

POSTGRADUATE DEGREE PROGRAMME

MASTER OF BUSINESS ADMINISTRATION

Curriculum and Syllabus

Regulations 2026

Effective from the Academic year

2026 -2027

Department of MBA

School of Management Studies



VISION OF THE INSTITUTION
To make the Institute an epitome of excellence in higher education by effectively providing high quality education and rigorous training to students in multiple streams of choice with ample scope for all round development to make them excel in their profession for betterment of the society.

MISSION OF THE INSTITUTION	
M1	Effectively imparting knowledge and inculcating innovative thinking.
M2	Facilitating skill enhancement through add on courses and hands on training.
M3	Doing original, socially relevant, high quality research.
M4	Instilling the spirit of integrity, equity, professional ethics and social harmony.



DEPARTMENT OF MANAGEMENT STUDIES

VISION OF THE DEPARTMENT
To be a Centre of excellence in management education and research, nurturing ethical, innovative, and globally competent leaders who thrive in technology-driven environments and contribute to sustainable economic and societal development

MISSION OF THE DEPARTMENT	
M1	To deliver transformative management education through experiential, case-based learning and technology-enabled, data-driven decision-making across diverse business domains.
M2	To build strong domain expertise in marketing, finance, HR, operations, analytics, logistics, supply chain, and entrepreneurship while enhancing employability through industry-oriented learning.
M3	To strengthen industry and institutional collaborations through internships, live projects, consultancy, joint initiatives, and global engagement for curriculum enrichment and professional development.
M4	To foster impactful, socially relevant research and cultivate ethical leadership, inclusivity, and social responsibility for sustainable organizational and societal value creation.

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)	
PEO1	Apply management concepts, analytical tools, and emerging technologies to solve complex business problems and support effective decision-making.
PEO2	Lead strategic, innovative, and entrepreneurial initiatives across functional areas of management to enhance organizational performance and competitiveness.
PEO3	Demonstrate ethical leadership, integrity, social responsibility, and sustainability orientation in diverse business and societal environments.
PEO4	Engage in research, innovation, and continuous learning to advance managerial practice, policy development, and professional growth.

PROGRAMME OUTCOMES (PO)	
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop value-based leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAMME SPECIFIC OUTCOMES (PSO)	
PSO1	Develop aptitude for creativity, innovation and entrepreneurship
PSO2	Adapt life-long learning and professional development to enrich competencies so as to match global opportunities & challenges
PSO3	Conduct systematic inquiry in current issues like diversity, equity sustainability in business and management.

1.1 year, permission may be granted based on the merits of the case provided he /

ABBREVIATIONS

PCC	Programme Core Course
PEC	Professional Elective Course
SI	Summer Internship
PRD	Project Report and Dissertation

MASTER OF BUSINESS ADMINISTRATION

REGULATIONS 2026

SEMESTER I									
Code	**Category**	**Course**	**Hours / Week**					**Maximum Marks**		
			L	**T**	**P**	**SL**	**C**	**CIA**	**SEE**	**Total**
26CMBA11	PCC	Management Concepts and Organizational Behaviour	4	0	0	4	4	50	50	100
26CMBA12	PCC	Business Data Analysis for Management Science	3	1	0	4	4	50	50	100
26CMBA13	PCC	Managerial Economics	4	0	0	4	4	50	50	100
26CMBA14	PCC	Financial and Managerial Accounting	3	1	0	4	4	50	50	100
26CMBA15	PCC	Legal Aspects of Business	4	0	0	4	4	50	50	100
26PMBA11	PCC	Professional Upskilling	0	0	4	0	2	50	50	100
26PMBA12	PCC	Data & Decision Lab – I	0	0	4	0	2	50	50	100
26PMBA13	PCC	Industrial Analysis	0	0	2	0	1	50	50	100
		Total	**18**	**2**	**10**	**20**	**25**			

***LAB ORIENTED THEORY**

CIA - Continuous Internal Assessment, SEE -Semester End Examination,

PCC – Programme Core Course, PEC – Professional Elective Course, SI – Summer Internship, PRD – Project Report and Dissertation

L – Lecture, T – Tutorial, P – Practical, SL – Self Learning, C – Credit

SEMESTER II									
Code	**Category**	**Course**	**Hours / Week**					**Maximum Marks**		
			L	**T**	**P**	**SL**	**C**	**CIA**	**SEE**	**Total**
26CMBA21	PCC	Marketing Management	4	0	0	4	4	50	50	100
26CMBA22	PCC	Corporate Finance and Business Valuation	3	1	0	4	4	50	50	100
26CMBA23	PCC	Human Resources Management	4	0	0	4	4	50	50	100
26CMBA24	PCC	Operations Management	4	0	0	4	4	50	50	100
26CMBA25	PCC	Business Research Methods	4	0	0	4	4	50	50	100
26CMBA26	PCC	Advanced Analytics for Managers*	3	0	2	3	4	50	50	100
26EMBA---	PEC	Elective – I – Cross Functional Electives	3	0	0	3	3	50	50	100
26PMBA21	PCC	MOOC	0	0	2	0	1	50	50	100
26PMBA22	PCC	Community Immersion Program	0	0	2	0	1	50	50	100
		Total	**25**	**1**	**6**	**26**	**29**			

***LAB ORIENTED THEORY**

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L – Lecture, T – Tutorial, P – Practical, SL – Self Learning, C – Credit

SEMESTER III									
Code	**Category**	**Course**	**Hours / Week**					**Maximum Marks**		
			L	**T**	**P**	**SL**	**C**	**CIA**	**SEE**	**Total**
26CMBA31	PCC	International Business Management	4	0	0	4	4	50	50	100
26EMBA….	PEC	Elective – II	3	0	0	3	3	50	50	100
26EMBA….	PEC	Elective – III	3	0	0	3	3	50	50	100
26EMBA….	PEC	Elective – IV	3	0	0	3	3	50	50	100
26EMBA….	PEC	Elective – V	3	0	0	3	3	50	50	100
26EMBA….	PEC	Elective - VI	3	0	0	3	3	50	50	100
26EMBA….	PEC	Elective - VII	3	0	0	3	3	50	50	100
26PMBA31	PCC	Corporate Readiness & Industry Interface Lab	0	0	2	0	1	50	50	100
26PMBA32	PCC	Data & Decision Lab - II	0	0	4	0	2	50	50	100
26IMBA31	SI	Internship	0	0	8	0	4	50	50	100
		Total	**22**	**0**	**14**	**22**	**29**			

***LAB ORIENTED THEORY**

CIA - Continuous Internal Assessment, SEE -Semester End Examination,

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L – Lecture, T – Tutorial, P – Practical, SL – Self Learning, C – Credit

SEMESTER IV										
Code	**Category**	**Course**	**Hours / Week**					**Maximum Marks**		
			L	**T**	**P**	**SL**	**C**	**CIA**	**SEE**	**Total**
26RMBA41	PRD	Project	0	0	20	0	10	100	200	300
26CMBA41	PCC	Strategic Management	4	0	0	4	4	50	50	100
26CMBA42	PCC	Leading Change and Transformation	4	0	0	4	4	50	50	100
26PMBA41	PCC	Creativity and Innovation	0	0	2	0	1	50	50	100
		Total	8	**0**	**22**	**8**	**19**			

***LAB ORIENTED THEORY**

PCC – Programme Core Course, PEC – Professional Elective Course, SI – Summer Internship, PRD – Project Report and Dissertation

L – Lecture, T – Tutorial, P – Practical, SL – Self Learning, C – Credit, CIA – Continuous Internal Assessment, SEE – Semester End Examination

TOTAL CREDITS: 102

PROGRAMME CORE COURSES

Category	Code	Course	L	T	P	SL	C
PCC	26CMBA11	Management Concepts and Organizational Behaviour	4	0	0	4	4
PCC	26CMBA12	Business Data Analysis for Management Science	3	1	0	4	4
PCC	26CMBA13	Managerial Economics	4	0	0	4	4
PCC	26CMBA14	Financial and Managerial Accounting	3	1	0	4	4
PCC	26CMBA15	Legal Aspects of Business	4	0	0	4	4
PCC	26PMBA11	Professional Upskilling	0	0	4	0	2
PCC	26PMBA12	Data & Decision Lab - I	0	0	4	0	2
PCC	26PMBA13	Industrial Analysis	0	0	2	0	1
PCC	26CMBA21	Marketing Management	4	0	0	4	4
PCC	26CMBA22	Corporate Finance and Business Valuation	3	1	0	4	4
PCC	26CMBA23	Human Resources Management	4	0	0	4	4
PCC	26CMBA24	Operations Management	4	0	0	4	4
PCC	26CMBA25	Business Research Methods	4	0	0	4	4
PCC	26CMBA26	Advanced Analytics for Managers	3	0	2	3	4
PCC	26PMBA21	MOOC	0	0	2	0	1
PCC	26PMBA22	Community Immersion Program	0	0	2	0	1
PCC	26CMBA31	International Business Management	4	0	0	4	4
PCC	26PMBA31	Corporate Readiness & Industry Interface Lab	0	0	2	0	1
PCC	26PMBA32	Data & Decision Lab - II	0	0	4	0	2
PCC	26CMBA41	Strategic Management	4	0	0	4	4
PCC	26CMBA42	Leading Change and Transformation	4	0	0	4	4
PCC	26PMBA41	Creativity and Innovation	0	0	2	0	1

PROFESSIONAL ELECTIVE COURSES

Category	Code	Course	L	T	P	SL	C
Cross Functional Electives							
PEC	26EMBA..	Event Management	3	0	0	3	3
PEC	26EMBA..	Disaster Management	3	0	0	3	3
PEC	26EMBA..	Entrepreneurship Development	3	0	0	3	3
PEC	26EMBA..	Corporate Social Responsibility and Sustainability	3	0	0	3	3
PEC	26EMBA..	Indian Ethos and Business Ethics	3	0	0	3	3
Finance Electives							
PEC	26EMBA..	Options and Futures Derivatives	3	0	0	3	3
PEC	26EMBA..	Investment Analysis and Portfolio Management	3	0	0	3	3
PEC	26EMBA..	Financial Risk Analytics	3	0	0	3	3
PEC	26EMBA..	Financial Modelling	3	0	0	3	3
PEC	26EMBA..	Digital Finance and Wealth Technologies	3	0	0	3	3
PEC	26EMBA..	Behavioural Finance	3	0	0	3	3
Human Resource Electives							
PEC	26EMBA..	Industrial and Labour Laws	3	0	0	3	3
PEC	26EMBA..	Performance management and Competency mapping	3	0	0	3	3
PEC	26EMBA..	Diversity, Equity and Inclusion in Organizations	3	0	0	3	3
PEC	26EMBA..	Talent Management and Development	3	0	0	3	3
PEC	26EMBA..	Digital Human Resource Management	3	0	0	3	3
PEC	26EMBA..	Human Resource Information System	3	0	0	3	3
PEC	26EMBA..	Cross Cultural Management	3	0	0	3	3
Marketing Electives							
PEC	26EMBA..	Marketing analytics for data-driven decision making	3	0	0	3	3
PEC	26EMBA..	Product and Brand Management	3	0	0	3	3
PEC	26EMBA..	Neuro Marketing and Consumer Insights	3	0	0	3	3

PEC	26EMBA..	Retail Management and E commerce	3	0	0	3	3
PEC	26EMBA..	Digital Marketing	3	0	0	3	3
PEC	26EMBA..	Services Marketing and Innovation	3	0	0	3	3
Operations Electives							
PEC	26EMBA..	Logistics and Supply chain Management	3	0	0	3	3
PEC	26EMBA..	Warehouse facility Management	3	0	0	3	3
PEC	26EMBA..	Services Operations Management	3	0	0	3	3
PEC	26EMBA..	Project Management	3	0	0	3	3
PEC	26EMBA..	Strategic Sourcing Management	3	0	0	3	3
PEC	26EMBA..	Green Logistics	3	0	0	3	3
Analytics Electives							
PEC	26EMBA..	Data Visualization and Story Telling	3	0	0	3	3
PEC	26EMBA..	Business forecasting	3	0	0	3	3
PEC	26EMBA..	Supply chain analytics	3	0	0	3	3
PEC	26EMBA..	AI and ML in business	3	0	0	3	3
PEC	26EMBA..	Health care analytics	3	0	0	3	3
PEC	26EMBA..	Web & Social Media Analytics	3	0	0	3	3
General Electives							
PEC	26EMBA..	Design Thinking and Innovation	3	0	0	3	3
PEC	26EMBA..	Digital Entrepreneurship	3	0	0	3	3
PEC	26EMBA..	Cyber security privacy and ethics	3	0	0	3	3
PEC	26EMBA..	Digital Forensics	3	0	0	3	3

