	Demonstrate consumer behavior and segmentation in the retail sector	K3
CO3	Apply store management principles for effective retail operations	K3
CO4	Demonstrate pricing and promotional strategies to enhance retail business	K3
CO5	Illustrate the impact of technology on retail operations and customer experiences	K3
CO6	Analyze the growth of e-commerce	K4

c.Course Syllabus**Total : 45 Hours**

INTRODUCTION TO RETAILING	9
Definition and scope of retailing - Evolution of retail industry - Retail formats and types (organized vs. unorganized retail) - Retailing in the global and Indian context - Functions of retailers and role in the supply chain	
RETAIL CONSUMER BEHAVIOR	6
Understanding retail customers and their buying behavior - Factors influencing retail consumer decisions - Customer relationship management (CRM) in retail - Retail segmentation, targeting, and positioning	
RETAIL STORE MANAGEMENT	6
Store location and site selection - Store layout and design strategies - Merchandise planning and category management - Inventory management in retail - Visual merchandising and atmospherics	
RETAIL PRICING AND PROMOTION	12
Retail pricing strategies - Pricing techniques and psychological pricing - Promotion mix in retailing (Advertising, Sales Promotion, Personal Selling) - Role of technology in retail promotions - Store Branding	
E-RETAILING AND FUTURE TRENDS	12
Growth of e-commerce and digital retailing – Omni - channel retailing strategies - Emerging trends in retail (AI, AR/VR, Data Analytics) - Challenges and opportunities in modern retail	

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

- 1.Using AI based Case Study Analysis – Evaluating successful retail strategies (Amazon, Walmart, Reliance Retail, etc.).
- 2.AR &VR based Retail Store Visit & Report – Analyzing store layout, visual merchandising, and customer service.





3. AI based Consumer Behavior Survey – Conducting a market research project on retail consumer preferences.
4. Retail Business Plan Development – Creating a retail startup concept and strategy.
5. Omni-Channel Strategy Presentation – Exploring digital and in-store integration.

e. Learning Resources

1. Levy, M., Weitz, B. A., & Grewal, D. (2023). *Retailing management* (10th ed.). McGraw-Hill Education
2. Berman, B. R., Evans, J. R., & Chatterjee, P. M. (2021). *Retail management: A strategic approach* (13th ed.). Pearson Education
3. Bajaj, C., Tuli, R., & Srivastava, N. V. (2010). *Retail management* (2nd ed.). Oxford University Press.

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3								3		
CO2	3	2					2		3	1	
CO3	3	2					2		3	1	
CO4	3	2					2		3	1	
CO5	3	2	1						3	1	
CO6	3	2	1						3	1	
Total	18	10	2	0	0	0	6	0	18	5	0

Course Code	Course Name	L	T	P	C
P24MB913	BUSINESS ANALYTICS	3	0	0	3
Sustainable Development Goals					

Category: Elective

a.Preamble

In this course students learn the fundamentals of business analytics. They learn how to use descriptive analytics to summarize and present data. They learn various predictive analytics techniques used for predicting future outcomes. They learn how to use prescriptive analytics to find optimal solutions. They also learn the fundamentals of artificial intelligence.

b.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the types of business analytics	K2
CO2	Solve descriptive analytics problems	K3
CO3	Calculate data using simple and multiple linear regression	K3
CO4	Demonstrate forecasts and clusters	K3
CO5	Solve prescriptive analytics problems using linear programming and decision tree	K3
CO6	Explain artificial intelligence applications in business analytics	K2

c. Course Syllabus

Total: 45 Hours

INTRODUCTION

5

Introduction to business analytics - types of business analytics

DESCRIPTIVE ANALYTICS

10

Classification of data - measures of central tendency - measures of variation - data visualization

PREDICTIVE ANALYTICS **15**

Simple linear regression - multiple linear regression – forecasting - cluster analysis

PRESCRIPTIVE ANALYTICS **10**

Linear Programming - decision tree

ARTIFICIAL INTELLIGENCE **5**

Artificial Intelligence - machine learning - deep learning

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities





1. Tabulate data by using AI.
2. Use appropriate charts to present data.
3. Create regression model by using AI
4. Solve different optimization problems with AI tools.

e. Learning Resources

1. Albright, S. C., & Winston, W. L. (2024). *Business analytics: Data analysis and decision making* (8th ed.). Cengage Learning
2. Evans, J. R. (2021). *Business analytics* (3rd ed.). Pearson Education
3. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2015). *Essentials of business analytics*. Cengage Learning

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3		3						2		
CO2	3	2	3						2		
CO3	3	2	3						2	1	
CO4	3	2	3						2	1	
CO5	3		3					1			1
CO6	3	2	3						2	1	
Total	18	8	18	0	0	0	0	1	10	3	1

Course Code	Course Name	L	T	P	C
P24MB914	BUSINESS ANALYTICS USING PYTHON	3	0	0	3
Sustainable Development Goals					

Category: Elective

a.Preamble

In this course students learn the fundamentals of Python programming. They learn how to use the various functions and modules in Python. They learn how to solve regression and classification problems using Python. They learn how to run unsupervised machine learning algorithms in Python. They also learn how to develop neural network models in Python.

b.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Demonstrate the Functions and Modules in Python	K3
CO2	Use Python Core Libraries	K3
CO3	Solve Regression problems using Python	K3
CO4	Solve Classification problems using Python	K3
CO5	Apply Python for Unsupervised Machine Learning problems	K3
CO6	Demonstrate Neural Network Models in Python	K3

c. Course Syllabus

Total : 45 Hours

INTRODUCTION TO PYTHON	5
Variables, Operators, Control Flow, Data Structures, Functions, Modules	
CORE LIBRARIES	8
Numpy, Pandas, Matplotlib, Seaborn, SciPy, Statsmodels	
SUPERVISED MACHINE LEARNING - REGRESSION	7
Data Preparation, Model Development, Accuracy, Simple Linear Regression, Multiple Linear Regression	
SUPERVISED MACHINE LEARNING - CLASSIFICATION	10
Naïve Bayes Algorithm, k-Nearest Neighbor Algorithm, Support Vector Machines, Decision Tree	
UNSUPERVISED MACHINE LEARNING AND DEEP LEARNING	15
Factor Analysis, Principal Component Analysis, Clustering, Perceptron, RNN model, CNN model	

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. Develop small programs in Python by using AI tools
2. Use core libraries in Python by using AI tools
3. AI for Climate Action (SDG 13)
4. Apply AI to the conservation and sustainable management of ecosystems and biodiversity
5. Develop and run neural network models by using AI tools

e. Learning Resources

1. Motwani, B. (2024). Data analytics using Python (2nd ed.). Wiley India





2. Snypes, G. (2024). Python data wrangling for business analytics. Northwood Lore Books

3. Hodeghatta, U. R., & Nayak, U. (2023). Practical business analytics using R and Python: Solve business problems using a data-driven approach (2nd ed.). Apress

4. Shmueli, G., Bruce, P. C., & Gedeck, P. (2019). Data mining for business analytics: Concepts, techniques and applications in Python (6th ed.). Wiley.

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3							2		
CO2	3	3	2						2	2	
CO3	3	3	2						2	2	
CO4	3	3	2		1				2	2	
CO5	3	3	2						2	2	
CO6	3	3	2		1				2	2	
Total	18	18	10	0	2	0	0	0	12	10	0

Course Code	Course Name	L	T	P	C
P24MB915	HUMAN RESOURCE ANALYTICS	3	0	0	4
Sustainable Development Goals					

Category: Elective

a.Preamble

This course introduces students to the evolution of HRM to Human Capital Management (HCM) and the significance of HR analytics in workforce planning, talent management, and business strategy. Through hands-on experience with Excel, Power BI, Python, R, and SPSS, students will develop skills in descriptive, predictive, and prescriptive analytics to optimize HR functions.

b.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the evolution of HRM to HCM and its Role	K2
CO2	Apply HR data collection, cleansing, and examination techniques to ensure data accuracy and reliability.	K3
CO3	Use MS Excel, Power BI, R, Python, and SPSS to create HR dashboards and for HR decision-making.	K3
CO4	Examine forecast workforce trends and employee behavior using predictive techniques	K4
CO5	Differentiate between predictive and prescriptive analytics.	K4
CO6	Assess real-world HR analytics case studies to identify best practices and key insights for talent	K5

c. Course Syllabus

Total : 45 Hours

Introduction to HR Analytics **9**

History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. Importance and Scope of HR Analytics - Significance of HR Analytics - Benefits of HR Analytics. Levels of Analysis and Conducting analytics - Key Influencers of HR Analytics Process

Understanding HR Analytics **9**

Conducting HR/Workforce Analytics - Models of HR Analytics, How to Conduct HR Analytics - Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification - Understanding various HR Metrics from the perspective of HR Analytics

Descriptive Analytics **9**

Overview of Select Tools for Conduction HR Analytics - MS Excel, R, Power BI, Python, SPSS - Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes

Predictive & Prescriptive HR Analytics **9**

Correlation - Linear and Multiple Regression - Factor Analysis and Cluster Analysis - Comparison of Means and Analysis of Variance for Manpower Demographics - Employee Satisfaction, Training Effectiveness etc. - Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics

