PROGRAM CURRICULUM

of

Master of Business Administration

(MBA)

(Specialization/s – Major and Minor)

(Program Code: SBS-PG-001)

[Applicable w.e.f. Academic Year 2025-26]

JIGYASA UNIVERSITY

Formerly Himgiri Zee University, Dehradun

(Estd. Under Uttaranchal State Act. No. 17, 2003. Approved by UGC Under Sec. 2(f))

Post Office Selaqui, Chakrata Road, Dehradun, Uttarakhand, 248011

Vision of University

We provide the environment to ignite, nurture, and unleash your potential and talent

Mission Statement

1. Progressive educational proficiencies that stimulate holistic development.
2. Enhancing experiential learning through endorsing an inclusive mindset.
3. Advancing research, nurturing innovations, and catalyzing entrepreneurship.
4. Cultivation of leadership qualities with a strong sense of values and ethics.

Vision of the School of Business Studies (SBS)

"Empowering Future Leaders"

Our School of Business Management envisions a dynamic learning environment that fosters innovation, ethical leadership, and global perspectives. We are committed to cultivating a community of forward-thinking professionals who excel in critical thinking, collaboration, and adaptability. Through cutting-edge education, industry engagement, and a relentless pursuit of excellence, we aspire to shape individuals who not only thrive in the ever-evolving business landscape but also contribute positively to society, driving economic growth and sustainable success.

Mission Statements of the School of Business Studies (SBS)

M1. Fostering Excellence: To provide a world-class education that equips students with the knowledge, skills, and mindset needed to excel in the dynamic field of business management.

M2. Cultivating Innovation: To empower students to embrace change, leverage emerging technologies, and contribute meaningfully to the business world by providing a vibrant and industry-collaborative learning environment.

M3. Building a Community of Leaders: To build a diverse and inclusive community of future leaders who are not only well-versed in business management but also committed to making a positive impact on society.

About the Program

A. Introduction:

The National Education Policy (NEP) 2020, introduced by the Ministry of Education, envisions a transformative restructuring of India's higher education system to meet the developmental aspirations of the nation. At the postgraduate level, the Policy emphasizes multidisciplinary education, research orientation, innovation, ethical leadership, and global competitiveness. The reforms are aligned with the regulatory frameworks of the University Grants Commission (UGC) and the All-India Council for Technical Education (AICTE), ensuring quality, accountability, flexibility, and outcome-based education in professional programmes such as MBA.

The MBA programme at the School of Business Studies, Jigyasa University, is structured in accordance with NEP 2020, UGC guidelines, and AICTE model curriculum norms. It follows the principles of the Higher Education Qualifications Framework (NHEQF), positioning the postgraduate degree at NHEQF Level 6.5/7, which emphasizes advanced theoretical knowledge, analytical capability, research competence, strategic thinking, and professional application skills. The curriculum is designed to ensure that learners demonstrate higher-order cognitive abilities, critical evaluation, problem-solving aptitude, and decision-making competencies consistent with postgraduate descriptors under NHEQF.

The programme adopts a Choice Based Credit System (CBCS) framework with academic flexibility, interdisciplinary electives, specialization tracks, research components, internships, field projects, and experiential learning modules. In line with AICTE's outcome-based education (OBE) model, the curriculum integrates Commerce, Management, Law, Economics, Data Analytics, Digital Business, Entrepreneurship, Sustainability, and emerging technologies such as Artificial Intelligence and Business Intelligence. This multidisciplinary structure supports holistic professional development and encourages lifelong learning pathways.

The MBA programme is also designed around clearly articulated Graduate Attributes (GA), which reflect the competencies expected from postgraduate management graduates. These include:

- Advanced domain knowledge and managerial expertise

- Critical and analytical thinking

- Research and innovation capability

- Digital and data literacy

- Ethical reasoning and social responsibility

- Leadership, teamwork, and communication skills

- Global and cross-cultural competence

- Entrepreneurial mindset and strategic decision-making

To ensure constructive alignment and measurable learning outcomes, the programme incorporates a comprehensive Mapping Matrix Framework linking:

- GA (Graduate Attributes)

- PEOs (Programme Educational Objectives)

- POs (Programme Outcomes)

- COs (Course Outcomes)

The GA–PEO–PO–CO mapping matrix ensures vertical and horizontal alignment between institutional vision, programme objectives, learning outcomes, curriculum design, teaching-learning strategies, and assessment mechanisms. This systematic outcome mapping strengthens academic rigor, accountability, and continuous quality improvement in compliance with AICTE and UGC accreditation standards.

Furthermore, the programme fosters industry-academia integration through live projects, internships, research dissertations, case-based pedagogy, simulation exercises, and corporate interactions. The emphasis is on developing managerial professionals who are not only technically competent but also ethically grounded, socially responsible, and globally adaptable.