SUMMER INTERNSHIP

Category	Code	Course	L	T	P	SL	C
SI	26IMBA31	Internship	0	0	8	0	4

PROJECT REPORT AND DISSERTATION

Category	Code	Course	L	T	P	SL	C

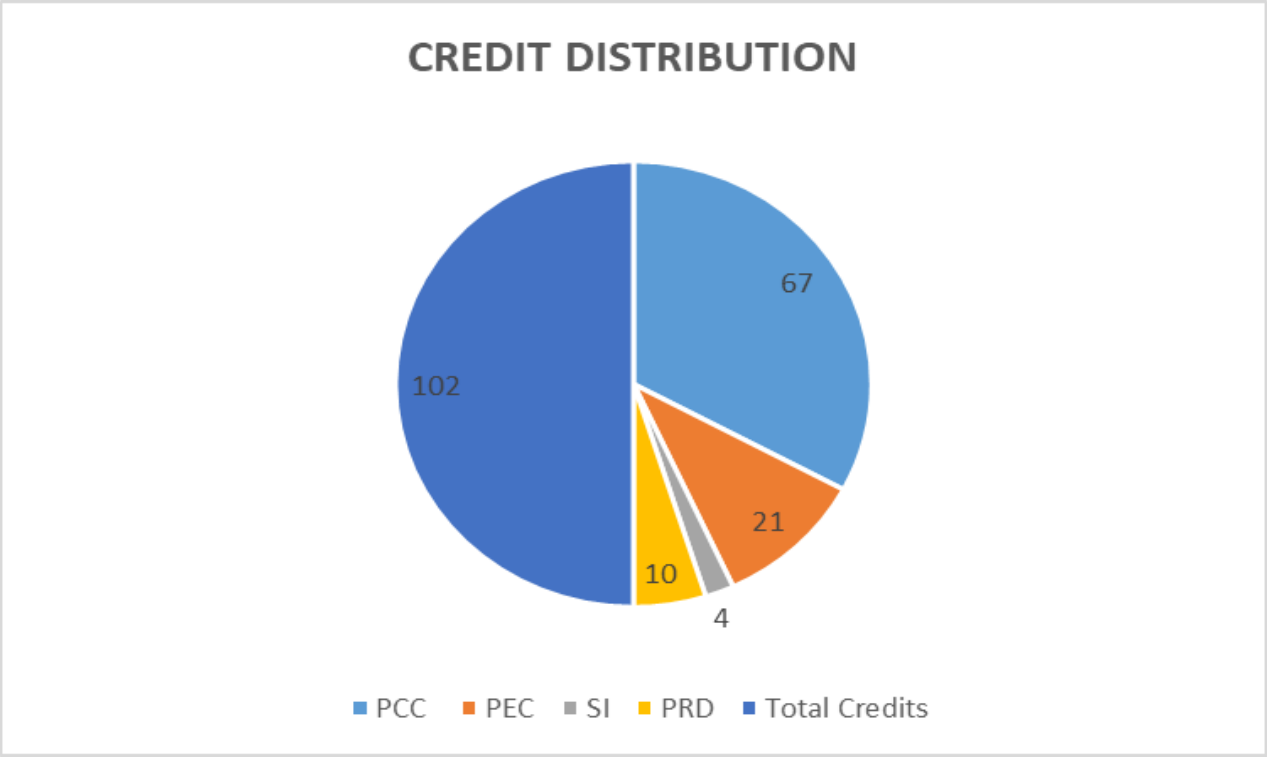
PRD	26RMBA41	Project	0	0	20	0	10

CREDIT DISTRIBUTION

MBA – 2 YEARS

Minimum credits to be earned: 102

-	I Sem	II Sem	III Sem	IV Sem	2 Yrs Total Credits
PCC	**25**	**26**	**7**	**9**	**67**
PEC	**-**	**3**	**18**	**-**	**21**
SI	**-**	**-**	**4**	**-**	**4**
PRD	**-**	**-**	**-**	**10**	**10**
Total Credits	**25**	**29**	**29**	**19**	**102**



SEMESTER I

26CMBA11	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR	L	T	P	SL	C
		4	0	0	4	4

COURSE OBJECTIVES

- To explore group and individual behaviour in an organizational setting.
- To develop knowledge and skills needed by managers and leaders.

UNIT I	INTRODUCTION TO MANAGEMENT	12 Hours

Concept of Management - Nature and scope of Management-Evolution of Management Thought – Classical, Neo Classical & Modern Theories – Applying Management Theory in Practice-Managerial Roles – Nature and Determinants of Organizational Behaviour -OB Model – Contributing Disciplines of OB - Digital transformation in management.

UNIT II	FUNCTIONS OF MANAGEMENT	12 Hours

Planning – Types of plans – Planning process – Management by Objectives (MBO)- Decision Making Process & Style. Organising - Organisation Design & Structure – Delegation , Authority & Power, Line & Staff Organisations. Controlling- Process of Control, Types of Control-Techniques - Staffing -Agile management & remote team management.

UNIT III	FOUNDATIONS OF ORGANISATIONAL BEHAVIOUR	12 Hours

Nature & Determinants of Organizational Behaviour – Learning – Values – Personality – Myers Briggs Type Indicator (MTBI) – Big Five Personality Model – Emotions- Perception- Affective events theory – Emotional Intelligence – Attribution Theory-Workplace stress & mental well-being - Diversity, Equity & Inclusion (DEI)-Gig economy & flexible workforce.

UNIT IV	WORK MOTIVATION AND GROUP BEHAVIOUR	12 Hours

Early Theories (Mc. Gregory's Theory X & Y - Abraham Maslow's Need Hierarchy Theory - Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory - Alderfer's ERG Theory - Adam's Equity Theory & Vroom's Expectancy Theory- Goal Setting Theory), Application of Motivation Theories & workers participation management. - Types of Groups - Group Decision Making – Types of teams – Creating effective Teams-Virtual teams & cross-cultural teams.

UNIT V	LEADERSHIP AND ORGANISATIONAL DEVELOPMENT	12 Hours

Basic Approaches (Trait Theories, Behavioural Theories & Contingency Theories) & Contemporary Issues in Leadership. Conflict - Levels of conflict, resolving conflicts; power and politics: sources of power, use of power-Organisational Development - Effects of culture, changing Organisational culture -Forces of change, Resistance to change, the change process. – Organizational development in digital era - AI impact on workforce.

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. Robbins, S. P., Judge, T. A., Hunt, J., Campbell, N., Khan, H., & Xu, Y. (2024). Organisational behaviour. Pearson.
2. Griffin, R. W., & Phillips, J. M. (2024). Organizational behavior: Managing people and organizations (14th ed.). Cengage Learning

REFERENCE BOOKS:

1. Neck, C. P., Houghton, J. D., & Murray, E. L. (2023). *Organizational behavior: A skill-building approach* (3rd ed.). Sage Publications.
2. Luthans, F. (2022). *Organizational behavior* (14th ed.). McGraw-Hill Education.

WEB LINKS:

1. https://courses.lumenlearning.com/wmopen organizational behavior/chapter/management

NPTEL LINKS:

1. https://elearn.nptel.ac.in/shop/nptel/organizational-behaviour/?
2. https://nptel.ac.in/courses/110103433
3. https://onlinecourses.nptel.ac.in/noc21_mg87/preview?

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the evolution of Management thought and interpret the OB Model	K 2
CO2	Understand the functions of management for decision-making styles in organizations.	K 2
CO3	Analyze personality and behavioral theories in organizations	K 4
CO4	Evaluate the impact of motivational strategies and team behavior on employee performance and organizational success.	K 5
CO5	Evaluate contemporary leadership issues, digital-era organizational development, and the impact of AI on the workforce.	K 5

COURSE ARTICULATION MATRIX

	PO1	PO2	PO3	P O4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	-	-	-	-
CO2	3	2	2	-	-	-	-	-
CO3	2	-	-	-	-	-	3	-
CO4	2	-	-	-	2	2	3	-
CO5	3	-	-	3	3	2	-	-
AVG	2.60	2.00	2.00	3.00	2.50	2.00	3.00	-

26CMBA12	BUSINESS DATA ANALYSIS FOR MANAGEMENT SCIENCE	L	T	P	SL	C
		3	1	0	4	4

COURSE OBJECTIVES

- To understand and apply statistical techniques such as measures of central tendency, dispersion, correlation, regression, and hypothesis testing for data analysis and decision- making.
- To develop problem-solving skills in Operations Research, including linear programming, network analysis (CPM/PERT), transportation, and assignment models for optimizing business decisions.

UNIT I	INTRODUCTION TO STATISTICS	12 Hours

Introduction to Statistics - Collection of Data - Measures of Central Tendencies: Mean, Median and Mode. Measures of Dispersions: Range, Quartile Deviation, Standard Deviation and Coefficient of Variation.

UNIT II	CORRELATION AND REGRESSION	12 Hours

Correlation coefficient – Definition, Types, Scatter Diagram and properties, Karl Pearson and Spearman Rank Correlation coefficient - Linear Regression equations – Properties of regression coefficients- Difference between correlation and Regression

UNIT III	HYPOTHESIS TESTING	12 Hours

Testing of Hypothesis: Types of hypotheses, one tail test and Two tail test, Level of significance, Test Statistic, Student t test for Single Mean & Two Means– Chi-Square test for independence of attributes, F test for equality of variances – Analysis of Variance: One way and Two-way ANOVA.

UNIT IV	TRANSPORTATION AND ASSIGNMENT	12 Hours

Operations Research: Definition and origin. Linear programming (LP) – Formulation – Graphical Solution-Replacement Problems- Network Analysis: Rules for Construction of Network diagram and numbering the events. CPM and PERT problems.

UNIT V	TRANSPORTATION AND ASSIGNMENT	12 Hours

Transportation Model – Initial Basic Feasible Solution: Northwest Corner Rule, Least Cost entry Method, and Vogel's Approximation method – Assignment Problem: Hungarian Assignment Algorithm. Difference between Transportation and Assignment Problem.

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. D. R. Vohra, Business Statistics, McGraw Hill Education, 3rd Edition, 2023.
2. Hamdy A. Taha, Operations Research: An Introduction, Pearson Education, 10th Edition, 2019.

REFERENCE BOOKS:

1. S. P. Gupta, Business Statistics, Sultan Chand & Sons, Latest Edition, 2023

2. N. D. Vohra and Hitesh Arora, Quantitative Techniques in Management, McGraw Hill Education, 6th Edition, 2021.

WEB LINKS:

1. https://elearn.nptel.ac.in/shop/nptel/business-statistics/?v=13b5bfe96f3e

NPTEL LINKS:

1. https://nptel.ac.in/courses/110103433
2. https://onlinecourses.nptel.ac.in/noc21_mg87/preview?

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the basic concepts of statistics and methods of data collection.	**K2**
CO2	Apply statistical techniques to compute correlation, regression, and rank correlation.	**K4**
CO3	Analyze the results of statistical hypothesis tests for decision - making.	**K5**
CO4	Analyze the Linear Programming Problems using graphical methods.	**K5**
CO5	Evaluate the methods to obtain initial feasible solutions for Transportation and Assignment problems.	**K5**

COURSE ARTICULATION MATRIX

	PO1	PO2	PO3	P O4	PO5	PSO1	PSO2	PSO3
CO1	-	**2**	-	-	-	-	-	-
CO2	-	**3**	-	-	-	-	-	-
CO3	-	**3**	-	**2**	-	-	-	**3**
CO4	-	**3**	-	-	-	-	-	-
CO5	-	**3**	-	-	**2**	**2**	-	-
AVG	-	**2.80**	-	**2.00**	**2.00**	**2.00**	-	**3.00**

26CMBA13	MANAGERIAL ECONOMICS	L	T	P	SL	C
		4	0	0	4	4

COURSE OBJECTIVES

- To study the concept of Managerial Economics by applying a series of basic economics principles.
- To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools and to analyze how to incorporate a global perspective to their managerial economics box of tools.