Case Studies **9**

IBM's Attrition Prediction Model Google's Project Oxygen – Using HR Analytics Microsoft's Workplace Analytics: Using HR Data to Boost Productivity and Employee Well-Being.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

d. Learning Activities

1. Develop HR dashboards for workforce analytics.
2. Analyze real-world HR analytics case studies (Google, IBM, Microsoft) and propose data-driven solutions.
3. Optimize workforce allocation using HR analytics with AI tools..
4. Develop an AI-driven HR solution for hiring, performance management.

e. Learning Resources

1. Bhattacharyya, D. K. (2023). HR analytics: Understanding theories and applications (2nd ed.). Wiley
2. Yadav, R. S., & Maheshwari, S. (2021). HR analytics: Connecting data and theory. Wiley India
3. Banerjee, P., Pandey, J., & Gupta, M. (2019). Practical applications of HR analytics: A step-by-step guide. Sage Publications India





f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3					1		1	3		1
CO2	3	3	2						3	2	
CO3	3	3	2		1				3	2	
CO4	3	3	2		1				3	2	
CO5	3	3	2		1			1	3	2	1
CO6	3	3	2		1			1	3	2	1
Total	18	15	10	0	4	1	0	3	18	10	3

SYLLABUS – REGULATION 2024**MBA****(Dual Specialization)****REGULATION – 2024 (Revision 0)****SEMESTER-IV**

Sl.No	Course Code	Course Title	Credits			
			L	T	P	C
1	P24MB203	Entrepreneurship Development	3	0	0	3
Specialization - Operations						
2	P24MB916	Strategic Sourcing and Vendor Management	3	0	0	3
3	P24MB917	Supply Chain Analytics	3	0	0	3
4	P24MB918	Lean & Six Sigma	3	0	0	3
Specialization - Finance						
5	P24MB919	Fintech	3	0	0	3
6	P24MB920	Behavioral Finance	3	0	0	3
7	P24MB921	Financial Derivatives	3	0	0	3
Specialization - HR						
8	P24MB922	Human Resource Metrics	3	0	0	3
9	P24MB923	International Human Resources Management	3	0	0	3
10	P24MB924	Organisation Development	3	0	0	3
Specialization - Marketing						

11	P24MB925	Services Marketing	3	0	0	3
12	P24MB926	Digital and Social Media Marketing	3	0	0	3
13	P24MB927	Market Research	3	0	0	3
Specialization - Business Analytics						
14	P24MB928	Marketing Analytics	3	0	0	3
15	P24MB929	Financial Modelling using Excel	3	0	0	3
16	P24MB930	Artificial Intelligence	3	0	0	3
Project						
17	P24EM252	Project	0	0	12	6
Total			21	0	12	27

Course Code	Course Name	L	T	P	C
P24MB203	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3
	Sustainable Development Goals				

Category: Core Course

a.Preamble

This course explains the concept and overview of entrepreneurship. knowledge on the basics of entrepreneurial skills and competencies. The students learns new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

b.Course Outcomes

After successfully completing the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the fundamental concepts, evolution, characteristics, and competencies of entrepreneurship	K2
CO2	Analyze the role of entrepreneurs in economic development and entrepreneurial decision-making models.	K4
CO3	Examine the components of the startup ecosystem, institutional support, and government initiatives	K4
CO4	Apply techno-entrepreneurship concepts, innovation tools, and intellectual property management in building startups.	K3
CO5	Evaluate financial planning, funding sources, valuation methods, and emerging financial technologies for startups	K5
CO6	Design innovative business models and sustainable growth strategies for new ventures.	K6

FOUNDATIONS OF ENTREPRENEURSHIP 9

Concept and Evolution of Entrepreneurship: Entrepreneurial Motivation, Mindset & Personality, Characteristics and Competencies of Entrepreneurs; Social, Technological & Economic Change Drivers; Role of Entrepreneurs in Economic Development; Career Paths in Entrepreneurship – Types; Entrepreneurial Decision-Making Models.

THE START-UP AND ENTREPRENEURSHIP ECOSYSTEM 9

Components of the Entrepreneurship/Startup Ecosystem: Institutional Support – Incubators, Accelerators, Venture Studios; Government Initiatives – Startup India, Make in India, etc.; Regulatory and Policy Framework – Startup Recognition, Compliance; Stakeholder Mapping – Angel Investors, Venture Capitalists, Mentors, Advisors; Networking and Collaboration Models; Role of Technology Clusters and Platforms.

TECHNO ENTREPRENEURSHIP & INNOVATION MANAGEMENT 9

Techno-Entrepreneurship Concepts in the Indian Context: Technological Trends – Digital Transformation, Disruptive Technologies; Product Innovation – Design Thinking, Prototyping, Minimum Viable Product (MVP), Intellectual Property Rights & Management – Patents, Licensing; Technology Transfer and Commercialization; Building and Scaling Tech Startups – Models and Challenges.

ENTREPRENEURIAL FINANCE & NEW VENTURE FUNDING 9

Financial Planning for Startups: Budgeting, Forecasting, Cash Flow, Sources and Stages of Startup Financing; Funding Methods – Bootstrapping, Angel Investors, Venture Capital, Crowdfunding; Government Schemes; Venture Capital Process – Term Sheets, Valuation; Alternative Finance – FinTech, Decentralized Finance (DeFi), Digital Currencies; Financial Technologies – Blockchain, AI, Digital Payments.

Business Model Innovation: Lean Startup, Business Model Canvas (BMC), Agile Methods; Business Plan Preparation and Pitching; Marketing and Customer Acquisition for Startups; Legal Aspects – Company Formation, Contract Law; Managing Uncertainty and Risk in Startups; Scaling, Growth Strategies, and Sustainable Entrepreneurship.

d. Activities

1. Business Simulation: Engage in business simulation games for experiential understanding of startup challenges, risk, and resource management.
2. Startup Internship / Residency: Undertake internships with startups, incubators, accelerators, or social enterprises to build field experience and professional networks.
3. Pitching & Presentation: Practice investor pitching, elevator pitches, and formal business presentations as coursework assessments.
4. Case Study Analysis: Deep-dives into entrepreneurial case studies (Indian and international) to learn practical business decision-making and opportunity recognition

e. Learning Resources

1. Jayshree, S. (2018). Entrepreneurial development. Margham Publications, Chennai.
2. Khanka, S. S. (2019). Entrepreneurial development (9th ed.). S. Chand Ltd., New Delhi.
3. Kuratko, D. F. (2023). Entrepreneurship: Theory, process, practice (14th ed.). Cengage Learning, Boston.
4. Drucker, P. F. (1985). Innovation and entrepreneurship: Practice and principles. Heinemann, London.
5. Karmakar, A. (2023). Entrepreneurship development. Oriental Book Co. Pvt. Ltd., New Delhi.
6. Ben Slimane, S., & M'henni, H. (2020). Entrepreneurship development: Realities and

future projects. Wiley, USA. <https://www.wiley.com>

7. Timmons, J. A., & Spinelli, S. (2022). *New venture creation* (12th ed.). McGraw-Hill Education, New York.





8. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2023). *Entrepreneurship* (12th ed.). McGraw-Hill Education, New York.

9. Global Entrepreneurship Monitor. (1999). *Global Entrepreneurship Monitor (GEM) 1999 report*. Global Entrepreneurship Research Association.

<https://www.gemconsortium.org>

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3					3	3	3	3	3	3
CO2	3	2				3	3	3	3	3	3
CO3	3			2		3	3	3	3	3	3
CO4	3	2		2		3	3	3	3	3	3
CO5	3			2		3	3	3	3	3	3
CO6	3			2		3	3	3	3	3	3
Total	18	4	0	8		18	18	18	18	18	18

Course Code	Course Name	L	T	P	C
P24MB916	STRATEGIC SOURCING & VENDOR MANAGEMENT	3	0	0	3
	Sustainable Development Goals				

Category: Elective

a.Preamble

This course provides a comprehensive understanding of strategic sourcing and the effective management of vendor relationships. It equips students with tools and techniques for supplier evaluation, performance analysis, and risk mitigation. Emphasis is placed on aligning sourcing strategies with organizational goals in a global and digital context.

b.Pre-requisite

Basic knowledge of supply chain management and operations management

c. Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Recall key concepts of strategic sourcing and vendor management.	K1
CO2	Explain the sourcing process and various sourcing strategies and using of digital platform.	K2
CO3	Apply tools and techniques for vendor evaluation and selection.	K3
CO4	Demonstrate effective supplier relationship management and contract design.	K3
CO5	Evaluate supplier performance using KPIs, scorecards, and benchmarking.	K4

CO6	Analyze risks in sourcing decisions and propose appropriate mitigation strategies incorporating AI with a focus on sustainability	K4
-----	---	----

d. Course Syllabus

Total : 45 Hours

INTRODUCTION TO STRATEGIC SOURCING 6

Definition and Objectives - Evolution of sourcing practices - Strategic vs Tactical sourcing
- Make or Buy decisions - Aligning sourcing with business strategy

SOURCING STRATEGY AND PLANNING 8

Category Management - Supplier Market Analysis - Sourcing levers and models - Global Sourcing and Outsourcing - E-sourcing and digital platforms

VENDOR SELECTION AND EVALUATION 9

Supplier Identification - Evaluation Criteria: Cost, Quality, Delivery, Service, RFQ/RFP Process - Weighted Scoring Models - Total Cost of Ownership (TCO)

SUPPLIER RELATIONSHIP AND CONTRACT MANAGEMENT 10

Types of Supplier Relationships - Supplier Collaboration and Integration - Contract Life Cycle Management - SLA (Service Level Agreements) - Negotiation Technique