In conclusion, the MBA programme at the School of Business Studies, Jigyasa University, is strategically aligned with NEP 2020, UGC and AICTE regulations, and the NHEQF framework. By embedding Graduate Attributes and implementing a robust GA–PEO–PO–CO mapping matrix, the programme ensures academic excellence, industry relevance, and outcome-driven learning. This transformation reflects a progressive shift toward a dynamic, inclusive, research-

oriented, and future-ready postgraduate education system capable of preparing management professionals to address the complex challenges of the 21st-century global economy

B. Credit Framework of 2 Year Master's Degree in Business Management

CURRICULUM & CREDIT STRUCTURE OF MBA (Dual): Two-Year (4-Semester) CBCS Programme W.E.F 2025-26									
		CORE COURSES	Discipline Specific Elective Major, Minor (*3)		AEC (2 Credits)	SEC (*2)	VAC/IKS	IIC (e.g., STR, MSR - 4 Credits) & CAP (Dissertation - 12 Credits)	
		MCC (*3)	DSE (Major)	DSE (Minor)	AEC (2 Credits)	SEC (*2)	VAC/IKS (*2)		Total Credits
I	NO OF COURSE	4	1	1	1	1			8
I	CREDIT	12	3	3	2	2			22
II	NO OF COURSE	3	1	1	1	1	1	1	9
II	CREDIT	9	3	3	2	2	2	4	25
III	NO OF COURSE	2	1	1	1	1		1	7
III	CREDIT	6	3	3	2	2		4	20
IV	NO OF COURSE		2	1				1	4
IV	CREDIT		6	3				12	21
2 YEAR Prog. Total Credits.		9	5	4	3	3	1	3	28
2 YEAR Prog. Total Credits.		27	15	12	6	6	2	20	88

C. National Higher Education Qualifications Framework (NHEQF) levels:

NHEQF Level	NHEQF Level	NHEQF Level	NHEQF Level	NHEQF Level
Level 7	Master's Degree (1-Year after 4-Year UG)	3-Year Bachelor's Degree (Level 5.5) or equivalent	40–44 Credits	Advanced theoretical, analytical, and research-based knowledge with strategic application capability.
Level 8	Master's Degree (2-Year PG Programme)	4-Year Bachelor's Degree (Honours/Research – Level 6)	80–88 Credits (approx.)	Highly specialized knowledge, independent research capability, leadership competence, and innovation orientation.
Level 9	M.Phil. (Discontinued but referenced in framework transition)	4-Year Bachelor's Degree (Honours/Research – Level 6/7)	30–40 Credits (legacy structure)	Advanced research-based qualification (legacy level reference).
Level 10	Doctoral Degree (Ph.D.)	Master's Degree (Level 7/8) or equivalent	As per UGC Ph.D. Regulations	Creation of new knowledge through original research and high-level academic or professional expertise.

D. Academic Bank of Credits (ABC):

In alignment with the National Education Policy (NEP) 2020, the Academic Bank of Credits (ABC) facilitates a flexible curriculum framework and promotes interdisciplinary/multidisciplinary academic mobility among students across various Higher Educational Institutions (HEIs) through an appropriate credit transfer system. Accordingly, the School of Business Studies, under Jigyasa University, Dehradun, has developed a comprehensive four-year undergraduate program.

As a prerequisite, students/learners are required to register on the Academic Bank of Credits (ABC) portal. The credits earned during the study will be digitally stored in the ABC account. Learners must complete their program as per the guidelines of the UGC's ABC policy. Please note that the validity of earned credits is limited to seven years (or as per the latest advisory from the competent authority). Additionally, each credit earned may only be used once and cannot be reused for multiple programs or purposes.

E. Curriculum Framework:

The MBA curriculum framework emphasized the implementation of the National Education Policy 2020 (NEP-2020). The courses are broadly classified as follows: Major Core Courses (MCC), Major Discipline Courses (MDC), Discipline Specific Elective Courses - Major & Minor (DSE), Multidisciplinary Courses (MDC), Skill Enhancement Courses (SEC), Ability Enhancement Courses (AEC), Value-Added Courses (VAC), Capstone Projects (CAP), and Research Projects (REP)

I.   Major Core Courses (MCC):

Major Courses (MCC) encompass a comprehensive range of subjects designed to provide students with a strong foundation in core business and management disciplines. These courses are structured to enhance students' analytical thinking, decision-making capabilities, effective communication, and leadership potential. The curriculum integrates key areas, including organizational behavior, marketing, economics, accounting, operations, and international business, to develop well-rounded management professionals.