UNIT I	INTRODUCTION	12 Hours

Managerial Economics -Role and Significance - Contribution of Economics to Managerial Functions - The Scope of Managerial Economics - Objectives of Business Firms: Profit Maximisation- Revenue Maximisation- Entry Prevention and Risk Avoidance - Decision Rules: Opportunity Cost - Marginal Principle, Incremental Principle -The Equi-Marginal Principle.

UNIT II	MARKET FORCES - DEMAND AND SUPPLY	12 Hours

Demand and Supply Framework – Determinants of demand and supply – Demand and supply equilibrium – Elasticity of Demand – Elasticity of Supply – Demand Forecasting - Methods of Demand Forecasting - Survey Methods - Statistical Methods - Case Studies of Elasticity of Demand & Demand Forecasting

UNIT III	THEORY OF PRODUCTION AND ANALYSIS OF COST	12 Hours

Production Function – Law of variable proportions – Law of returns to scale – Cobb Douglas Production Function - Cost and Cost Curves – Short run and Long run cost curves – Least cost Input Combination – Economies of Scale - Case studies on production function and cost

UNIT IV	PRICE – OUTPUT DETERMINATION	12 Hours

Market structures – Price Output decisions under Perfect Competition and profit maximization, Price Output decisions under Monopoly – Monopoly Supply & Efficiency – Monopoly Public Policy and regulation, Price Output decisions under Monopolistic Competition – Efficiency & Welfare – Price Output decisions under Oligopoly Oligopoly Models - Game theory

UNIT V	CAPITAL BUDGETING	12 Hours

Meaning and importance of capital budgeting - Pre-Requisites of Capital Budgeting - benefit and cost analysis - Determining the Optimum Level of Capital – Investment Decisions Under Certainty- Pay-back Period Method, Net Present Value Method, Internal Rate of Return Method - Sources and Cost of Capital – Case studies

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. D.N. Dwivedi, Managerial Economics (10th ed.), 2024, Vikas Publishing House

REFERENCE BOOKS:

1. Preeti Dahiya, Rohit Garg & Sangeeta Chaudhary, Managerial Economics, 2024, Himalaya Publishing House
2. C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases, Sultan Chand, New Delhi.

WEB LINKS:

1. hhttps://www.cheggindia.com/career-guidance/managerial- economics- principals-types-and- scope/
2. https://theinvestorsbook.com/managerial-economics.html
3. https://www.analyticssteps.com/blogs/what-managerial-economics-definition- types- nature- principles-scope

NPTEL LINKS:

1. https://nptel.ac.in/courses/110103433
2. https://onlinecourses.nptel.ac.in/noc21_mg87/preview?

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the concepts, scope, significance, and decision-making principles of Managerial Economics and analyze the objectives of business firms.	**K2**
CO2	Apply demand and supply determinants, elasticity concepts, and apply demand forecasting methods for managerial decision making.	**K3**
CO3	Analyze production functions, cost structures, and economies of scale to determine optimal resource allocation and cost-efficient production decisions.	**K4**
CO4	Assess pricing decisions under different market structures	**K5**
CO5	Evaluate capital budgeting techniques for investment decisions	**K5**

COURSE ARTICULATION MATRIX

	PO1	PO2	PO3	P O4	PO5	PSO1	PSO2	PSO3
CO1	-	-	–	2	–	–	–	–
CO2	3	3	–	–	–	–	–	–
CO3	3	3	–	2	–	-	–	–
CO4	3	3	–	3	–	–	–	–
CO5	3	3	–	2	–	-	–	–
AVG	3.00	2.80	-	2.25	-	-	–	–

26CMBA14	FINANCIAL AND MANAGERIAL ACCOUNTING	L	T	P	SL	C
		3	1	0	4	4

COURSE OBJECTIVES

- Understand the fundamentals of financial accounting including accounting concepts, conventions, and the double entry system for recording business transactions.
- Prepare basic financial statements such as Journal, Ledger, Trial Balance, Trading Account, Profit and Loss Account, and Balance Sheet with necessary adjustments.
- Analyze depreciation methods and financial performance using various techniques such as Straight-Line Method, Diminishing Balance Method, Annuity Method, and Ratio Analysis.

UNIT I	FUNDAMENTALS OF FINANCIAL ACCOUNTING	12 Hours

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries- Capital and Revenue Expenditure and Receipts

UNIT II	DEPRECIATION AND RATIO ANALYSIS	12 Hours

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability.

UNIT III	FUNDS FLOW AND CASH FLOW ANALYSIS	12 Hours

Funds Flow Analysis – Funds from Operation, Sources and Uses of Funds- Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash from Operation – Preparation of Cash Flow Statement

UNIT IV	MARGINAL COSTING AND BREAK-EVEN ANALYSIS	12 Hours

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques-Fixing Selling Price, Make or Buy, Accepting a foreign order-Deciding sales mix.

UNIT V	COST ACCOUNTING AND SUSTAINABILITY REPORTING	12 Hours

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Challenges in financial reporting - Ethical considerations in financial reporting-Integrated Reporting and Sustainability Reporting -Overview of integrated reporting framework -Importance of sustainability reporting -Linkage between financial performance and sustainability – Case studies on sustainability reporting.

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. T.S. Reddy & Y. Hari Prasad Reddy, Financial Accounting, 2022, S. Chand Publishing
2. S.P. Jain & K.L. Narang, Financial Accounting, 2021, Kalyani Publishers
3. S.N. Maheshwari & S.K. Maheshwari, Financial Accounting, 2022, Vikas Publishing House

REFERENCE BOOKS:

1. M.Y. Khan & P.K. Jain, Management Accounting, 2020, McGraw Hill Education
2. Jawahar Lal, Cost Accounting, 2020, McGraw Hill Education
3. I.M. Pandey, Financial Management, 2021, Vikas Publishing House

WEB LINKS:

https://www.icai.org
https://www.investopedia.com
https://www.accountingcocom

NPTEL LINKS:

https://swayam.gov.in
https://nptel.ac.in

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the fundamental accounting concepts, conventions, and the double- entry system, and prepare Journal, Ledger, Trial Balance, and Final Accounts	**K2**
CO2	Apply depreciation methods and ratio analysis techniques to evaluate financial performance and interpret business efficiency.	**K3**
CO3	Analyze Funds Flow and Cash Flow Statements by preparing working capital changes, funds from operations, and cash from operations for decision-making.	**K4**
CO4	Apply marginal costing and break-even analysis techniques to support managerial decisions such as pricing, make-or-buy, sales mix, and special- order acceptance.	**K4**
CO5	Analyze cost structures and evaluate ethical, sustainability, and integrated reporting practices in financial reporting.	**K5**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	**2**	–	-	–	–	-	–
CO2	-	**3**	–	-	–	–	-	**2**
CO3	-	**3**	–	-	–	–	-	**2**
CO4	-	**3**	–	-	–	**2**	-	**2**
CO5	-	**3**	-	-	–	–	-	**3**
AVG	-	**2.80**	-	-	-	**2.00**	-	**2.25**

26CMBA15	LEGAL ASPECTS OF BUSINESS	L	T	P	SL	C
		4	0	0	4	4

COURSE OBJECTIVES

- To provide knowledge of the Indian legal system and its relevance to business.
- To understand contract and commercial laws, including digital contracts.
- To familiarize with corporate, consumer, competition, and ESG laws.
- To develop awareness of IPR, cyber laws, data protection, and AI regulations.

UNIT I	INTRODUCTION	12 hours

Basic principles of the Indian Constitution – Fundamental rights: Freedom of trade and commerce - Constitution of India (basic business implications) - Judicial system overview- Meaning & scope of business law - Sources of law (Indian & international) - Legal system in India.

Indian Contract Act, 1872: Nature of Contract –Essentials of Contracts - Classification of Contract, Quasi contract, Performance of contract, Breach of contract and its Remedies, Discharge of contract. Digital contracts & e-contracts-· Smart contracts (blockchain-based) - Case studies.

UNIT II	SPECIAL CONTRACTS	12 hours

Sales of Goods Act, 1930 -Sales, Agreement to Sales & Hire Purchase, Rights of Unpaid Seller, Caveat Emptor, Condition & Warranties - Laws of Agency -Creation of agency, Types of agents, Rights and Duties of Principal and Agent, Termination agency- Bailment, Pledge, Guarantee and Indemnity. Negotiable Instruments Act 1881

UNIT III	CONSUMER PROTECTION ACT 2019 & COMPETITION ACT 2002 & ESG & SUSTAINABILITY LAW	12 hours

Consumer Protection Act 2019 -Grievance Redressal Machinery E-commerce Consumer protection- - Competition Act 2002: Introduction, Definitions, Market dominance--Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations· Environment Protection Act, 1986 - · Environmental laws - Corporate sustainability - ESG reporting -Climate risk & compliance- Companies Act CSR provisions.

UNIT IV	COMPANY ACT 2013	12 hours

Characteristics and types of Companies, Formation, Incorporation of company, MOA, AOA, Prospectus, Direct ship: Power, duties and liabilities of Directors, Appointment of Board of directors, Corporate Governance, Winding up.

UNIT V	IPR & IT ACT 2000	12 hours

Introduction to Intellectual Property Rights -· Patents Act, 1970 ,Copyright Act, 1957 - Trademarks Act, 1999- Design & Trade Secret,ICANN Uniform Domain name dispute resolution policy, Introduction to - IT Act 2000 and Amendment of 2008 - Data Protection Act (NEW – India DPDP Act 2023)-Digital Signature - AI regulation & ethics - AI & Digital Economy Law - Data Protection & Privacy - Digital platforms - Cyber Appellate tribunal- Cyber Laws-Cyber Crimes-Alternate Dispute resolutions (ADR).

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. Kapoor, N. D. (2023). Elements of mercantile law (36th ed.). Sultan Chand & Sons.

2. Kamath Nandan, Law Relating to Computers Internet and E-commerce (A guide to Cyber Laws and the Information Technology Act, 2000 with Rules and Notification), 2nd Edition, Reprint: 2002:- Universal Book Traders.

REFERENCE BOOKS:

1. Neeraj Pandey, Khushdeep Dharni (2014), Intellectual Property Rights, 1st edition, Prentice Hall
2. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
3. Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.
4. Kuchhal, M. C., & Kuchhal, V. (2022). *Business legislation for management* (7th ed.). Vikas Publishing House.
5. P. Narayanan, Intellectual Property (Trade Marks and the Emerging concepts of Cyber property rights (HB)", 3rd Edition. (HB), 2002, Universal Book Traders
6. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021

WEB LINKS:

- https://www.getyoureducation.net/course/fundamentals-of-legal-aspects-of-business?
- https://www.indiastudychannel.com/resources/.6169-What-Legal-Environment.aspx

NPTEL LINKS:

- https://onlinecourses.nptel.ac.in/noc26_mg30/preview?utm_source=chatgpt.com
- https://onlinecourses.nptel.ac.in/noc25_lw07/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the framework of the Indian legal system, constitutional provisions, and the fundamentals of contract law relevant to business operations.	K2
CO2	Apply the provisions of special contracts, sale of goods, agency law, negotiable instruments, bailment, pledge, guarantee, and indemnity in business situations.	K3
CO3	Analyze the legal aspects of consumer protection, competition law, ESG regulations, sustainability practices, and corporate social responsibility requirements.	K4
CO4	Analyze the provisions of the Companies Act, 2013 relating to company formation, corporate governance, directors' responsibilities, and winding up procedures.	K4
CO5	Evaluate legal issues relating to intellectual property rights, cyber laws, data protection, AI regulations, digital economy laws, and dispute resolution mechanisms in the digital business environment.	K5

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	-	–	3	–	–	-	-
CO2	3	-	–	3	–	–	-	-
CO3	3	-	-	3	–	–	-	-
CO4	3	-	-	-	-	-	-	-
CO5	3	-	-	3	–	2	-	-
AVG	3.00	-	-	3.00	-	2.00	-	-

26PMBA11	PROFESSIONAL UPSKILLING	L	T	P	SL	C
		0	0	4	0	2

COURSE OBJECTIVES

- To equip MBA students with essential employability competencies including communication, critical thinking, professional behavior, digital skills, and career readiness required to succeed in dynamic organizational environments.