VENDOR PERFORMANCE AND RISK MANAGEMENT 12

Performance Metrics & Scorecards - Benchmarking Best Practices - Risk Identification in Sourcing - Risk Mitigation Tools (FMEA, SWOT) - AI and Predictive Analytics in Supplier Risk Management- Ethics and Sustainability in Sourcing

e. Learning Activities





1. Quiz - Multiple choice/short answer quiz on sourcing definitions and history.
2. Video review - Watch and review a video on e-sourcing platforms. (e.g., SAP Ariba or Coupa).
3. Use Excel to calculate Total Cost of Ownership for multiple vendor quotes.
4. Students analyze and critique a sample vendor contract.
5. Analyze a company's ethical sourcing approach and its alignment with UN SDGs.

f. Learning Resources

1. Burt, D. N., Dobler, D. W., & Starling, S. L. (2021). World class supply management: The key to supply chain management (7th ed.). McGraw-Hill Education, New York.
2. Chopra, S., & Meindl, P. (2019). Supply chain management: Strategy, planning, and operation (7th ed.). Pearson Education, London.
3. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2021). Purchasing and supply chain management (7th ed.). Cengage Learning, Boston.
4. Gopalakrishnan, P. (2001). Purchasing and materials management. McGraw-Hill Education (India) Pvt. Ltd., New Delhi.
5. Supply Chain Management: A Logistics Perspective (11th ed.). (2021). C. J. Langley, Jr., R. A. Novack, B. J. Gibson, & J. J. Coyle. Cengage Learning, Boston.
6. CIPS: Chartered Institute of Procurement & Supply. (n.d.). What is strategic sourcing? <https://www.cips.org/knowledge/procurement-topics-and-skills/strategic-sourcing/>
7. World Commerce & Contracting. (n.d.). Contract management essentials. <https://www.worldcc.com/>
8. Venkatesan, R. (1992). Strategic sourcing: To make or not to make. Harvard Business Review. <https://hbr.org/1992/11/strategic-sourcing-to-make-or-not-to-make>
9. Global Entrepreneurship Monitor. (1999). Global Entrepreneurship Monitor (GEM) 1999 report. <https://www.gemconsortium.org>

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3				3	3	3	3	2	2
CO2	3	3	2			3	3	3	3	2	2
CO3	3	3	2	2		3	3	3	3	2	2
CO4	3	3	2	2		3	3	3	3	2	2
CO5	3	3	2	2	1	3	3	3	3	2	2
CO6	3	3	2	2	1	3	3	3	3	2	2
Total	18	18	10	8	2	18	18	18	18	12	12

Course Code	Course Name	L	T	P	C
P24MB917	SUPPLY CHAIN ANALYTICS	3	0	0	3
Sustainable Development Goals					

Category: Elective

a.Preamble

In this course students learn the fundamentals of supply chain analytics. They learn how to locate warehouses. They learn various inventory management models. They learn how to solve transportation network problems. They also learn to make decisions using multiple criteria and fuzzy logic.

b.Course Outcomes

After successful completion of the course, the students will be able to

Cos	Course Outcome	Knowledge Level
CO1	Explain the types of business analytics.	K2
CO2	Solve warehousing problems.	K3
CO3	Solve inventory problems.	K3
CO4	Solve transportation problems.	K3
CO5	Solve multi criteria decision making problems.	K3
CO6	Solve multi criteria decision making problems using fuzzy logic.	K3

c. Course Syllabus

Total : 45 Hours

INTRODUCTION	5
Introduction to Analytics – Descriptive, Predictive and Prescriptive Analytics- Sustainable Supply Chain Analytics	
WAREHOUSING	10
Facility Location - Centre of Gravity Method, Set Covering Method, P-Median Method, Greedy Drop Heuristic	
INVENTORY MANAGEMENT	10
Economic Order Quantity – Instantaneous Resupply, Reorder Point, Backorder Production Order Quantity, Quantity Discount- Inventory under uncertainty and service levels-Joint Replenishment and Lot sizing in Inventory Decisions.	
TRANSPORTATION NETWORK	10
Minimal Spanning Tree, Shortest Path, Transportation and Transshipment problems, Routing using the Travelling Salesman Problem Algorithm	
MULTI-CRITERIA DECISION MAKING	10
Analytic Hierarchy Process (AHP), Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS), Fuzzy Analytic Hierarchy Process, Fuzzy TOPSIS	

d. Learning Activities

1. Perform descriptive analytics using spreadsheet.
2. Solve warehousing problem using spreadsheet.
3. Calculate economic order quantity using AI.
4. Generate and run Python code using AI for multi-criteria decision making.
5. List supply chain metrics that impact sustainability and how AI can enhance their measurement, prediction, and optimization.





e. Learning Resources

1. Vijayaraghavan, T. A. S. (2021). Supply chain analytics (1st ed.). Wiley.

2. Bhattacharya, R., & Bhattacharya, A. M. (2022). Supply chain analytics: Strategies, models and solutions (1st ed.). Sage Publications.
3. Feigin, G. (2025). Supply chain planning and analytics: The right product in the right place at the right time (1st ed.). Shroff Publishers.
4. Robertson, P. W. (2020). Supply chain analytics: Using data to optimise supply chain processes (1st ed.). Routledge.

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2			2	2	0	2	2	
CO2	3	2	2	2		2	2		2	2	2
CO3	3	2	2	2		2	2		2	2	2
CO4	3	2	2	2		2	2		2	2	2
CO5	3	2	2	2		2	2		2	2	2
CO6	3	2	2	2		2	2		2	2	2
Total	18	12	12	10	0	12	12	0	12	12	10

Course Code	Course Name	L	T	P	C
P24MB918	LEAN & SIX SIGMA	3	0	0	3
	Sustainable Development Goals				

Category: Elective

a.Preamble

This course is structured to provide MBA students with a strong foundation in Lean and Six Sigma principles, equipping them with the analytical tools and strategic mindset necessary to drive efficiency and innovation across various industries. Emphasizing data-driven decision-making and a culture of continuous improvement, the course fosters problem-solving capabilities that align with global sustainability goals.

b.Pre-requisite

Basic understanding of operations management

c.Course Outcomes

After successful completion of the course, the students will be able to

CO	Course Outcome	Knowledge Level
CO1	Recall the key concepts, history, and terminologies related to Lean and Six Sigma,	K1
CO2	Summarize the phases of Quality Management and Continuous Improvement frameworks.	K2
CO3	Apply tools such as SIPOC, VOC, and Process Mapping to define problems and measure current process performance.	K3
CO4	Use techniques like Root Cause Analysis, Pareto Analysis, and FMEA to identify and analyze process inefficiencies.	K3

CO5	Analyze process data using Value Stream Mapping, Hypothesis Testing, and Correlation to determine root causes of variation.	K4
CO6	Differentiate the impact of Lean tools such as 5S, Kaizen, and Poka-Yoke on process improvement and sustainability.	K4

d.Course Syllabus

Total : 45 Hours

INTRODUCTION TO LEAN AND SIX SIGMA 9

Origin and Evolution of Lean & Six Sigma - Key concepts: Value, Waste, Variation, DMAIC, DMADV - Benefits and Limitations - Lean Thinking vs Six Sigma Thinking - Introduction to Quality Management and Continuous Improvement.

DEFINE & MEASURE PHASES 9

Problem definition and Project Charter -Voice of the Customer (VOC) - SIPOC Diagram - Process Mapping - Measurement System Analysis - Data Collection and Performance Metrics

ANALYZE PHASE 9

Root Cause Analysis (Fishbone, 5 Whys) - Value Stream Mapping - Pareto Analysis - Failure Mode and Effects Analysis (FMEA) - Hypothesis Testing & Correlation

IMPROVE PHASE 9

Lean Tools: 5S, Kaizen, Kanban, Poka-Yoke - Design of Experiments (DoE) - Brainstorming and Solution Prioritization - Cost-Benefit Analysis - Implementation Planning

CONTROL PHASE AND SUSTAINABILITY INTEGRATION 9

Control Plans - Statistical Process Control (SPC) - Standardization and Documentation - Lean & Six Sigma in Sustainable Operations - Case Studies from Manufacturing, Services and Public Sector

e. Learning Activities





1. Analyze real-world examples (e.g., Toyota Production System or GE Six Sigma) to understand the origin, principles, and impact of Lean & Six Sigma.
2. Assign students to collect sample data and identify performance metrics for a selected business process.
3. Teams perform Failure Mode and Effects Analysis on a common system (e.g., university cafeteria service).
4. Use impact/effort matrices to prioritize ideas from brainstorming sessions.
5. Students design a process improvement project that incorporates Lean & Six Sigma tools with SDG focus (e.g., waste reduction in campus facilities).

f. Learning Resources

1. George, M. L. (2021). *Lean Six Sigma: Combining Six Sigma quality with Lean speed* (2nd ed.). McGraw-Hill Professional.
2. Gopalakrishnan, N. (2019). *Simplified Six Sigma: Methodology, tools, and implementation* (2nd ed.). PHI Learning
3. Pyzdek, T., & Keller, P. (2022). *The Six Sigma handbook* (5th ed.). McGraw-Hill Education.
4. Womack, J., & Jones, D. (2021). *Lean thinking: Banish waste and create wealth in your corporation* (Updated ed.). Simon & Schuster.
5. Harvard Business Review. (n.d.). Lean & Six Sigma articles. <https://hbr.org>
6. Process Excellence Network. (n.d.). Process Excellence Network. <https://www.processexcellencenetwork.com>
7. GoLeanSixSigma. (n.d.). Tools & templates. <https://goleansixsigma.com/free-templates/>
8. Lean Enterprise Institute. (n.d.). Lean Enterprise Institute. <https://www.lean.org>
9. International Association for Six Sigma Certification (IASSC). (n.d.). International Association for Six Sigma Certification. <https://www.iassc.org>

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3			3		3	3	2	2
CO2	3	3	3	2		3		3	3	2	2
CO3	3	3	3	2		3	2	3	3	2	2
CO4	3	3	3	2		3	2	3	3	2	2
CO5	3	3	3	2		3	2	3	3	2	2
CO6	3	3	3	2		3	2	3	3		
Total	18	18	18	10	0	18	8	18	18	10	10

Course Code	Course Name	L	T	P	C
P24MB919	FINTECH	3	0	0	3
Sustainability Development Goal					

Category: Elective Course

a.Preamble

The rapid growth of fintech is redefining traditional practices, enabling new business models, and empowering both consumers and enterprises with digital financial solutions tailored for modern needs. Understanding fintech is essential for those aspiring to build careers in finance, technology, entrepreneurship, or regulatory roles.

b.Pre-requisite

Basic knowledge of Financial Technology in Indian Financial System.

c. Course Outcomes

After successfully completing the course, the students will be able to

Cos	Course Outcome	Knowledge Level
CO1	Explain the evolution and fundamentals of FinTech, BankTech, and digital transformation in BFSI	K2
CO2	Analyze digital payment systems, open banking, P2P lending, and blockchain applications in banking	K4
CO3	Evaluate WealthTech innovations like algorithmic trading, robo-advisory, and crowdfunding platforms	K5
CO4	Explain blockchain, cryptocurrencies, and smart contract applications in financial services	K2
CO5	Understand InsurTech applications in life, health, and general insurance sectors for fraud detection and analytics	K2
CO6	Interpret RegTech solutions for compliance, KYC, AML, and regulatory digitization in BFSI	K2

d.Course Syllabus

Total : 45 Hours

INTRODUCTION TO FINTECH 9

Introduction to FinTech and BankTech Fundamentals - Digital Transformation of the BFSI Sector, Financial Inclusion - Emergence of FinTech Companies - Introduction to BankTech, Machine Learning and AI Applications in Banking, P2P Lending - Digital Payments-evolution and trends, Open Banking - Blockchain applications in banking

WEALTHTECH 9

Introduction to WealthTech - Algorithmic trading- Quantitative/Systematic investment strategies using ML and AI - Crowdfunding platforms - Robo-advisory Services

DIGITAL CURRENCIES AND BLOCKCHAIN FUNDAMENTALS 9

Introduction to cryptocurrencies - Bitcoin Fundamentals - Alternative Digital Currencies, The Future of Cryptocurrencies - Blockchain technology - Types of blockchains; Ethereum, Ripple and other - Decentralised applications - Smart contracts and DAOs - Emerging trends in Blockchain technology

INSURTECH - DIGITAL TRANSFORMATION OF THE GLOBAL INSURANCE INDUSTRY 9

Introduction to InsurTech - Insurance Analytics - Fraud detection and risk prevention - Life insurance applications - Health insurance and other InsurTech applications

REGTECH: TECHNOLOGY IN REGULATORY AND COMPLIANCE FRAMEWORK 9

RegTech Ecosystem of the BFSI Sector - Digitization and Datafication of the Regulatory Framework - Impact of Technologies such as Blockchain and AI on Compliance - eID, KYC, AML applications.

e. Activities





1. Case study discussions on UPI and Digital Wallet Growth in India.
2. Case Study: PolicyBazaar's digital insurance model.
3. Brainstorming Session: AI-based fraud detection in insurance claims.
4. Assignment: Compare traditional vs digital insurance underwriting process.
5. Discussion: How RegTech improves financial stability and reduces risk.

f. Learning Resources

1. Chishti, B., & Barberis, J. (2016). The FinTech book: The financial technology handbook for investors, entrepreneurs and visionaries. Wiley.
2. Hayen, R. (2021). FinTech: The impact and influence of financial technology on banking and the finance industry (2nd ed.). Routledge.
3. Sironi, P. (2022). FinTech innovation: From robo-advisors to goal-based investing and gamification (2nd ed.). Wiley.
4. William, J. (2020). FinTech and blockchain: Foundations, applications, and future trends. Business Expert Press.
5. Tu, A. (2021). Blockchain: The ultimate guide to understanding blockchain, FinTech, Bitcoin, and other cryptocurrencies (2nd ed.). Independently published.

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3			3	3	3	3	3	3
CO2	3	3	3	1		3	3	3	3	3	3
CO3	3	3	3	1		3	3	3	3	3	3
CO4	3	3	3			3	3	3	3	3	3
CO5	3	3	3			3	3	3	3	3	3
CO6	3	3	3	1		3	3	3	3		
Total	18	18	18	3	0	18	18	18	18	15	15

Course Code	Course Name	L	T	P	C
P24MB920	BEHAVIOURAL FINANCE	3	0	0	3
	Sustainable Development Goals				

Category: Elective Course

a.Preamble

This course explores the psychological underpinnings of financial decision-making. This course will equip students with the knowledge and tools to recognize and mitigate behavioral biases in their own financial decisions and to understand and predict the behavior of others in the financial marketplace.

b.Pre-requisite

A basic understanding of Financial Management, Microeconomics, Fundamentals of Investment Analysis

c.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the evolution, scope, and key principles of Behavioral Finance by contrasting it with traditional finance theories.	K2
CO2	Analyze how cognitive biases and heuristics influence individual and institutional investment decisions	K4
CO3	Evaluate the impact of market anomalies and behavioral factors on asset pricing, bubbles, and crashes using real-world evidence.	K5
CO4	Assess the influence of managerial biases on corporate financial decisions	K5
CO5	Apply behavioral finance theories to interpret historical financial crises and contemporary market events	K3

CO6	Develop critical insights to design investment and corporate strategies by integrating behavioral aspects into decision-making frameworks.	K6
-----	--	----

d.Course Syllabus

Total : 45 Hours

INTRODUCTION TO BEHAVIORAL FINANCE 9

Introduction to Behavioural vs. Traditional Finance-Evolution and Scope of Behavioural Finance- Dual-Process Thinking (System 1 & System 2)- Prospect Theory: Framing, Reference Points, Value Function- Limits to Arbitrage and Market Inefficiency

COGNITIVE BIASES AND HEURISTICS 9

Anchoring and Adjustment- Representativeness Heuristic-Availability Heuristic- Overconfidence and Optimism Bias- Confirmation Bias- Endowment Effect- Disposition Effect- Mental Accounting-Loss Aversion and Regret Aversion

MARKET ANOMALIES AND ASSET PRICING 9

Calendar Effects (January Effect, Weekend Effect)- Momentum and Reversal Strategies- Post-Earnings Announcement Drift- Asset Price Bubbles and Crashes- Behavioural Asset Pricing Models- Investor Sentiment Indices

BEHAVIOURAL CORPORATE FINANCE 9

Overconfidence in Financial Decision-Making- Biases in Capital Structure and Dividend Policy- Behavioural Aspects of Mergers & Acquisitions-IPO Pricing and Underpricing from a Behavioural Perspective

APPLICATIONS AND CASE STUDIES 9

Analysis of Historical Financial Crises from a Behavioural Lens- Dot-Com Bubble, Global Financial Crisis, Asian Financial Crisis, Behavioural Insights into Contemporary Market Events- GameStop & Meme Stock Rally, Cryptocurrency Volatility, COVID-19 Market

Crash & Recovery

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

e. Learning Activities

1. Behavioral Bias Simulation Game: Simulate decision-making under uncertainty and identify personal biases
2. Group Discussion on Market Events: Explore how behavioral factors triggered financial bubbles and crashes
3. Investor Profiling Exercise: Understand heuristics and emotional factors in investor personas
4. Mini Projects: Design a behavioral nudge or intervention for an investment or policy problem
5. AI tool: Predict short-term price movements using sentiment data., Visualise bubbles/crashes with interactive charts.

f. Learning Resources

1. Ackert, L. F., & Deaves, R. (2018). Behavioral finance: Psychology, decision-making, and markets (2nd ed.). South-Western Cengage Learning.
2. Kahneman, D. (2011). Thinking, fast and slow. Farrar, Straus and Giroux.
3. Montier, J. (2010). Behavioral investing: A practitioner's guide to applying behavioral finance (2nd ed.). Wiley Finance.
4. Pompian, M. M. (2020). Behavioral finance and wealth management: How to build optimal portfolios that account for investor biases (3rd ed.). Wiley.
5. Shefrin, H. (2016). Behavioral finance: Psychology, decision-making, and markets (2nd ed.). McGraw-Hill Education.
6. Thaler, R. H. (2015). Misbehaving: The making of behavioral economics. W. W. Norton

& Company.