UNIT I	EMPLOYABILITY SKILLS	6 hours

Meaning and importance of employability skills-Core employability competencies for management professionals-Self-awareness and personality development. Emotional Intelligence in professional settings-Growth mindset and continuous learning-Activity: Personal SWOT analysis

UNIT II	FUNDAMENTALS OF BUSINESS COMMUNICATION	6 hours

Business communication fundamentals Verbal and non-verbal communication. Professional email and report writing-Presentation and public speaking skills. Active listening and feedback techniques-Cross- cultural communication. Activity: Students Assignments

UNIT III	CRITICAL THINKING CONCEPTS	6 hours

Critical thinking concepts and frameworks Analytical reasoning and problem identification Decision-making models in management- Creativity and innovation in problem solving-Design thinking approach for managers-Managing workplace conflicts. Activities: Students Presentations

UNIT IV	PROFESSIONAL ETIQUETTE	6 hours

Professional etiquette and workplace behavior Time management and productivity techniques-Leadership mindset and teamwork- ethical decision making in organizations-Workplace diversity and inclusion Stress management and work-life balance. Activities: Team-based experiential activities, Ethical dilemma case discussions, Guest lectures.

UNIT V	RESUME WRITING	6 hours

Resume writing and personal branding LinkedIn and digital professional networking Interview preparation and mock interviews-Group discussions and assessment Centre's-Digital productivity tools for managers Lifelong learning and career planning. Evaluation: Resume and LinkedIn profile creation-Mock interview evaluation

Total: 30 Hours

Self-Learning: 30 Hours

TEXT BOOKS:

1. Kubátová, J., Müller, M., Kosina, D., Kročil, O., & Slavíčková, P. (2025). Soft skills for the 21st century: Defining a framework for navigating human-centered development in an AI-driven world (1st ed.). Springer Nature.
2. Smyrnova-Trybulska, E., Chen, N. S., Kommers, P., & Morze, N. (Eds.). (2025). E-learning and enhancing soft skills: Contemporary models of education in the era of artificial intelligence (1st ed.). Springer Nature.

3.Talamala, S. (2025). *Employability skills*. Helmand Books.

REFERENCE BOOKS:

1. Kapoor, V. (2024). *The soft skills handbook: Empowering youth for career excellence*. Atlantic Publishers & Distributors.
2. Khalifa, O. O. (2024). *Soft skills for today's job market and employability*. Othman Omran Khalifa Publishing.
3. Whetten, D. A., & Cameron, K. S. (2025). *Developing management skills* (11th ed.). Pearson Education.

WEB LINKS:

1. https://www.skillshare.com

NPTEL LINKS:

1. https://nptel.ac.in

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the significance of employability skills, emotional intelligence, growth mindset, and self-awareness for professional and personal development.	**K2**
CO2	Apply business communication techniques including verbal, non-verbal, written, presentation, listening, and cross-cultural communication skills in professional contexts.	**K3**
CO3	Analyze workplace problems using critical thinking, analytical reasoning, decision-making models, and design thinking approaches.	**K4**
CO4	Examine professional etiquette, leadership behavior, ethical practices, and teamwork, diversity, and stress management strategies in organizational settings.	**K4**
CO5	Develop professional career readiness skills through resume writing, digital networking, interview preparation, and lifelong career planning.	**K6**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	–	–	**2**	–	**2**	–	**3**	–
CO2	–	–	–	**3**	**3**	–	**2**	–
CO3	–	**3**	**3**	–	–	**3**	**2**	**2**
CO4	–	–	**3**	**3**	**3**	–	**2**	**-**
CO5	–	–	–	–	**2**	–	**3**	–
AVG	**-**	**3.00**	**2.67**	**3.00**	**2.50**	**3.00**	**2.40**	**2.00**

26PMBA12	DATA & DECISION LAB - I	L	T	P	SL	C
		0	0	4	0	2

COURSE OBJECTIVES

- To develop a strong foundation in the fundamental features and functionalities of Microsoft Excel.
- To enable students to design models and perform effective data analysis using Excel tools and techniques.

UNIT I	FUNDAMENTALS OF EXCEL	6 hours

Introduction to Excel environment: creating, saving, opening, and closing workbooks- Working with multiple worksheets, cell referencing (absolute and relative), and freezing panes. Formatting techniques: alignment, wrap text, merge and center. Worksheet protection: protect sheet and workbook. Inserting elements: text box, header, footer, and hyperlinks. Efficient navigation using shortcut keys, naming ranges, split window, and data linkage. Basic date and time functions.

UNIT II	BASIC DATA HANDLING TECHNIQUES	6 hours

Advanced formatting using Paste Special. Mathematical operations using rounding functions. Importing data from text files and web sources. Data cleaning techniques: removing duplicates, subtotals, and data consolidation. Text functions: LEFT, RIGHT, MID, TRIM, LEN, FIND, SEARCH, REPT, CONCATENATE, REPLACE, UPPER, LOWER, PROPER, SUBSTITUTE.

UNIT III	DATA MANAGEMENT IN EXCEL	6 hours

Data organization: sorting, filtering, and parsing. Data validation techniques, grouping and ungrouping data. Advanced filtering methods. Basic Excel functions: IF, SUM, COUNT, COUNTA, COUNTIF, SUMIF, AVERAGE, SUMPRODUCT. Creation and formatting of Pivot Tables. Introduction to automation through Macro recording.

UNIT IV	CONDITIONAL FORMATTING AND MODEL BUILDING	6 hours

Conditional formatting tools: highlight cell rules, data bars, color scales, and icon sets. Managing formatting rules: create, edit, and clear rules. Data visualization: creation of charts (XY scatter plots, column, bar, and pie charts) with titles and legends. Model building using Excel functions and tools. What-if analysis techniques: Goal Seek, Data Tables, and Scenario Manager.

UNIT V	DATA ANALYSIS AND VISUALIZATION	6 hours

Installation and use of the Data Analysis ToolPak. Descriptive statistics and manual computation of statistical measures. Design and development of interactive dashboards in Excel for business decision-making.

Total: 30 Hours

Self-Learning: 30 Hours

TEXT BOOKS:

1. Bill Jelen, MrExcel 2024: Igniting Excel Mastery with the Latest Tips & Tricks, Holy Macro! Books, 2024.

2. Alan Murray, Advanced Excel Formulas: Unleashing Brilliance with Excel Formulas, Apress, 1st Edition, 2022.

REFERENCE BOOKS:

1. Ritu Arora, Mastering Advanced Excel, BPB Publications, 2023. Adam Ramirez, Excel Formulas and Functions: Step-by-Step Guide with Examples, Repro Books, 2021.

WEB LINKS:

1. https://www.skillshare.com

NPTEL LINKS:

1. https://onlinecourses.nptel.ac.in/noc22_mg35/preview
2. https://onlinecourses.nptel.ac.in/noc21_ge21/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the basic operations, navigation, and understanding spreadsheet features	**K2**
CO2	Apply advanced formatting, data import, data cleaning, consolidation techniques, and text functions in Excel to prepare, transform, and manage datasets for business applications.	**K3**
CO3	Analyse the excel functions to organize, and automate spreadsheet-based business operations.	**K4**
CO4	Analyze the data interpretation and building decision models	**K4**
CO5	Evaluate visualize data for effective decision-making.	**K5**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	–	**3**	–	–	–	–	-	–
CO2	-	3	-	–	–	–	-	–
CO3	-	-	-	–	–	-	-	-
CO4	**3**	**3**	–	–	**2**	**2**	-	**3**
CO5	**2**	**3**	–	–	**2**	**2**	-	**3**
AVG	**2.50**	**3.00**	-	-	**2.00**	**2.00**	-	**3.00**

26PMBA13	INDUSTRIAL ANALYSIS	L	T	P	SL	C
		0	0	2	0	1

COURSE OBJECTIVES

- To understand industry classification, structure, and boundaries
- To apply analytical frameworks for industry and competitive analysis
- To develop skills in interpreting macroeconomic and market data
- To analyze financial performance of firms within an industry
- To prepare professional industry reports and strategic insights

UNIT I	INDUSTRY IDENTIFICATION & SCOPING	6 hours

Industry definition, classification, and value chain

Exercises: Identify and Classify the industry classification , Define scope and boundaries , Map value chain , Prepare industry brief

Outcome : Industry Selection Report

UNIT II	INDUSTRY STRUCTURE & COMPETITIVE ANALYSIS	6 hours

Competitive forces and structure

Excersice: Identify top firms, Apply Porter's Five Forces , Analyze entry barriers, supplier & buyer power, Map industry lifecycle using growth data

Outcome: Five Forces Matrix + Lifecycle Graph

UNIT III	MACRO AND MARKET ANALYSIS	6 hours

External environment and demand

Practical Work:

- Conduct PESTLE analysis
- Identify opportunities & threats
- Estimate market size and CAGR
- Perform demand-supply analysis

Outcome: PESTLE Matrix + Market Analysis Report

UNIT IV	FINANCIAL AND DATA ANALYSIS	6 hours

Industry performance evaluation Exercises

- Extract financial data (3 years)
- Calculate ratios (profitability, liquidity)
- Compare firms
- Compute market share

Outcomes: Financial Analysis Sheet + Dashboard

UNIT V	TRENDS FORECASTING AND FINAL REPORT	6 hours

Future outlook and integration

Exercises:

- Identify trends and disruptions
- Perform risk analysis
- Conduct basic forecasting
- Prepare final report and presentation

Outcome: Final Industry Report + PPT + Viva

Total: 30 Hours

Self-Learning: 30 Hours

REFERENCES:

1. Don E. Waldman, Elizabeth J. Jensen & Qi Ge, Industrial Organization: Theory and Practice (6th Edition), 2025, Routledge *And Competitors*. Free Press.
2. Pak-Sing Choi, Eric Dunaway & Felix Muñoz-Garcia, Industrial Organization: Practice Exercises with Answer Keys, 2021, Springer Nature Databases CMIE Prowess

WEB LINKS:

1. **https://mospi.gov.in/**
2. https://www.investindia.gov.in
3. https://www.bseindia.com

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Identify the industry structure using classification systems and value chain analysis	**K2**
CO2	Apply Porter's Five Forces and lifecycle models to evaluate industry competitiveness	**K3**
CO3	Analyze macro-environmental and market conditions using PESTLE and demand analysis	**K4**
CO4	Evaluate financial and operational performance of firms using data analysis tools	**K5**
CO5	Develop comprehensive industry reports with strategic recommendations	**K6**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	2	–	2	–	–	2	–
CO2	3	3	–	2	–	2	2	–
CO3	-	3	–	3	–	–	2	–
CO4	-	3	–	2	–	–	-	–
CO5	-	2	-	-	-	2	3	–
AVG	3.00	2.60	-	2.25	-	2.00	2.20	–

SEMESTER II

26CMBA21	MARKETING MANAGEMENT	L	T	P	SL	C
		4	0	0	4	4

COURSE OBJECTIVES

- To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge
- To analyze the core concepts in marketing concepts, critical thinking, problem solving an analysis.
- To apply the market segmentation, Target market and Market Positioning strategies in the current market scenario.
- To understand the concepts of Global market.

UNIT I	INTRODUCTION TO MARKETING MANAGEMENT	12 hours

Understanding the term Marketing with a global context -Importance of Marketing- Scope of Marketing- Marketing Philosophy – Holistic Marketing Philosophy - Core Concepts - Company Orientation toward marketplace- Pillars of Marketing and Types of Marketing Models - Customer Value - Marketing Environment-Micro and Macro Environment.

UNIT II	CONSUMER MARKETS	12 hours

Consumer Markets: Model of Consumer Behavior, Models of buying Behaviour - - Factors Affecting Consumer Behavior - Strategies in the adopt in process – Cross cultural consumer behavior – Consumer behaviour in global markets -Customer journey mapping - Behavioural economics in marketing

UNIT III	MARKET SEGMENTATION	12 hours

Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments - Product Positioning for competitive advantage, Positioning Strategies.