7. Behavioral Finance Network. (n.d.). Behavioral finance resources.





<https://www.behaviouralfinance.net>

8. Behavioral Economics. (n.d.). Behavioral economics resources.

<https://www.behavioraleconomics.com>

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3			3	3		3	3	3	3
CO2	3	3		2	3	3		3	3	3	3
CO3	3	3		2	3	3		3	3	3	3
CO4	3	3		2	3	3		3	3	3	3
CO5	3	3		2	3	3	1	3	3	3	3
CO6	3	3		2	3	3	1	3	3		
Total	18	18	0	10	18	18	2	18	18	15	15

Course Code	Course Name	L	T	P	C
P24MB921	FINANCIAL DERIVATIVES	3	0	0	3
Sustainability Development Goals					

Category: Elective Course

a.Preamble

The course on Financial Derivatives introduces students to derivative instruments such as forwards, futures, options, and swaps, along with their pricing, strategies, and applications in risk management. It provides insights into the functioning of derivative markets, their role in hedging, speculation, and arbitrage, and the regulatory framework governing them. This course equips learners with analytical skills to understand derivative valuation models and apply strategies in real-world financial decision-making.

b. Pre-requisite

Basic knowledge of Financial Management, Time Value of Money and Risk & Return Concepts and Familiarity with Stock Market Operations

c. Course Outcomes

After successfully completing the course, the students will be able to

Cos	Course Outcome	Knowledge Level
CO1	Explain the concept, types, and features of derivative instruments and markets.	K2
CO2	Analyze the pricing mechanisms of forwards, futures, and options.	K4
CO3	Apply hedging, speculation, and arbitrage strategies using derivative instruments.	K3
CO4	Evaluate various option strategies and their risk-return implications.	K5

CO5	Interpret the role of swaps in managing interest rate and currency risks.	K2
CO6	Explain the appropriate derivative strategies for risk management in dynamic financial environments.	K2

d.Course Syllabus

Total : 45 Hours

INTRODUCTION TO FINANCIAL DERIVATIVE 9

Derivatives – Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

OPTIONS AND SWAP 9

Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – DebtEquity Swap.

FUTURE 9

Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of 2 the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts..

HEDGING 9

Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk –

Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

FINANCIAL DERIVATIVE MARKET IN INDIA

9

Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments

e.Activities

- Case Study Analysis – Study real-life hedging or speculation strategies used by companies.
- Simulation Exercise – Perform virtual trading of futures and options using NSE Paathshala or similar platform.
- Numerical Problem Solving – Calculate forward and futures prices, option premiums, and payoff diagrams.
- Group Assignment – Develop a derivative strategy (hedging/speculation) for a hypothetical portfolio.
- Presentation/Debate – Discuss the impact of derivatives on financial market stability and risk management.





f.Learning Resources

1. Chance, D. M. (2021). Derivatives and risk management basics (10th ed.). Cengage Learning, Delhi.
2. Gupta, S. L. (2020). Financial derivatives: Theory, concepts, and problems (3rd ed.). PHI Learning, Delhi.
3. Kumar, S. S. S. (2018). Financial derivatives (2nd ed.). PHI Learning, New Delhi.

4. Stulz, M. R. (2021). Risk management and derivatives (3rd ed.). Cengage Learning, New Delhi.

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3			3	3		3	3	3	2
CO2	3	3		2	3	3		3	3	3	2
CO3	3	3		2	3	3	1	3	3	3	2
CO4	3	3		2	3	3		3	3	3	2
CO5	3	3		2	3	3		3	3	3	2
CO6	3	3		2	3	3		3	3	3	
Total	18	18	0	10	18	18	1	18	18	18	10

Course Code	Course Name	L	T	P	C
P24MB922	HUMAN RESOURCE METRICS	3	0	0	3
	Sustainable Development Goals				

Category: Elective Course

a.Preamble

This course enables students to understand the application of metrics and analytics in managing human resources effectively. It introduces quantitative and evidence-based approaches to HR decision-making and prepares students to transform HR practices from intuition-based to data-driven by integrating metrics, dashboards, and predictive analytics into strategic HR functions.

b.Pre-requisite

A basic understanding of Human Resource Management and basics of Statistics and Excel

c.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the concept, scope, and types of HR metrics.	K2
CO2	Apply recruitment and workforce planning metrics.	K3
CO3	Analyze engagement, retention and learning metrics.	K4
CO4	Evaluate performance, compensation, and compliance metrics.	K5
CO5	Evaluate learning and development indicators including training ROI, skill gap closure, and productivity linkage	K5

CO6	Assess performance, compensation, compliance, sustainability, and well-being metrics for fairness, equity and employee welfare	K5
-----	--	----

d.Course Syllabus

Total : 45 Hours

FOUNDATIONS OF HR METRICS

9

Concept and scope of HR metrics- Types: Efficiency, effectiveness, impact metrics, Link between HR metrics, HR analytics and organizational strategy, Benchmarking: Internal and External-Introduction to HR Balanced Scorecard.

TALENT ACQUISITION & WORKFORCE PLANNING METRICS

9

Workforce Demand & Supply forecasting - Recruitment metrics: time-to-fill, cost-per-hire, quality-of-hire- Diversity hiring metrics- HR efficiency ratios: HR-to-employee ratio, process cycle times.

ENGAGEMENT, RETENTION & LEARNING METRICS

9

Employee turnover and retention analysis- Engagement Metrics: eNPS, satisfaction index, absenteeism rates- Learning & Development Indicators: Training ROI, Skill gap closure rate- Linking engagement and learning metrics to productivity.

PERFORMANCE, COMPENSATION & COMPLIANCE METRICS

9

Performance metrics: Appraisal rating distributions, Goal achievement rates.- Compensation analytics: Pay competitiveness, Pay equity index, Benefits cost ratio- Compliance and Legal Metrics: Grievance resolution time, Statutory compliance rate.- Balanced scorecard for HR performance evaluation.

SUSTAINABILITY & WELL-BEING METRICS

9

Diversity, Equity & Inclusion (DEI) indices – CSR - linked employee participation metrics, Employee Net Promoter Score (eNPS), Well-being index (stress levels, burnout risk), Work-life integration metrics.

LECTURE

TUTORIAL

PRACTICAL

TOTAL

45

0

0

45

e. Learning Activities





1. Case study: Analyzing a company's HR strategy and identifying relevant metrics to measure its effectiveness.
2. Hands-on exercises: Calculating and interpreting key HR metrics using sample datasets.
3. Group project: Identifying and defining relevant HR metrics for a specific industry or company.
4. Dashboard design competition: Creating and presenting HR dashboards to a panel of judges.
5. Data Analysis Projects: Working with HR datasets to extract insights and make recommendations.

f. Learning Resources

1. Bassi, L., & McMurrer, D. (2018). HR analytics handbook (2nd ed.). McBassi & Company.
2. Fitz-enz, J. (2016). The new HR analytics: Predicting the economic value of your company's human capital (2nd ed.). AMACOM.
3. Lawler, E. E., Levenson, A., & Boudreau, J. W. (2018). HR metrics and analytics: Use and impact (2nd ed.). Center for Effective Organizations.
4. Levenson, A. (2018). Strategic analytics: Advancing strategy execution and organizational effectiveness (2nd ed.). Berrett-Koehler.
5. Society for Human Resource Management. SHRM: HR insights and resources. <https://www.shrm.org>
6. Analytics in HR. HR analytics insights and case studies. <https://www.analyticsinhr.com>
7. Harvard Business Review. Articles on people analytics and business strategy. <https://hbr.org>

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	2			2		2	3	3	3
CO2	3	3	2	2		2	2		3	3	3
CO3	3	3	2	2	1	2	2	2	3	3	3
CO4	3	3	2	2	1	2	2	2	3	3	3
CO5	3	3	2	2	1	2	2	2	3	3	
CO6	3	3		2		2		2	3	3	3
Total	18	18	10	10	3	12	8	10	18	18	15

Course Code	COURSE NAME	L	T	P	C
P24MB923	INTERNATIONAL HUMAN RESOURCES MANAGEMENT	3	0	0	3
	Sustainable Development Goals				

Category: Elective

a.Preamble

This course explains the challenges of international business how to dealing with complex issues, cultural sensitivity in an international assignment and the impact of cultural and contextual factors in shaping human resource practices in MNCs.

b..Pre-requisite

None.

c.Course Outcomes

After successfully completing the course, the students will be able to understand the international approaches to dealing with people in Corporate.

COs	Course Outcome	Knowledge Level
CO1	Explain the approaches, challenges, and strategies of international HRM in global business	K2
CO2	Analyze cultural, diversity, and employee management challenges in multinational organizations	K4
CO3	Apply international recruitment, training, and performance management practices	K3
CO4	Explain international compensation systems and expatriation/repatriation processes	K2
CO5	Compare domestic and international HRM, including cross-cultural issues	K4
CO6	Develop strategies for managing multicultural teams and global HR challenges	K6

d. Course Syllabus

Total : 45 Hours

INTRODUCTION TO INTERNATIONAL HUMAN RESOURCES MANAGEMENT 08

Approaches, Challenges in global labour market–Linking HR to International expansion strategies, Socio–cultural context– Human Resources in a Comparative Perspective

CHALLENGES OF IHRM 10

Culture and employee management issues, responding to diversity, challenges of localization, global integration, differentiation- Cultural Factors/Issues in Performance Management-LGBTQ Issues.

INTERNATIONAL RECRUITMENT, TRAINING & PERFORMANCE MANAGEMENT 10

International Labour Market, Sources- Recruitment and Selection of International Managers- Training: Types of Cross-cultural Training. Multinational Performance Management, Developing International Staff and Multinational Team.

INTERNATIONAL COMPENSATION SYSTEM 07

International Compensation- International Compensation System- Objectives, Approaches and Practice - Expatriation and Repatriation Process- Managing People in International Firms

CROSS CULTURAL HRM 10

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs. Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, - Building Multicultural Organization.

e.Activities

- Develop analytical of theory to practice
- Analysis the Situation
- Cross – Cultural awareness





- Identifying the real – world international HR scenarios
- Encourage application of theory to practice

f. Learning Resources

1. Aswathappa, K. (2023). International human resource management (10th ed.). McGraw-Hill Education.
2. Dowling, P. J. (2017). International human resource management. Cengage Learning India Private Limited.
3. Edwards, T., & Rees, C. (2017). International human resource management (3rd ed.). Pearson.
4. Harzing, A.-W., & Pinnington, A. (2024). International human resource management. Sage Publications.
5. Gupta, C. B. (2018). Human resource management: Text and cases. Sultan Chand & Sons.
6. AIHR. (n.d.). What is performance management? <https://www.aihr.com/blog/what-is-performance-management>
7. The Intact One. (2019, February 9). SHRM U4 topic 11: Expatriation and repatriation.
8. <https://theintactone.com/2019/02/09/shrm-u4-topic-11-expatriation-and-repatriation/>
9. The Intact One. (2020, January 21a). Strategic issues in international assignment. <https://theintactone.com/2020/01/21/strategic-issues-in-international-assignment/>
10. The Intact One. (2020, January 21b). Building a multicultural organization. <https://theintactone.com/2020/01/21/building-a-multicultural-organization/>

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3		3		3		3	3	3	3
CO2	3	3		3		3	2	3	3	3	3
CO3	3	3	1	3		3	2	3	3	3	3
CO4	3	3	1	3		3		3	3	3	3
CO5	3	3		3		3	2	3	3	3	3
CO6	3	3		3		3		3	3	3	3
Total	18	18	2	18	0	18	6	18	18	18	18

Course Code	Course Name	L	T	P	C
P24MB924	ORGANISATION DEVELOPMENT	3	1	0	4
Sustainable Development Goals					

Category: Elective Courses

a. Preamble

Organisational Development (OD) is a specialization in the field of Human Resources that focuses on planned, systematic efforts to improve organizational effectiveness, culture, and adaptability. OD enables organizations to align people, processes, and structures with strategic goals, fostering continuous growth and change readiness.

b. Course Outcomes

After successful completion of the course, the students will be able to

CO	Course Outcome	Knowledge Level
CO1	Understand the nature, characteristics, and evolution of organizational development	K2
CO2	Classify different organizational development interventions	K2
CO3	Analyze team, intergroup, and third-party interventions	K4
CO4	Apply structural interventions like job design, quality circles, and OWL	K3
CO5	Evaluate performance management tools and socio-technical systems.	K5
CO6	Design T-group training, coaching, and mentoring programs	K6

c. Course Syllabus

Total: 45 Hours

NATURE OF ORGANIZATION DEVELOPMENT 9

Organisational Development : Introduction – Definition – Characteristics – Evolution – Assumptions – Model of Organisational Development – Action Research – Process of Organisational Development

ORGANISATION DEVELOPMENT INTERVENTION 9

Organisational Development Intervention: Definition – Selection of Organisational Development Intervention – Classification – Personal and Inter-personal Organisational Development Intervention – Laboratory Training – Career Planning Intervention – Managerial Grid – Process consultation – Johari Window – Transactional Analysis

TEAM, INTERGROUP AND THIRD-PARTY PEACEMAKING INTERVENTION

9

Overview of OD Interventions: Classifying OD Interventions Team Interventions- Teams and Work Groups, Broad Team-Building Interventions, Process Consultation Interventions. Gestalt approach of team building - inter group interventions - Grid Organisational Development Programme

COMPREHENSIVE OD INTERVENTIONS AND STRUCTURAL INTERVENTION 9

Structural Intervention – Job design – Quality of work life – Quality Circles – MBO and Appraisals – Socio technical systems – Physical settings and OD – Future directions in OD – Trends in the context of organisational development

T-Groups, Behaviour Modeling, Life and Career Planning- Coaching and Mentoring- Future and Organizational Development- Contemporary issues related to the Organizational development

d. Learning Activities

- 1.Role-playing exercises to practice OD interventions such as process consultation, third-party peacemaking, or team-building
- 2.Group presentations analyzing successful and failed OD interventions in real-world organizations.
- 3.Case study discussions on change management, resistance to change, and cultural transformation.
- 4.Group activity using tools like the Johari Window, Transactional Analysis, or Managerial Grid for practical application.
- 5.Simulation of structural interventions such as job redesign, quality circles, or socio-technical systems.





e. Learning Resources

1. Anderson, D. L. (2019). *Organization development: The process of leading organizational change* (5th ed.). Sage Publications.
2. Blake, R. R., & Mouton, J. S. (2020). *The managerial grid III: The key to leadership excellence* (Latest ed.). Gulf Publishing.
- 3.Cheung-Judge, M.-Y., & Holbeche, L. (2021). *Organization development: A practitioner's guide for OD and HR* (3rd ed.). Kogan Page.
4. Cummings, T. G., & Worley, C. G. (2018). *Organization development and change* (11th ed.). Cengage Learning.

5. French, W. L., Bell, C. H., & Zawacki, R. A. (2021). Organization development and transformation: Managing effective change (Latest ed.). McGraw-Hill.
6. Schein, E. H. (1999). Process consultation revisited: Building the helping relationship. Addison-Wesley.
7. NTL Institute. (n.d.). Resources on T-group training, laboratory methods, and OD practices. <https://www.ntl.org/>
8. OD Network. Articles, case studies, and practitioner resources on organizational development. <https://www.odnetwork.org/>
9. Harvard Business Review. Insights on organizational change, culture, and leadership in OD. <https://hbr.org/>

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	2	3	2	2		3	3	3	3
CO2	3	3	2	3	2	2	2	3	3	3	3
CO3	3	3	2	3	2	2	2	3	3	3	3
CO4	3	3	2	3	2	2	2	3	3	3	3
CO5	3	3	2	3	2	2		3	3	3	3
CO6	3	3	2	3	2	2	2	3			
Total	18	18	12	18	12	12	8	18	15	15	15

Course Code	Course Name	L	T	P	C
P24MB925	SERVICES MARKETING	3	0	0	3
	Sustainable Development Goals				

Category: Elective Course

a.Preamble

The service sector is vital in today's fast-changing, customer-driven world. This course helps students understand how to market services, meet customer expectations, and improve service quality. It covers key areas like customer experience and relationship building, using both theory and real-life examples to build practical skills.

b.Pre-requisite

Nil.

c.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Understand the meaning, nature, and classification of services	K2
CO2	Explain the service marketing management process and its implications	K2
CO3	Describe the applications of service marketing in various sectors	K2
CO4	Understand consumer behavior in service settings and explain key concepts	K2
CO5	Explain the components of the service marketing	K2

CO6	Understand the role of service personnel and customers in service delivery, both in physical and virtual marketing environments.	K2
K1- Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 – Create		

d. Course Syllabus

Total : 45 Hours

Fundamentals of Service Marketing

9

Introduction– Definition– Service Economy — Evolution and growth of service sector — Nature and Scope of Services –Difference between services and tangible products– Unique characteristics of services– Challenges and issues in Services Marketing.

Service Marketing Opportunities

9

Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

Service Design And Development

9

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

Service Delivery and Promotion

9

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service–Integrated Service marketing communication.

Service Strategies

9

Service Marketing Strategies for Health – Hospitality – Tourism – Financial –

Logistics– Educational – Marketing of Online Services– Entertainment & public utility Information technique Services.

e. Learning Activities:





- Provide a Service Sector Growth Analysis (Mini Research Task) Students collect data on the growth of the service sector in India.
- Students visit a service organization (bank/hospital/restaurant). Evaluate service using SERVQUAL dimensions
- Industry Case Study Presentation
- E-Service Evaluation Project
- Consumer Decision Journey Mapping
- Gaps Model Role Play

f. Learning Resources

1. Christian Grönroos (2007). *Services management and marketing: Customer relationship management in service competition* (3rd ed.). Wiley.
2. R. Srinivasan (2014). *Services marketing* (4th ed.). Prentice Hall of India.
3. Vinnie Jauhari, & Kirti Dutta. (2017). *Services marketing: Text and cases* (2nd ed.).
4. Christopher Lovelock, Jochen Wirtz, & Jayanta Chatterjee. (2016). *Services marketing: People, technology, strategy* (8th ed.). Pearson.
5. Valarie A. Zeithaml, & Mary Jo Bitner. (2013). *Services marketing: Integrating customer focus across the firm* (6th ed.). McGraw-Hill.

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3			3	2	3	3	2	3
CO2	3	3	3	2	2	3	2	3	3	2	3
CO3	3	3	3	2	2	3	2	3	3	2	3
CO4	3	3	3	2	2	3	2	3	3	2	3
CO5	3	3		2	2	3	2	3	3	2	3
CO6	3	3	3	2				3	3	2	3
Total	18	18	15	10	8	15	10	18	18	12	18

Course Code	Course Name	L	T	P	C
P24MB926	DIGITAL AND SOCIAL MEDIA MARKETING	3	0	0	3
	Sustainable Development Goals				

Category: Elective

a.Preamble

Digital and Social Media Marketing is designed to equip MBA students with a comprehensive understanding of the digital ecosystem and the strategic tools needed to create, manage, and evaluate digital marketing campaigns. By integrating theoretical foundations with practical applications, the course fosters the development of analytical and technical skills essential for navigating the dynamic digital environment. The syllabus provides students with the ability to make data-driven decisions, drive customer engagement, and contribute to business growth.

b.Pre-requisite

Basic understanding of Marketing, Introductory knowledge of business analytics.