UNIT IV	MARKETING PROGRAMME	12 hours

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Extension Strategies - Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution - Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling, Promotion Decisions

UNIT V	GLOBAL MARKETING	12 hours

Tapping into Global Markets - Competing on a Global Basis - Deciding Whether to Go Abroad - Deciding Which Markets to Enter - How Many Markets to Enter - Developed versus Developing Markets - Evaluating Potential Markets - Cross- cultural marketing - Global branding - Emerging markets vs developed markets – Blue Ocean Strategy. Case study: Marketing strategy Implementation; Market Segmentation / Targeting / Positioning. Product Levels, Pricing / Global Markets – Applications of AI in Marketing

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, Pearson Education India, 20th Edition, 2023.
2. Influencer Marketing Strategy: How Influencers Can Help Grow Your Business, Gordon Glenister, 2024

REFERENCE BOOKS:

1. Rajan Saxena, Marketing Management, McGraw-Hill,6th Edition 2019.
2. Ramaswamy V.S. Namakumari S, Marketing Management - The IndianContext, Sage Publications India Pvt Ltd; 6th Edition, , 2018.

WEB LINKS:

https://www.iedunote.com/marketing
https://www.omniconvert.com/blog/consumer-behavior in- marketing-patterns-types-segmentation. https://hbr.org/1986/05/customizing-global-marketing
https://www.indeed.com/hire/c/info/marketing-management
https://online.york.ac.uk/what-is-global-marketing-and-why-is-it-important/

NPTEL LINKS:

https://onlinecourses.nptel.ac.in/noc26_mg25/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understanding of marketing concepts, marketing philosophies, including holistic marketing, marketing environment.	K2
CO2	Apply consumer behavior theories and models to interpret purchasing decisions across different cultural and global contexts.	K3
CO3	Apply market targeting strategies based on organizational objectives and market conditions, to design positioning maps and formulate positioning strategies for products and services.	K4
CO4	Analyze effective product positioning strategies to create competitive advantage in the marketplace	K4
CO5	Develop strategies for global branding and cross-cultural marketing to compete effectively in diverse market	K6

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	**3**	**–**	**–**	**2**	**–**	**–**	**-**	**–**
CO2	**3**	**2**	**–**	**3**	**–**	**–**	**3**	**2**
CO3	**3**	**3**	**–**	**–**	**–**	**3**	**-**	**–**
CO4	**3**	**3**	**–**	**–**	**–**	**3**	**3**	**–**
CO5	**-**	**2**	**-**	**3**	**–**	**3**	**3**	**2**
AVG	**3.00**	**2.50**	**-**	**2.67**	**-**	**3.00**	**3.00**	**2.00**

26CMBA22	CORPORATE FINANCE AND BUSINESS VALUATION	L	T	P	SL	C
		3	1	0	4	4

COURSE OBJECTIVES

- To understand the core principles of corporate finance and develop knowledge about financial decision-making related to investment, financing, and dividend policies within business organizations.
- To analyze different financial strategies used by companies for capital structure planning, risk management, and effective utilization of financial resources to maximize shareholder value.
- To develop practical skills in business valuation techniques, including discounted cash flow, market multiples, and asset-based methods, in order to evaluate companies for investment, mergers, acquisitions, and strategic decision-making.

UNIT I	FUNDAMENTALS OF CORPORATE FINANCE	12 hours

Introduction to Corporate Finance - Financial goals of the firm - Role of financial managers - Capital markets and financial institutions - Time value of money and financial decision-making. Case Study - Financial restructuring and how strong financial management supported its global expansion.

UNIT II	CAPITAL STRUCTURE - FINANCING DECISIONS	12 hours

Capital structure theories - Debt vs equity financing - Cost of capital (WACC) – Leverage – Types - Corporate financing strategies. Discussion - "Optimal Capital Structure: Theory vs Practice".

UNIT III	INVESTMENT AND DIVIDEND DECISIONS	12 hours

Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return:NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting - Dividend policy theories - Share repurchases - Corporate financial planning - Working capital management - Strategic financial decision making – Dividend Policy and Investor Perception in Global Markets".

UNIT IV	LIQUIDITY DECISIONS	12 hours

Working capital Management – concepts of working Capital – Operating and cash conversion cycle – permanent and variable working capital – Determinants of working capital – issues in working capital – Estimating working capital needs – Receivables management – Inventory management – Cash management – Working capital finance and approaches - Applications of AI in Finance

UNIT V	ADVANCED BUSINESS VALUATION TECHNIQUES	12 hours

Concept and importance of valuation - Asset-based valuation methods - Income-based valuation methods - Discounted Cash Flow (DCF) model - Valuation in mergers and acquisitions. Market-based valuation methods - Comparable company analysis - Valuation multiples - Valuation in private equity and venture capital - Valuation challenges in emerging markets. Blended Learning - Use financial databases and online valuation tools to compare company multiples.

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. Brealey, R. A., Myers, S. C., & Allen, F. (2023). Principles of corporate finance (13th ed.). New York, NY: McGraw-Hill Education.
2. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2023). Fundamentals of corporate

finance (12th ed.). New York, NY: McGraw-Hill Education.
3. Berk, J., & DeMarzo, P. (2023). Corporate finance (6th ed.). Boston, MA: Pearson Education.

REFERENCE BOOKS:

1. Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, 2024 (4th ed.), John Wiley & Sons
2. Joshua Rosenbaum & Joshua Pearl, Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions, 2022 (3rd ed.), Wiley

WEB LINKS:

1. https://gc.scalahed.com/recursos/files/r161r/w25540w/Richard%20Pike.pdf
2. https://opac.uma.ac.id/repository/Fundamentals-Corporate-Finance-6th-Ross.pdf
3. https://www.icsi.edu/media/webmodules/FINAL_VALUATION_BOOK_30112018.pdf

NPTEL LINKS:

https://onlinecourses.nptel.ac.in/noc26_mg34/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Describe corporate finance fundamentals, financial goals, manager roles, capital markets, and time value of money in organizational decision-making contexts.	**K2**
CO2	Apply capital structure theories, cost of capital, and leverage concepts to select optimal debt-equity financing decisions in business scenarios.	**K3**
CO3	Analyze dividend policies, working capital strategies, and financial planning to assess their impact on shareholder wealth and corporate stability.	**K4**
CO4	Analyze firms using asset-based and income-based valuation methods, including discounted cash flow, in mergers and acquisitions contexts effectively.	**K4**
CO5	Evaluate firms using advanced valuation techniques like market multiples and comparable analysis in private equity and emerging market environments.	**K5**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	2	–	2	–	–	-	–
CO2	-	3	–	–	–	–	-	2
CO3	-	3	–	–	–	–	-	2
CO4	-	3	–	2	–	–	-	3
CO5	-	3	–	2	–	–	-	3
AVG	-	2.80	-	2.00	-	-	-	2.50

26CMBA23	HUMAN RESOURCES MANAGEMENT	L	T	P	SL	C
		4	0	0	4	4

COURSE OBJECTIVES

- To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention
- To make students capable of applying the principles and techniques as professionals for developing human resources in an organization.
- To provide knowledge about management issues related to training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I	FOUNDATIONS OF HRM	12 hours

Evolution & importance of HRM - HRM evolved shaping workforce efficiency, organizational culture, strategic competitiveness. - HRM functions: planning, staffing, training, compensation - Core HR functions ensure talent acquisition, development, motivation, organizational sustainability. Role of HR in strategic management - HR aligns people strategies with corporate goals, driving competitive advantage.

UNIT II	RECRUITMENT AND SELECTION	12 hours

Job analysis, workforce planning - Job analysis defines roles, workforce planning ensures future staffing needs. Recruitment sources & methods - Recruitment channels attract talent; methods ensure organizational fit and diversity. Selection tools: interviews, psychometric tests, assessment centres - Selection tools evaluate skills, personality, potential for organizational success.

UNIT III	TRAINING AND DEVELOPMENT	12 hours

Learning theories & training methods - Learning theories guide training design, methods enhance employee skill acquisition. Management development programs - Programs build leadership capabilities, preparing managers for organizational challenges. Career planning & succession planning - Career paths motivate employees; succession ensures leadership continuity and stability.

UNIT IV	PERFORMANCE & COMPENSATION MANAGEMENT	12 hours

Performance appraisal systems - Appraisal systems measure employee contributions, support growth and accountability. Compensation strategies: wages, incentives, benefits - Compensation balances fairness, motivation, retention, organizational financial sustainability. Linking pay to performance - Pay-performance linkage drives productivity, rewards excellence, fosters meritocracy culture.

UNIT V	CONTEMPORARY ISSUES IN HRM	12 hours

HR analytics & technology in HR - Analytics improve HR decisions, technology enhances efficiency, workforce engagement. Diversity & inclusion - Diversity fosters innovation, inclusion ensures equity, organizational social responsibility. Global HRM practices → Global HRM manages cross-cultural teams, expatriates, international labor regulations. Ethical issues in HRM - Ethics safeguard fairness, transparency, employee rights, organizational reputation.

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. Gary Dessler, Human Resource Management, 2024 (17th ed.), Pearson Education

2. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations, 2021 (Revised ed., Latest), Himalaya Publishing House

REFERENCE BOOKS:

1. Michael Armstrong, Armstrong's Handbook of Human Resource Management Practice, 2023 (16th ed.), Kogan Page
2. Jon M. Werner & Randy L. DeSimone, Human Resource Development, 2022 (8th ed.), Cengage Learning

WEB LINKS:

1. https://www.shrm.org
2. https://www.cipd.co.uk
3. https://www.hrmindia.org
4. https://www.onlinemanipal.com

NPTEL LINKS:

https://onlinecourses.nptel.ac.in/noc26_mg05/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Comprehend the significance of Human Resource Management (HRM) as both an academic discipline and a core organizational function	**K2**
CO2	Implement the concepts and frameworks of HRM to efficiently administer workforce practices in professional environments	**K3**
CO3	Acquire expertise and applied perspectives on leadership development initiatives for managerial personnel.	**K3**
CO4	Deduce the principles of performance management, utilizing them in real-world organizational contexts.	**K4**
CO5	Analyse the application of HR analytics and technology in improving HR decision-making, workforce engagement, and organizational efficiency.	**K5**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	**3**	**–**	**–**	**–**	**–**	**–**	**-**	**–**
CO2	**3**	**2**	**2**	**–**	**3**	**–**	**2**	**–**
CO3	**2**	**–**	**3**	**–**	**3**	**–**	**2**	**–**
CO4	**3**	**-**	**2**	**–**	**3**	**–**	**2**	**2**
CO5	**3**	**3**	**–**	**2**	**-**	**2**	**2**	**3**
AVG	**2.80**	**2.50**	**2.33**	**2.00**	**3.00**	**2.00**	**2.00**	**2.50**

26CMBA24	OPERATIONS MANAGEMENT	L	T	P	SL	C
		4	0	0	4	4

COURSE OBJECTIVES

- To develop a strong conceptual foundation in operations and supply chain management.
- To equip students with analytical, strategic, and digital tools for operational excellence.
- To integrate global best practices from leading international and Indian business schools.
- To enable decision-making using data-driven and technology-enabled operations strategies.

UNIT I	INTRODUCTION TO OPERATIONS AND PROCESS DESIGN	12 hours

Operations Management – Nature, Scope and Evolution – Role in Manufacturing and Services – Process Design and Analysis – Product-Process Matrix – Operations Strategy – Competitive Priorities – Service vs Manufacturing – Digital Transformation – Industry 4.0.

UNIT II	FACILITY PLANNING, LOCATION & FORECASTING	12 hours

Facility Location – Factors – Location Models – Facility Layout – Types – Demand Forecasting – Qualitative & Quantitative Methods – Time Series – Forecast Accuracy – AI Forecasting.

UNIT III	OPERATIONS PLANNING AND SUPPLY CHAIN INTEGRATION	12 hours

Capacity Planning – Aggregate Planning – MPS – MRP I & II – ERP – Supply Chain Management – Logistics – Risk Management – Sustainable Operations

UNIT IV	INVENTORY AND LEAN OPERATIONS	12 hours

Inventory Types – EOQ – Safety Stock – ABC, VED – JIT – Kanban – Lean – Waste Elimination – Agile Operations.