Fundamental computer and communication skills

c.Course Outcomes

After successful completion of the course, the students will be able to

CO	Course Outcome	Knowledge Level
CO1	Summarize the evolution of digital marketing and the characteristics of digital consumers to better understand modern marketing environments	K2
CO2	Apply search engine marketing strategies to increase website visibility and drive targeted traffic.	K3

CO3	Explain e-marketing strategies related to product, pricing, and distribution decisions	K2
CO4	Explain customer acquisition and retention strategies using social media tools, consumer behavior models, and relationship marketing concepts.	K2
CO5	Evaluate digital marketing performance using analytics tools	K5
CO6	Analyze integrated and ethical digital marketing strategies, incorporating budgeting, conversion optimization, and privacy considerations.	K4

d.Course Syllabus

Total : 45 Hours

Digital Marketing Fundamentals

9

Evolution and scope of digital marketing, Digital marketing strategy and channels, Consumer behavior in digital markets, Digital marketing ecosystem and trends

Website Development & Search Engine Marketing

9

Website planning, design, and optimization -Search Engine Marketing – An Overview, Pay-Per-Click (PPC) Advertising, Types of Online Advertising, Search Engine Optimization (SEO) techniques- Importance of Search Engine Optimization, Benefits of SEO, Getting Website on Google.

Social media & Content Marketing

9

Social media platforms and strategy (Facebook, Instagram, LinkedIn, YouTube, Twitter), Content marketing: blogs, video, podcasts, Influencer marketing and community engagement, Online reputation management, Social media advertising and campaign analytics

Customer Acquisition and Retention

9

Profile of Consumers, Browsing Behaviour Model, Elements of Social Media, Social Media Strategies, Social Media Performance Metrics, Building Customer Relationships, Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing, Customer Relationship Management (CRM), CRM Building Blocks, Ten rules for CRM Success

Digital Analytics, Automation & Emerging Technologies

9

Google Analytics, Tag Manager, and dashboarding, Marketing automation and CRM tools, AI, AR/VR, chatbots in marketing, Data privacy, compliance, and ethics in digital marketing, A/B testing and conversion optimization

e. Learning Activities

1. Case studies on digital consumer behavior
2. Group discussions on the 5Ds of digital marketing
3. Simulated PPC ad creation exercise
4. Role play: Online pricing strategy for a digital product
5. Create social media campaigns using Canva or Meta Ads
6. Analyze social media metrics using real brand pages

f. Learning Resources





1. Barker, M., & Barker, D. (2019). Social media marketing: A strategic approach (2nd ed.). Cengage Learning.
2. Bhatia, P. S. (2017). Fundamentals of digital marketing. Pearson.
3. Dodson, I. (2016). The art of digital marketing (1st ed.). Wiley.
4. Gupta, S. (2017). Digital marketing (1st ed.). McGraw-Hill Education.
5. Kotler, P., Kartajaya, H., & Setiawan, I. (2016). Marketing 4.0: Moving from traditional to digital (1st ed.). Wiley.

6.Kamat, N. C., & Kamat, C. N. (2022). Digital social media marketing (Latest ed.). Himalaya Publishing House Pvt. Ltd.

7.Ragavendra, K., & Shruthi, P. (2022). Digital marketing (Latest ed.). Himalaya Publishing House Pvt. Ltd.

g.Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	2	3		3	3	3	3	3	2
CO2	3	3	2	3	1	3	3	3	3	3	2
CO3	3	3	2	3		3	3	3	3	3	2
CO4	3	3	2	3		3	3	3	3	3	2
CO5	3	3	2	3		3	3	3	3	3	2
CO6	3	3		3		3	3	3	3	3	
Total	18	18	10	18	1	18	18	18	18	18	10

Course Code	Course Name	L	T	P	C
P24MB927	MARKET RESEARCH	3	0	0	3
	Sustainable Development Goals				

Category: Elective

a.Preamble

The Market Research course is designed to equip students with the knowledge and skills to collect, analyze, and interpret data relevant to marketing problems. The course emphasizes both qualitative and quantitative research methodologies, data-driven strategies, and the ethical considerations in research practices. By understanding market trends, consumer behavior, and competitor intelligence, students will be able to make informed marketing decisions that contribute to business success.

b.Pre-requisite

Basic knowledge of marketing principles and an understanding of statistical tools are required.

c.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the role, scope, process of marketing research in decision making	K2
CO2	Explain research problems, objectives, and types of research in traditional and digital contexts	K2
CO3	Apply appropriate data collection methods, sampling techniques, and questionnaire design	K3

CO4	Prepare and clean data, and perform descriptive and basic inferential analysis	K3
CO5	Analyze data using multivariate techniques such as regression, factor, cluster, and conjoint analysis	K4
CO6	Develop research reports with data visualization and present findings effectively to support decisions	K6

d.Course Syllabus

Total : 45 Hours

Introduction

6

Role and Scope of Market Research in Decision Making- The Marketing Research Process – Problem Identification, Research Objectives, Research Design, Types of Research: Exploratory-Descriptive- Causal, Marketing Research in Digital Context, Ethical Issues in Marketing Research, Overview of Global & Indian Market Research Practices

Research Design & Data Collection

10

Primary vs. Secondary Data, Sampling Techniques: Probability & Non-Probability Sampling, Determining Sample Size, Questionnaire Design – Scaling Techniques (Nominal, Ordinal, Interval, Ratio), Interview Methods: Personal, Telephone, Online Surveys, and Focus Groups, Observational and Experimental Methods

Data Preparation & Univariate/Bivariate Analysis

10

Data Editing, Coding, Tabulation, and Cleaning- Descriptive Statistics: Measures of Central Tendency, Dispersion, Cross Tabulation, Chi-Square Test, Correlation & Simple Regression Analysis, Hypothesis Testing (t-test, ANOVA)

Multivariate Analysis for Market Research

10

Introduction to Multivariate Techniques- Multiple Regression Analysis- Factor Analysis (Exploratory & Confirmatory), Cluster Analysis, Discriminant Analysis, Conjoint Analysis.

Reporting and Research Findings

6

Interpretation of Data and Drawing Conclusions, Preparing Research Reports – Structure and Formatting, Data Visualization: Charts, Dashboards, and Infographics, Presenting to Decision Makers – Storytelling with Data, Trends in Market Research – AI in Surveys, Neuromarketing, Mobile Research

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

e. Learning Activities

1. Case Study Analysis: Analyze real-world cases involving market research challenges, including product launch studies, customer surveys.
2. Questionnaire Development: Hands-on session where students design and refine questionnaires for different marketing problems using scaling and measurement techniques.
3. Group Mini Projects: Teams conduct small-scale market research projects and present their findings and recommendations.
4. Field Survey / Data Collection Assignment: Students perform limited fieldwork (within campus or digitally) to experience real data collection and sampling processes.





f. Learning Resources

1. Hair, J. F., Jr., Bush, R. P., & Ortinau, D. J. (2019). Marketing research (5th ed.). McGraw-Hill Education.
2. Kinnear, T. C., & Taylor, J. R. (1991). Marketing research. McGraw-Hill, New York.
- Malhotra, N. K., & Dash, S. (2012). Marketing research: An applied orientation (6th ed.). Pearson.
3. McDaniel, C., & Gates, R. (1999). Contemporary marketing research (4th ed.). South-Western College Publishing, Singapore.
4. Parasuraman, A. (2000). Marketing research. Addison Wesley Publishing Company.

5. Seymour Sydman, & Blair, E. (1998). Marketing research: A problem-solving approach (1st ed.). McGraw-Hill International Editions, Singapore.
6. Tull, D. S., & Hawkins, D. J. (2009). Marketing research: Measurement and method (6th ed.). Prentice Hall, New Delhi.
7. Green, P. E., & Tull, D. S. (2000). Marketing research. Prentice Hall, New Delhi.