UNIT V	QUALITY MANAGEMENT AND EMERGING TRENDS	12 hours

TQM – Quality Gurus – SQC – Six Sigma – ISO – Kaizen – Benchmarking – AI, Robotics – Green Operations.

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. William J. Stevenson, *Operations Management*, McGraw Hill, Latest Edition,2022.
2. Jay Heizer, Barry Render, Chuck Munson, *Operations Management*, Pearson, Latest Edition 2020.

REFERENCE BOOKS:

1. Richard B. Chase, Ravi Shankar & F. Robert Jacobs, Operations and Supply Chain Management, 2023 (17th ed.), McGraw Hill Education
2. Nigel Slack, Alistair Brandon-Jones & Nicola Burgess, Operations Management, 2022 (10th ed.), Pearson Education
3. Lee J. Krajewski, Manoj K. Malhotra & Larry P. Ritzman, Operations Management: Processes and Supply Chains, 2024 (14th ed.), Pearson Education

WEB LINKS:

1. https://hbr.org/topic/operations-management
2. https://mitsloan.mit.edu/ideas-made-to-matter/operations
3. https://online.hbs.edu/blog/operations-management
4. https://www.iimahd.ernet.in/research

5. https://isb.edu/en/research.html

NPTEL LINKS:
https://onlinecourses.nptel.ac.in/noc26_mg75/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the fundamental concepts, evolution, and strategic role of operations management in manufacturing and service sectors, including process design and Industry 4.0 applications	**K2**
CO2	Apply facility location models, layout techniques, and forecasting methods to support effective operational decision-making.	**K3**
CO3	Analyze operations planning systems including capacity planning, MRP, ERP, and supply chain networks to improve organizational efficiency and responsiveness.	**K4**
CO4	Evaluate inventory control techniques and lean/Agile operational practices to enhance efficiency and eliminate waste.	**K5**
CO5	Develop an integrated quality management systems incorporating Six Sigma, TQM, AI, and green operations for continuous improvement and organizational excellence.	**K6**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	**3**	**–**	**–**	**–**	**–**	**2**		**–**
CO2	**3**	**3**	**–**	**–**	**–**	**–**	**2**	**–**
CO3	**3**	**3**	**–**	**–**	**2**	**–**	**2**	**2**
CO4	**3**	**3**	**–**	**–**	**2**	**2**	**2**	**2**
CO5	**3**	**3**	**-**	**2**	**-**	**3**	**-**	**3**
AVG	**3.00**	**3.00**	**-**	**2.00**	**2.00**	**2.33**	**2.00**	**2.33**

26CMBA25	BUSINESS RESEARCH METHODS	L	T	P	SL	C
		4	0	0	4	4

COURSE OBJECTIVES

- The aim of the course is to provide a strong foundation in business research concepts and methodologies.
- This course explores qualitative and quantitative methodologies, highlighting their applications, strengths, and criticisms. It enables understanding of the decision-making process and steps in research.

UNIT I	INTRODUCTION TO BUSINESS RESEARCH	12 hours

Introduction to Research – Meaning of research-Research applications in social and business sciences – Types of Research – Research process– Defining the Research problem – Problem identification process – Research Questions – Applying Scientific Thinking to Management Problems, 'Literature Survey –Conceptual Framework- Formulating the research hypothesis – Writing a research proposal-Ethics in business research.

UNIT II	RESEARCH DESIGN AND MEASUREMENT	12 hours

Research design – Definition – types of research design – Descriptive Research Designs: Exploratory – Cross-sectional studies and Longitudinal studies; Experimental Designs – Data Collection – Types of data –Primary and Secondary data – Methods of primary data collection – Online Interviews and Focus Groups – Observation – Interview – Case study
Questionnaire and Schedule – Construction of questionnaire – Pilot study

UNIT III	SAMPLING AND DATA COLLECTION	12 hours

Sampling concepts- Sample vs Census – Non Sampling error-Sampling Techniques – Probability and Non–probability sampling methods- Determination of Sample size- Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non Comparative scales, Measurement Error, Criteria for Good Measurement.

UNIT IV	ANALYSIS AND PRESENTATION OF DATA	12 hours

Data Preparation and Description, Exploring, Displaying, and Examining Data, Hypothesis Testing, Measures of Association, Multivariate Analysis: An Overview, Presenting Results: Written and Oral Reports - Applications of AI in Research-Research publication & referencing tools.Data privacy & security-Research paper writing -Citation styles (APA, MLA) -Journal publication basics- Applications of AI in Research.

UNIT V	REPORT DESIGN AND WRITING	12 hours

Introduction - Research Report - Different types – Criteria of Good Research -Structure of the research report – Synopsis- Article writing - Research Proposal (Funded Project)- bibliography - Introductory Section –Research Design – Result Section – Recommendation & Implementation Section- Bibliography Research databases –Research Metrics – Research Ethics- Plagiarism & tools (Turnitin) - AI ethics in research – Use of Plagiarism Software – Turnitin – urkund and open source software tools.

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. Cooper, D. R., & Schindler, P. S. (2022). Business research methods (14th ed.). McGraw-Hill.
2. C.R. Kothari & Gaurav Garg, Research Methodology: Methods and Techniques,

2024 (5th ed.), New Age International Publishers
3. Blumberg, B., Cooper, D., & Schindler, P. (2024). Business research methods (5th ed.). McGraw- Hill.

REFERENCE BOOKS:

1. Saunders, M., Lewis, P., & Thornhill, A. (2024). Research methods for business students (9th ed.). Pearson.
2. Creswell, J. W., & Creswell, J. D. (2023). Research design: Qualitative, quantitative, and mixed methods approach (6th ed.). Sage Publications.
3. Sekaran, U., & Bougie, R. (2020). Research methods for business: A skill-building approach (8th ed.). Wiley.

WEB LINKS:

1. https://research-methodology.net/sampling-in-primary-data_collection/#google_vignette
2. https://www.youtube.com/watch?v=Fn_IyDK2JA8&list=PLBd-6Jg4BqVNoGZEYXmd- cuXL4d8qyc0p
3. https://elearn.nptel.ac.in/shop/nptel/qualitative-research-methods-and-research-writing/

NPTEL LINKS:

https://onlinecourses.nptel.ac.in/noc25_hs190/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the meaning, types, applications, and process of business research in social and management sciences.	**K 2**
CO2	Apply appropriate research designs in business research	**K 3**
CO3	Analyze the suitable sampling and measurement frameworks for research problems	**K 4**
CO4	Evaluate AI applications and publication practices in research	**K 5**
CO5	Develop the research design and proposal writing techniques	**K 6**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	**2**	**2**	**–**	**–**	**–**	**–**	**–**	**-**
CO2	**2**	**3**	**–**	**–**	**–**	**–**	**–**	**-**
CO3	**–**	**3**	**–**	**–**	**–**	**–**	**–**	**3**
CO4	**2**	**3**	**–**	**2**	**–**	**2**	**–**	**-**
CO5	**2**	**3**	**–**	**2**	**–**	**2**	**–**	**-**
AVG	**2.00**	**2.80**	**-**	**2.00**	**-**	**2.00**	**–**	**3.00**

26CMBA26	ADVANCED ANALYTICS FOR MANAGERS	L	T	P	SL	C
		3	0	2	3	4

COURSE OBJECTIVES

- To understand the fundamental concepts of business analytics., its types and the roles and responsibilities of business analyst.
- To learn about the latest trends in Business Intelligence, Data Mining, Data Warehouses, data visualization.
- To understand the basic fundamentals of various software used in business analytics

UNIT I	FOUNDATIONS OF ANALYTICS	12 hours

Analytics – Types of Business analytics - Role of analytics in decision-making Data-driven culture in organizations – Leveraging generative AI – Introduction to Large language Model (LLM)

UNIT II	DATA MANAGEMENT & PREPROCESSING	12 hours

Data collection (structured & unstructured) - Data cleaning & transformation - Handling missing values & outliers -Data warehousing & data lakes- Dashboard creation - Storytelling with data – Exploratory data analysis (EDA).

UNIT III	MACHINE LEARNING FOR MANAGERS	12 hours

Supervised vs Unsupervised learning - Decision trees & random forests - Clustering (K-means, hierarchical) - Introduction to neural networks - Automation and AI tools - Real-time analytics.

UNIT IV	ANALYTICS IN FUNCTIONAL AREAS	12 hours

Marketing analytics (customer segmentation, CLV) - Campaign performance (CTR, conversion rate) - Digital marketing analytics (SEO, social media metrics) - Pricing analytics financial analytics (risk, fraud detection) - Financial statement analysis - Ratio analysis - HR analytics (attrition, performance) - Workforce planning - Employee performance analysis - Attrition prediction - Recruitment analytics - Employee engagement metrics Supply chain analytics (demand forecasting) – Inventory analysis

UNIT V	MANAGERIAL APPLICATIONS & TOOLS	12 hours

Data Analytics using Python – Data analytics using power BI - Data storytelling for managers using Excel and power BI - Executive reporting - Visualization best practice

Total: 60 Hours

Self-Learning: 60 Hours

TEXT BOOKS:

1. Ramesh Sharda, Dursun Delen & Efraim Turban, Business Intelligence, Analytics, and Data Science: A Managerial Perspective, 2023 (11th ed.), Pearson Education
2. Galit Shmueli, Peter C. Bruce, Peter Gedeck & Nitin R. Patel, Machine Learning for Business Analytics, 2023, (2nd ed.), Wiley

REFERENCE BOOKS:

1. N.D. Vohra, Business Statistics, 2023 (Latest Revised ed.), McGraw Hill India
2. J K Sharma, Business Statistics, 2023 (Latest ed.), Pearson India

WEB LINKS:

1. https://intellipaat.com/blog/what-is-business-analytics/
2. https://intellipaat.com/blog/what-is-business- analytics/#Business_Analytics_Tools
3. https://www.analyticsvidhya.com/blog/2019/05/practical- introduction-prescriptive- analytics/
4. https://cloud.google.com/learn/what-is-predictive analytics#: ~:text=Predictive%20analytics%20is%20an%20 advanced, data%20enable %20increased%20data%20mining

NPTEL LINKS:

https://onlinecourses.nptel.ac.in/noc26_mg39/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the foundation and explain key concepts of business analytics	**K 2**
CO2	Apply the data preparation, data techniques concepts by drawing its insights	**K 3**
CO3	Examine key machine learning concepts and techniques	**K 4**
CO4	Assess the statement of analytics across business domains	**K 5**
CO5	Design the various data analytics tools for business insights	**K 6**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	**2**	**2**	**–**	**–**	**–**	**–**	**–**	**-**
CO2	**3**	**3**	**–**	**–**	**–**	**–**	**–**	**-**
CO3	**2**	**3**	**–**	**–**	**–**	**2**	**–**	**-**
CO4	**3**	**3**	**–**	**2**	**–**	**–**	**–**	**3**
CO5	**3**	**3**	**–**	**–**	**–**	**3**	**–**	**3**
AVG	**2.60**	**2.80**	**-**	**2.00**	**-**	**2.50**	**–**	**3.00**

26PMBA21	MOOC	L	T	P	SL	C
		0	0	2	0	1

COURSE OBJECTIVES

The objective of this course is to take the best teaching learning resources to all to create a levelled platform. To make use of the Indian massive online to the aspiring youth of India

- The students will select a MOOC course from the Swayam platform. They will spend 2 hours per week undergoing this practical MOOC course under the guidance of a faculty.
- Every course will have a minimum of 8 to a maximum of 12 assignments depending on the duration of the course.
- Assignments will be submitted as per the requirements of the course.
- The marks scored in the assignments will be taken for internal assessment marks.
- The students will appear for a final practical exam conducted by VISTAS

Total: 30 Hours

Self-Learning: 30 Hours

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the key concepts, tools, and skills gained through the course in the chosen field of study.	**K2**
CO2	Apply the latest developments and emerging trends in the selected field of study.	**K2**
CO3	Apply acquired knowledge and skills to solve real-world business problems.	**K3**
CO4	Analyze concepts and techniques to determine their relevance and effectiveness in practical scenarios.	**K4**
CO5	Evaluate the learned concepts for informed decision-making and application in professional contexts.	**K5**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	2	–	–	–	–	3	–
CO2	2	2	–	–	–	2	-	2
CO3	3	2	–	–	2	2	2	–
CO4	2	3	–	–	–	–	2	2
CO5	2	3	–	–	2	–	3	2
AVG	2.25	2.40	-	-	2.00	2.00	2.50	2.00