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	2	3	1	3	3	3	3	3	2
CO2	3	3	2	3	1	3	3	3	3	3	2
CO3	3	3	2	3	1	3	3	3	3	3	2
CO4	3	3	2	3	1	3	3	3	3	3	2
CO5	3	3	2	3	1	3		3	3	3	2
CO6	3	3	2	3	1	3		3	3		
Total	18	18	12	18	6	18	12	18	18	15	10

Course Code	Course Name	L	T	P	C
P24MB928	MARKETING ANALYTICS	3	0	0	3
Sustainable Development Goals					

Category: Elective

a.Preamble

In this course students learn the fundamentals of marketing analytics. They learn how to segment data into clusters and how to position a product. They learn how to fix the price of a product and select an appropriate marketing mix. They also learn how to select profitable customers.

b.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain marketing analytics and its uses.	K2
CO2	Use clustering methods for segmentation.	K3
CO3	Use <i>conjoint</i> analysis and Bass Diffusion Model.	K3
CO4	Apply pricing strategies and marketing mix modeling techniques	K3
CO5	Evaluate marketing and pricing decisions to optimize customer value and business outcomes	K5
CO6	Analyze customer selection using RFM analysis, logistic regression, and customer lifetime value	K4

c. Course Syllabus

Total: 45 Hours

INTRODUCTION

5

Introduction to Marketing Analytics – Descriptive, Predictive and Prescriptive Analytics, Artificial Intelligence and Cognitive Analytics, Marketing Analytics Process, Sustainable Marketing Analytics

SEGMENTATION

10

Customer Analytics, Segmentation, Cluster Analysis – K-Means Clustering, Hierarchical Clustering

POSITIONING AND PRODUCT ANALYTICS

10

Product Positioning – Perceptual Map, Correspondence Analysis, Conjoint Analysis – Types of Conjoint Analysis, Conjoint Analysis Process, Sales of New Products - Bass Diffusion Model

PRICING AND MARKETING MIX

10

Pricing – Bundling, Skimming, Promotion, Discounting, Marketing Mix Modeling – Regression Analysis

CUSTOMER SELECTION

10

Recency, Frequency and Monetary (RFM) Analysis, Logistic Regression, Customer Lifetime Value

d. Learning Activities





- Use AI to explain cognitive analytics concepts.
- Generate and run Python code using AI for cluster analysis.
- Draw a perceptual map for a common product.
- Use regression analysis to select a marketing mix.
- Find metrics for identifying sustainability-minded customers using AI.

e. Learning Resources

1. Gupta, S., & Jathar, A. (2021). Marketing analytics (1st ed.). Wiley.
2. Hair, J. F., Harrison, D. E., Ajjan, H., & Adhikari, A. (2022). Essentials of marketing analytics (1st ed.). McGraw-Hill Education.
3. Maity, M., & Gurazada, P. (2021). Marketing analytics: For strategic decision-making (1st ed.). Oxford University Press.
4. Palmatier, R. W., Petersen, J. A., & Germann, F. (2022). Marketing analytics: Based on first principles (1st ed.). Bloomsbury.

f. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	3	3	3		3	3	3	3
CO2	3	3	3	3	3	3	1	3	3	3	3
CO3	3	3	3	3	3	3	1	3	3	3	3
CO4	3	3	3	3	3	3	1	3	3	3	3
CO5	3	3	3	3	3	3		3	3	3	3
CO6	3	3	3	3	3	3		3	3	3	3
Total	18	18	18	18	18	18	3	18	18	18	18

Course Code	Course Name	L	T	P	C
P24MB929	FINANCIAL MODELING USING EXCEL	3	0	0	3
	Sustainable Development Goals				

Category: Elective

a. Preamble

This course introduces the use of Excel for financial modeling in corporate finance, including forecasting, budgeting, valuation, and investment analysis. It equips students to build robust and dynamic financial models, helping in informed financial decision-making.

b. Pre-requisite

Basic Knowledge of Accounting and Finance, Quantitative and Analytical Skills

c. Course Outcomes

After learning about this course, students are able to:

COs	Course Outcome	Knowledge Level
CO1	Explain the process of utilizing Excel for various tasks, leading to increased confidence	K2
CO2	Use a wide range of financial tools available in Excel	K3
CO3	Analyze financial ratios and industry performance	K4
CO4	Apply business finance concepts like time value of money and cost of capital	K3
CO5	Prepare financial statements and forecast it	K3
CO6	Evaluate companies using valuation models	K5

d.Course Syllabus

Total : 45 Hours

INTERMEDIATE LEVEL EXCEL FOR FINANCIAL MODELLING 8

Formatting of Excel Sheets – Use of Excel Formula Function – Advanced Modelling Techniques (Extrapolation, Histogram) – Data Filter and Sort – Charts and Graphs – Table Formula and Scenario building – Lookups: Vlookup, Match & Offset – Pivot Tables.

ANALYSIS OF FINANCIAL STATEMENTS 10

Introduction to Financial Statement Analysis – Financial Reporting Mechanics – Understanding Income Statement, Balance Sheet – Cash Flow Statement – Financial Analysis Techniques – Inventories, Long Lived Assets – Non-Current Liabilities – Financial Statement Application.

FINANCIAL RATIOS 9

Ratio analysis of industries – Du Pont Analysis – Peer to peer analysis – Preparation of Financial Analysis report on an industry.

BUSINESS FINANCE 6

Time value of money – Long term financing – Cost of capital – Measure of leverage – Project finance – Project evaluation – Stage of project – Construction & development phase – Funding during investment phase – Costs during investment phase – Life of project – Decision making – Cash flow waterfall & resolve circular reference problem in interest during construction.

EQUITY RESEARCH MODELLING 12

Prepare an Income Statement, Balance Sheet, Cash Flow Statement – Forecast Geographic & Segment Revenues, Cost Statement, Debt – Cash Flow Statement Projection – Valuation (DCF & Relative Valuation using Football Field Chart) – Assumptions for Valuation Model – Prepare Valuation Model, Presentation Sheet, Company Overview, Sector Overview.

e. Learning Activities

- Model a company's financials using historical data and project future statements using assumptions.





- Analyze an investment opportunity using capital budgeting techniques and Excel tools.
- Conduct scenario analysis for business planning using data tables and goal seek.
- Group project: Build a complete financial model for a startup with valuation and funding needs.

f. Learning Resources

1. Benninga, S. (2022). Financial modelling (5th ed.). Kindle Publication.
2. Fairhurst, D. S. (2019). Financial modelling in Excel for dummies (2nd ed.). Wiley.
3. Penman, S. (2020). Financial statement analysis and security valuation (5th ed.). McGraw-Hill Education.
4. Pignataro, P. (2018). Financial modelling and valuation: A practical guide to investment banking and private equity (2nd ed.). Wiley.
5. Tracy, A. (2019). Ratio analysis fundamentals: How 17 financial ratios can allow you to analyze any business on the planet (3rd ed.). Kindle Publication.

g. Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3	2	3	2	2	3	3	2	2
CO2	3	3	3	2	3	2	2	3	3	2	2
CO3	3	3	3	2	3	2	2	3	3	2	2
CO4	3	3	3	2	3	2	2	3	3	2	2
CO5	3	3	3	2	3	2	2	3	3	2	2
CO6	3	3	3	2	3	2	2	3	3	2	2
Total	18	18	18	12	18	12	12	18	18	12	12

Course Code	Course Name	L	T	P	C
P24MB930	ARTIFICIAL INTELLIGENCE	3	0	0	3
	Sustainable Development Goals				

Category: Elective

a.Preamble

In this course students learn the fundamentals of artificial intelligence. They learn the basics of supervised, unsupervised and reinforcement learning, and deep learning. They learn various natural language processing models. They learn how to develop prompts to get desired response from generative AI. They learn how AI is used in business.

b.Pre-requisite

Nil

c.Course Outcomes

After successful completion of the course, the students will be able to

COs	Course Outcome	Knowledge Level
CO1	Explain the definition, evolution, and types of artificial intelligence	K2
CO2	Explain the concepts of machine learning, deep learning, and reinforcement learning	K2
CO3	Apply supervised, unsupervised, and reinforcement learning techniques to problem-solving	K3
CO4	Describe natural language processing, language models, and sequence/transformer architectures	K2
CO5	Apply generative AI models for text, image, music, and video tasks, including prompt engineering	K3
CO6	Analyze applications of AI, machine learning, deep learning, NLP, and generative AI in business	K4

d. Course Syllabus

Total : 45 Hours

INTRODUCTION	5
Definition of artificial intelligence, evolution of AI, strong and weak AI, challenges in AI.	
MACHINE LEARNING AND DEEP LEARNING	10
Introduction to machine learning, supervised, unsupervised and reinforcement learning, deep learning.	
NATURAL LANGUAGE PROCESSING	10
Introduction to NLP, language models, natural language tasks, sequence models, transformer architecture.	
GENERATIVE AI	10
Introduction to generative AI, types of generative AI models, domains of generative AI – text, image, music & video, prompt engineering.	
APPLICATIONS OF AI	10
Applications of machine learning, deep learning, NLP and generative AI in business.	

e. Learning Activities

1. Identify and explain a real-world AI application in industry.
2. Identify an AI application that promotes sustainability.
3. Create a prompt to get desired response in ChatGPT.
4. Compare two generative AI tools.
5. Find a list of AI tools that can perform a given task.

f. Learning Resources

1. Russell, S., & Norvig, P. (2022). Artificial intelligence: A modern approach (4th ed.). Pearson.
2. Goswami, S., Das, A. K., & Chakrabarti, A. (2024). AI for everyone: A beginner's

handbook for artificial intelligence (1st ed.). Pearson.

3.Sabesan, K., Sivagamisundari, S., & Dutta, N. (2024). Generative AI for everyone (1st ed.). BPB.

4.Alto, V. (2025). Practical generative AI with ChatGPT (2nd ed.). Packt.

g.Mapping of Course Outcomes (COs) with Programme Outcome (POs), Programme Specific Outcomes (PSOs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3		3	2	2	3	3	2	2
CO2	3	3	3	2	3	2	2	3	3	2	2
CO3	3	3	3	2	3	2	2	3	3	2	2
CO4	3	3	3	2	3	2	2	3	3	2	2
CO5	3	3	3	2	3	2	2	3	3	2	
CO6	3	3	3	2	3	2		3	3	2	2
Total	18	18	18	10	18	12	10	18	18	12	10