26PMBA22	COMMUNITY IMMERSION PROGRAM	L	T	P	SL	C
		0	0	2	0	1

COURSE OBJECTIVES

- To expose students to rural/community realities
- To develop analytical, communication, and problem-solving skills
- To promote social responsibility and ethical values
- To apply management knowledge in real-life community contexts

UNIT I	VILLAGE IMMERSION & ORIENTATION	6 hours

- Visit to adopted village
- Interaction with Panchayat leaders, SHGs, teachers, and residents
- Understanding village structure, occupations, resources, and challenges

Outcome: Familiarity with rural socio-economic conditions

UNIT II	SOCIO-ECONOMIC SURVEY	6 hours

- Household survey on income, occupation, education, and health
- Assessment of digital literacy and sanitation practices
- Study of access to government schemes

Outcome: Data collection, analytical and communication skills

UNIT III	COMMUNITY DEVELOPMENT ACTIVITIES	6 hours

- Education and digital literacy support
- Health, hygiene, and nutrition awareness programs
- Cleanliness drives and environmental initiatives

Outcome: Social responsibility and community awareness

UNIT IV	INCLUSIVE DEVELOPMENT INITIATIVES	6 hours

- Interaction with Self-Help Groups (SHGs)
- Awareness on financial literacy, entrepreneurship, and skill development
- Dissemination of information on government schemes

Outcome: Understanding inclusive development and civic engagement

UNIT V	DOCUMENTATION & PRESENTATION	6 hours

- Maintenance of activity logbook, photographs, and survey reports
- Preparation of reflective report (learning and social impact)
- Group presentation and viva voce

Outcome: Documentation, reporting, and presentation skills

Total: 30 Hours

Self-Learning: 30 Hours

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Explain rural socio-economic conditions by observing village structure, occupations, resources, and local governance through field interaction.	**K2**
CO2	Apply survey methods to collect, organize, and analyze household data on income, education, health, and access to government schemes	**K3**
CO3	Analyze community development initiatives related to education, health, hygiene, and environmental awareness.	**K4**
CO4	Analyze inclusive development practices by engaging with SHGs and evaluating financial literacy, entrepreneurship, and government scheme awareness.	**K4**
CO5	Create comprehensive reports and presentations documenting field activities, survey findings, and social impact.	**K6**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	**-**	**2**	**–**	**3**	**–**	**–**	**-**	**3**
CO2	**3**	**3**	**–**	**–**	**–**	**–**	**-**	**3**
CO3	**-**	**2**	**-**	**3**	**2**	**–**	**-**	**3**
CO4	**-**	**-**	**3**	**3**	**–**	**3**	**-**	**3**
CO5	**–**	**2**	**–**	**3**	**2**	**–**	**-**	**3**
AVG	**3.00**	**2.25**	**3.00**	**3.00**	**2.00**	**3.00**	**-**	**3.00**

CROSS FUNCTIONAL ELECTIVES

26EMBA--	EVENT MANAGEMENT	L	T	P	SL	C
		3	0	0	3	3

COURSE OBJECTIVES

- To demonstrate mastery of event concepts and planning by organizing events from concept through execution (site selection, scheduling, logistics) that support organizational objectives.
- To apply marketing, PR, and sponsorship strategies to effectively promote events and engage stakeholders, aligning event goals with branding and communication plans.
- To manage event operations by applying financial controls, risk mitigation, team leadership and legal/ethical guidelines to ensure safe, sustainable event delivery

UNIT I	INTRODUCTION & EVENT PLANNING	9 hours

Event industry overview, classification of events (social, corporate, cultural, etc.), event feasibility and research, event project management processes, site and venue selection, and planning tools (schedules, checklists).

UNIT II	MARKETING, SPONSORSHIP & PR FOR EVENTS	9 hours

Marketing mix and branding for events, market segmentation and promotion, event sponsorship and partnerships, public relations and media outreach, and digital/social media strategies.

UNIT III	EVENT OPERATIONS & LOGISTICS	9 hours

Operational execution: event production and staging, logistics (catering, transportation, accommodation), technology and virtual/hybrid event platforms, volunteer and staff management, and on-site coordination.

UNIT IV	FINANCE, BUDGETING & RISK MANAGEMENT	9 hours

Financial planning for events, including budgeting and cost control, revenue models and ROI analysis. It also addresses risk management, insurance, safety and security planning, legal/ethical issues (permits, contracts, liability), and hospitality/catering management.

UNIT V	SPECIAL EVENTS & CONTEMPORARY TRENDS	9 hours

Specialized event types and trends: weddings, conferences (MICE), festivals, sports and entertainment events. Includes modules on sustainable/green events, cultural sensitivity, and evaluation metrics.

Total: 45 Hours

Self-Learning: 45 Hours

TEXT BOOKS:

1. Bowdin, G. A. J., Allen, J., Harris, R., Jago, L., O'Toole, W., & McDonnell, I. (2024). *Events Management* (4th ed.). Routledge. A comprehensive A–Z guide to event planning and management, covering design, logistics, marketing, finance, and risk
2. Johnny Allen, Robert Harris, Leo Jago et al., Festival & Special Event Management (Essentials Edition), 2022, John Wiley & Sons
3. Joe Goldblatt, Special Events: Creating and Sustaining a New World for Celebration, 2020 (8th ed.), John Wiley & Sons

REFERENCE BOOKS:

1. Charles Bladen, James Kennell, Emma Abson & Nick Wilde, Events Management: An Introduction, 2023 (3rd ed.), Routledge
2. Ruth Dowson, Bernadette Albert & Dan Lomax, Event Planning and Management: Principles, Planning and Practice, 2022 (3rd ed.), Kogan Page

WEB LINKS:

https://www.routledge.com/Events-Management/Bowdin-Allen-Harris-Jago-OToole-McDonnell/p/book/9780367491840

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the concepts, scope, types, and significance of event management and the structure of the event management industry.	**K2**
CO2	Apply event planning techniques including venue selection, scheduling, logistics management, and resource allocation for different types of events.	**K3**
CO3	Implement marketing, branding, sponsorship, and public relations strategies for the promotion and successful execution of events.	**K3**
CO4	Analyze financial planning, budgeting, legal issues, safety measures, and risk management practices involved in organizing events.	**K4**
CO5	Design the professional events by integrating event planning, stakeholder coordination, operational execution, and event evaluation.	**K6**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	**3**	**–**	**–**	**–**	**–**	**–**	**-**	**–**
CO2	**3**	**2**	**–**	**–**	**2**	**–**	**-**	**–**
CO3	**-**	**2**	**-**	**2**	**2**	**3**	**-**	**–**
CO4	**3**	**3**	**–**	**3**	**–**	**–**	**-**	**2**
CO5	**3**	**3**	**2**	**–**	**3**	**-**	**-**	**2**
AVG	**3.00**	**2.50**	**2.00**	**2.50**	**2.33**	**3.00**	**-**	**2.00**

26EMBA--	DISASTER MANAGEMENT	L	T	P	SL	C
		3	0	0	3	3

COURSE OBJECTIVES

- To familiarize students with the nature, causes, and consequences of various natural disasters and their impact on society and the environment.
- To enable students to understand different types of man-made disasters and their implications.
- To introduce the concepts of risk, vulnerability, and their significance at different stages of disaster management.
- To develop an understanding of sustainable development practices and their role in effective disaster management.

UNIT I	INTRODUCTION TO DISASTER MANAGEMENT	9 hours

Concept of Disaster – Types of Disasters – Disaster Management Cycle – Phases of Disaster Management – Institutional Framework for Disaster Management – Role of Government and NGOs. Teaching Methodology: Case Study Method – Examine real-life disaster cases to understand disaster management practices and decision-making.

UNIT II	NATURAL DISASTERS	9 hours

Hydrological Disasters: Floods, Droughts, Cloudbursts - Geological Disasters: Earthquakes, Tsunamis, Landslides, Volcanic Eruptions - Wind-related Disasters: Cyclones, Storms, Storm Surges, Tidal Waves, Heat Waves, and Cold Waves - Climate Change: Global Warming, Sea Level Rise, Ozone Depletion. Teaching Methodology: Interactive Lectures-The concepts will be explained through interactive lectures supported by videos, disaster maps, and visual presentations.

UNIT III	MAN-MADE DISASTERS	9 hours

CBRN Disasters: Chemical, Biological, Radiological, and Nuclear disasters- Fire Hazards: Building fire, coal fire, forest fire, and oil fire -Environmental Issues: Air pollution, water pollution, deforestation, industrial waste, desertification, mining and quarrying Environmental Degradation: Soil erosion, groundwater depletion, saltwater intrusion, biodiversity loss, and biological warfare. Teaching Methodology: Group Discussion Activity-Discussion on different types of man-made disasters and their environmental and social impacts.

UNIT IV	FUNDING AND LEGAL FRAMEWORK FOR DISASTER MANAGEMENT	9 hours

Funding for Disaster Management: State Disaster Mitigation Fund, State Disaster Response Fund (SDRF), National Disaster Response Fund (NDRF), Prime Minister National Relief Fund (PMNRF), and Chief Minister Relief Fund -Legal Framework: Important statutes and provisions related to disaster management. Teaching Methodology: Policy Review Activity: Review and discussion of government funding mechanisms and legal provisions related to disaster management.

UNIT V	SUSTAINABLE DEVELOPMENT AND DISASTER MANAGEMENT	9 hours

Sustainable Development Goals (SDGs) – Climate Change and Disasters – Disaster Resilience – Disaster Recovery and Rehabilitation – Role of Technology in Disaster Management. Teaching Methodology: Brainstorming is used to generate ideas on sustainable strategies, resilience building, and the role of technology in disaster management.

Total: 45 Hours

Self-Learning: 45 Hours

TEXT BOOKS:

1. Saima Akbar, Suraj Kumar Singh & Shruti Kanga, Disaster Management: Preparedness and Mitigation, 2024, ISTE / Wiley
2. Nihal Anwar Siddiqui et al. (Eds.), Advances in Disaster Management, Volume 2, 2025, Springer

REFERENCE BOOKS:

1. Rajshree Bedamatta, Kaustubh Dasgupta, Arindam Dey & Sudip Mitra (Eds.), Disaster Management and Risk Reduction: Multidisciplinary Perspectives and Approaches in the Indian Context, 2024, Springer Nature Singapore
2. Hemanta Hazarika et al. (Eds.), Natural Geo-Disasters and Resiliency, 2024, Springer

WEB LINKS:

1. https://ndma.gov.in – National Disaster Management Authority (NDMA
2. https://nidm.gov.in – National Institute of Disaster Management (NIDM)
3. https://www.unisdr.org – United Nations Office for Disaster Risk Reduction (UNDRR)
4. https://sdgs.un.org – United Nations Sustainable Development Goals (SDGs)

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the fundamental concepts of disasters, types of disasters, and the disaster management cycle.	**K2**
CO2	Understand the nature, causes, and consequences of various natural and man- made disasters.	**K2**
CO3	Apply knowledge of disaster management phases, risk, and vulnerability concepts to real-life disaster situations.	**K3**
CO4	Analyze the impact of disasters on society and the environment, including evaluation of institutional frameworks and disaster response mechanisms.	**K4**
CO5	Evaluate funding mechanisms, legal frameworks, and policies related to disaster management at national and state levels.	**K5**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	–	–	–	**2**	–	–	–	–
CO2	–	**2**	–	**3**	–	–	–	–
CO3	**2**	**3**	–	**2**	–	–	–	–
CO4	**2**	**3**	–	**3**	–	–	–	–
CO5	**2**	**3**	–	**3**	–	–	–	–
AVG	**2.00**	**2.75**	**-**	**2.60**	–	–	–	–

26EMBA--	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	SL	C
		3	0	0	3	3

COURSE OBJECTIVES

- To develop a comprehensive understanding of entrepreneurship, entrepreneurial mindset, and opportunity identification using design thinking, along with analyzing market trends, customer needs, and validating problem-solution fit.
- To equip students with practical skills in feasibility analysis, business plan development, and venture creation, including financial planning, marketing strategies, prototyping, funding options, and building investor-ready business pitches.

UNIT I	ENVIRONMENT AND ENTREPRENEURIAL DEVELOPMENT	9 hours

Meaning and concept, attributes and mindset of entrepreneurial and intrapreneurial leadership - Entrepreneur and Entrepreneurship, Entrepreneurial culture – Types of Entrepreneurships, Entrepreneurial traits - Woman Entrepreneur - Entrepreneurial environment in India- Entrepreneurial Development Programmes (EDPs) Role – Women Entrepreneur.

UNIT II	IDEATION THROUGH DESIGN THINKING	9 hours

Understanding and analyzing the macro-Problem and Industry perspective, technological, socio economic and urbanization trends and their implication on new opportunities - Identifying passion, identifying and defining problem using Design thinking principles - Analyzing problem and validating with the potential customer. Iterating problem-customer fit - Understanding customer segmentation, creating and validating customer personas - Competition and Industry trends mapping and assessing initial opportunity.

UNIT III	FEASIBILITY STUDY	9 hours

Understanding Customer and crafting innovative solution design to map to customer's needs and create a strong value proposition - Developing Problem-solution fit in an iterative manner - Understanding prototyping and MVP. Developing a feasibility prototype with differentiating value, features and benefits - Initial testing for proof- of concept and iterate on the prototype - Assess relative market position via competition analysis, sizing the market and assess scope and potential scale of the opportunity.

UNIT IV	DEVELOPMENT OF BUSINESS PLAN	9 hours

Introduction to Business model and types, Lean approach, 9 block lean canvas model, riskiest assumptions to Business models. Importance of Build - Measure – Lean approach. Business planning: components of Business plan- Sales plan, People plan and financial plan. Financial Planning: Types of costs, preparing a financial plan for profitability using financial template, understanding basics of Unit economics and analyzing financial performance. Introduction to Marketing and Sales, Selecting the Right Channel, creating digital presence, building customer acquisition strategy.

UNIT V	VENTURE DEVELOPMENT	9 hours

Understand and identify potential and aspiration for scale venture idea. Of Persuasive Storytelling and its key components. Build an Investor ready pitch deck. Choosing a form of business organization specific to venture, identifying sources of funds: Debt & Equity, Map the Start-up Lifecycle to Funding Options.

Total: 45 Hours

Self-Learning: 45 Hours

TEXT BOOKS:

- Namita Thapar (2022) The Dolphin and the Shark: Stories on Entrepreneurship, Penguin Books Limited
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha (2024). Entrepreneurship, McGrawHill, 11th Edition.

REFERENCE BOOKS:

- Entrepreneurship and New Venture Management, Van Aardt, Bezuidenhout, oxford press 7th edition.
- Entrepreneurship Development, New Age International Private Limited Kumar S Anil, Poornima S C, Abraham M K, Jayashree K, 2023.

WEB LINKS:

- **http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/**
- **https://openpress.usask.ca/entrepreneurshipandinnovationtoolkit/chapter/chapter 1- introduction- to-entrepreneurship/**
- https://articles.bplans.com/10-great-websites-for-entrepreneurs/
- https://www.entrepreneur.com/article/272185

NPTEL LINK:

https://onlinecourses.nptel.ac.in/noc25_de20/preview

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the key attributes and mindsets of entrepreneurial and intrapreneurial leadership by analyzing role models and their contribution to economic development.	**K 2**
CO2	Apply design thinking principles to identify a real-world problem, define customer segments, and validate needs through primary research.	**K 3**
CO3	Analyze the components of a business model using the Lean Canvas framework to identify riskiest assumptions and validate value propositions.	**K 4**
CO4	Analyze the financial and operational dimensions of a startup by examining business models, sales strategies, cost structures, and unit economics to assess performance and profitability.	**K 4**
CO5	Design a marketing, sales, and funding strategy for a startup, and create an investor-ready pitch deck using persuasive storytelling techniques.	**K 6**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	–	3	2	-	3	-	–
CO2	2	3	–	–	–	3	-	3
CO3	3	3	–	–	–	3	-	2
CO4	3	3	–	2	–	3	-	2
CO5	3	2	3	-	3	3	-	–
AVG	2.75	2.75	3.00	2.00	3.00	3.00	-	2.33

26EMBA--	CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY	L	T	P	SL	C
		3	0	0	3	3

COURSE OBJECTIVES

- To Outline the concept of Corporate Social Responsibility and Sustainability
- To Examine the provisions of International Guidelines on CSR and CSR Mandate in India
- To explain the Stakeholder approach towards CSR and role of NGOs, Foundations and Government in CSR

UNIT I	INTRODUCTION	9 hours

Introduction– Meaning & Definitions of CSR- History & evolution of CSR. The principles of CSR- The prominence of CSR- Changing emphasis in companies – Environmental issues and their effects & implications. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR through triple bottom line and Sustainable Business; relation between CSR and corporate governance; environmental aspect of CSR - Chronological evolution of CSR in India – Drivers of CSR- Carroll's model - CSR Initiatives in India.

UNIT II	INTERNATIONAL FRAMEWORK FOR CSR	9 hours

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri- partite declaration of principles on multinational enterprises and social policy. CSR in developing nations.

UNIT III	CSR LEGISLATIONS IN INDIA	9 hours

CSR-Legislation in India. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

UNIT IV	GLOBALISATION, SUSTAINABILITY AND CSR	9 hours

How globalization affects CSR – Globalization, Corporate Failures & CSR. Globalization a threat or opportunity for CSR- Defining sustainability- Introduction to sustainability- Humanity & the Environment –The IPAT equation- Human Consumption Patterns and the Rebound effect – Challenges of Sustainability -The Brundtland Report – Redefining sustainability – Distributable Sustainability-

UNIT V	STAKEHOLDERS OF CSR	9 hours

Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit &Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self- Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations- Case Studies on CSR

Total: 45 Hours

Self-Learning: 45 Hours

TEXT BOOKS:

1. David Crowther & Güler Aras, Corporate Social Responsibility: Principles, Stakeholders and Sustainability, 2021 (Revised ed., Latest), Bookboon / Ventus Publishing
2. Jens-Hinrich Binder, Klaus J. Hopt & Thilo Kuntz, Corporate Purpose, CSR and ESG,

2024, Oxford University Press

REFERENCE BOOKS:

1. J.P. Sharma, Corporate Governance, Business Ethics and CSR, 2022 (3rd ed.), Ane Books Pvt. Ltd.
2. Rohit Manglik, Corporate Social Responsibility, 2023, EduGorilla Publication
3. Samuel O. Idowu, René Schmidpeter et al., Corporate Social Responsibility in a Dynamic Global Environment, 2023, Springer

WEB LINKS:

- https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf
- https://www.ukessays.com/lectures/business/business-management/csr

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the concepts, evolution, principles, and models of CSR, including its relationship with corporate governance and environmental responsibility.	**K2**
CO2	Apply the international CSR frameworks such as UN Global Compact, SDGs, OECD guidelines, and ILO principles in the context of global business practices.	**K3**
CO3	Apply the provisions of CSR under the Companies Act 2013, including Section 135, Schedule VII activities, and implementation processes.	**K3**
CO4	Analyze the impact of globalization on CSR and evaluate sustainability concepts, challenges, and models in a business context.	**K4**
CO5	Evaluate the roles and responsibilities of various CSR stakeholders, including government, NGOs, and corporate foundations, and assess CSR practices through case studies.	**K5**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	**2**	**–**	**–**	**3**	**–**	**–**	**–**	**–**
CO2	**–**	**–**	**–**	**3**	**–**	**–**	**–**	**–**
CO3	**3**	**2**	**–**	**3**	**–**	**–**	**–**	**–**
CO4	**2**	**3**	**–**	**3**	**–**	**–**	**2**	**3**
CO5	**-**	**-**	**2**	**3**	**2**	**–**	**2**	**3**
AVG	**2.33**	**2.50**	**2.00**	**3.00**	**2.00**	**-**	**2.00**	**3.00**

26EMBA--	INDIAN ETHOS AND BUSINESS ETHICS	L	T	P	SL	C
		3	0	0	3	3

COURSE OBJECTIVES

- This course is designed to provide a deep understanding of Indian ethos, ethical practices, and value- based decision-making in Business.
- It emphasizes the integration of traditional Indian wisdom with contemporary management practices.

UNIT I	FOUNDATIONS OF INDIAN ETHOS IN MANAGEMENT	9 hours

Concepts of Indian ethos and cultural intelligence Indian philosophy and ethical principles in leadership- Work ethos and ethics for professional managers- Indian values and value systems, Dharma, Karma, Nishkama Karma- Wisdom for modern managers from scriptures (Gita, Upanishads).

UNIT II	INDIAN LEARNING SYSTEMS AND HOLISTIC GROWTH	9 hours

Gurukul system and its relevance today- · Law of Humility, Law of Growth, Law of Responsibility- Ancient learning methods and their modern parallels-Spiritual quotient in leadership development- · Personality development through Indian ethos

UNIT III	BUSINESS ETHICS IN CONTEMPORARY ORGANIZATIONS	9 hours

Definition, scope, and need for Business ethics- · Ethical codes of conduct and governance- Ethical decision-making models and frameworks- Organizational values and trust-building- Ethics in leadership and strategic decisions.

UNIT IV	INDIVIDUAL ETHICS AND MORAL DEVELOPMENT	9 hours

Personal values and ethical behavior at work- Integrity, honesty, empathy, and loyalty Conflict between personal and professional ethics-Emotional intelligence and ethical maturity- · Building personal ethical frameworks- "Corporate Social Responsibility (CSR and Sustainability)- Concept and scope of CSR in India-Corporate accountability and stakeholder perspectives- Ethical CSR practices in Indian corporates- Sustainable development and ESG goals-Triple bottom line and ethical supply chain management"

UNIT V	CYBER ETHICS, IPR, AND GLOBAL ETHICAL CHALLENGES	9 hours

Ethics in technology and the digital age- Cyber law and ethical issues in e-commerce Intellectual property rights and ethical considerations-Ethical concerns in AI, automation, and surveillance- Cross-cultural Business ethics and globalization

Total: 45 Hours

Self-Learning: 45 Hours

TEXT BOOKS:

1. Fernando, C. (2019). *Business ethics: An Indian perspective* (3rd ed.). Pearson Education.
2. R. Nandagopal & A. Sankar, Indian Ethos and Values in Management, 2021 (Revised ed., Latest), McGraw Hill Education India

REFERENCE BOOKS:

1. Jaya Ganesan et al., Business Ethics and Corporate Governance, 2024, Kaav Publications.
2. Hartman, L. P., DesJardins, J., et al. (2023). Business ethics: Decision making for personal integrity and social responsibility (6th ed.). McGraw Hill.

WEB LINKS:

1. https://plato.stanford.edu/entries/ethics-business
2. https://unglobalcompact.org

NPTEL LINK:

1. https://onlinecourses.nptel.ac.in/noc22_mg54/

COURSE OUTCOMES

After completion of the course, the student will be able to

COURSE OUTCOMES	DESCRIPTION	KNOWLEDGE LEVEL
CO1	Understand the concepts of Indian ethos, ethical principles, business ethics, in global business.	**K 2**
CO2	Interpret the Indian philosophy, learning systems, ethical codes of conduct, personal values of business ethics.	**K 2**
CO3	Apply Indian ethos and wisdom, ethical decision-making frameworks, in organizational, digital, and global contexts.	**K 3**
CO4	Analyze ethical issues, individual moral development, CSR and sustainability practices, for socially responsible business operations.	**K 4**
CO5	Evaluate traditional Indian wisdom, ethical decision-making models, to promote responsible and culturally conscious leadership.	**K 5**

COURSE ARTICULATION MATRIX

CO / PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	–	–	3	–	–	2	2
CO2	-	2	3	3	–	–	-	–
CO3	3	-	-	3	2	–	-	–
CO4	2	3	-	3	–	–	2	3
CO5	2	3	-	3	2	–	-	2
AVG	**2.20**	**2.67**	**3.00**	**3.00**	**2.00**	**-**	**2.00**	**2.33**