The MCC includes courses such as Dynamics of Management & Human Behavior, Financial Accounting, Managerial Economics, and Business Statistics, which offer insights into organizational functions, financial performance analysis, the application of economic theory, and data interpretation for decision-making. Courses like Dynamics of Marketing and Strategic Management emphasize product development, market positioning, promotional strategies, and long-term business planning.

Furthermore, Innovation and Entrepreneurship Development and Project Management for Managers equip learners with essential entrepreneurial and project execution skills, while Legal and Ethical Dimensions of Business instills ethical reasoning and compliance awareness. Advanced courses like International Business Management, Production & Operation Management, and Research Methodology prepare students for global challenges, operational excellence, and academic or industry-led research.

Courses such as Human Resource Management, Consumer Behaviour, and Financial Management provide core managerial insights essential for understanding people, markets, and financial systems in organizations. These courses develop leadership, decision-making, and strategic skills aligned with business realities.

The Principal of Airline Airport Management introduces learners to the dynamic aviation industry, encouraging niche specialization, while Introduction to Logistics & Supply Chain Management equips students with essential operational and logistical expertise crucial in global trade and e-commerce.

Technological and digital fluency is cultivated through Foundations of Business Analytics, Introduction to Financial Technology, and Management Information Systems, enabling students to leverage data, fintech tools, and information systems in business environments. These subjects align with NEP's digital and innovation-driven goals.

Management Accounting supports financial planning, cost analysis, and internal decision-making skills necessary for effective business management.

They allow learners to tailor their educational path, combine theoretical learning with practical exposure, and meet the evolving demands of a global economy. .

II.   Discipline Specific Elective Courses - Major &Minor (DSE)

In line with the National Education Policy (NEP) 2020, the BBA program offers deep specialization options that empower students to align their academic journey with industry demands and personal career goals. These specializations include Human Resource Management, Finance Management, Marketing Management, Financial Technology, Business Analytics, Aviation, and Logistics & Supply Chain Management. Each specialization is designed to provide in-depth knowledge and practical exposure in the respective domain, enabling students to develop domain-specific competencies and job-ready skills. The NEP emphasizes flexibility, multidisciplinary learning, and skill enhancement, and these specialization tracks ensure that students gain both theoretical understanding and applied proficiency. By choosing a focused area, students can tailor their learning pathway to match the evolving needs of the global business environment. These specialization modules are integrated into the later semesters of the BBA program, ensuring a strong foundation in core business principles before advancing into expert-level study.

III.   Skill Enhancement Courses (SEC)

Skill Enhancement Courses (SECs) in the BBA program play a vital role in equipping students with practical and industry-relevant competencies that go beyond the core business curriculum. These courses are carefully designed to develop both technical and analytical abilities, enabling students to navigate today's technology-driven and digital business environment. By focusing on real-world applications, SECs empower students with tools that are expected to build hands-on, job-oriented, and transferable skills. The curriculum includes five impactful courses:
Business Computing with Word and Excel - introduces students to essential business computing skills using MS Word and Excel for documentation, data management, and analytical tasks in professional environments; ***Digital & Social Media Marketing -*** which explores modern online branding and engagement strategies; ***Software Application in Business Accounting -*** aimed at building expertise in digital accounting tools; ***Presentation Design and Delivery -*** This course equips students with the skills to create, structure, and deliver impactful presentations using digital tools for academic and professional settings; and ***Professional Digital Branding -*** which prepares students to manage personal and organizational digital identities effectively.
Each course integrates hands-on practice with theoretical knowledge to prepare students for dynamic roles in the corporate sector. These skill-based offerings significantly contribute to making graduates more adaptable, digitally fluent, and professionally ready for employability and to excel in various industries, particularly in roles where digital literacy and analytical thinking are critical.

IV.   Ability Enhancement Courses (AEC)

Ability Enhancement Courses (AECs) in a BBA program serve as vital tools for refining the communication, leadership, and analytical skills of future business professionals. These courses go beyond traditional academics, focusing on the development of essential life skills that enhance employability and workplace readiness. The curriculum includes four specially curated courses:

Business Communication and Professional Writing: Focus: Business emails, reports, proposals, meeting notes, and workplace correspondence. Equips students with effective written and oral communication skills essential for business settings, including reports, emails, and formal documents.

Verbal Ability and Logical Reasoning: Focus: Vocabulary, comprehension, sentence correction, verbal reasoning, logical patterns, and critical thinking. Builds proficiency in language comprehension, grammar, and logical thinking for managerial decision-making and competitive exams.

Creative and Digital Writing: Focus: Business reports, blogs, social media writing, creative business storytelling, and professional document design. Develops students' ability to create compelling content for digital platforms, marketing, and managerial communication.

Quantitative Aptitude and Analytical Skills: Focus: Arithmetic, data interpretation, problem-solving, numerical aptitude, and analytical decision-making relevant for corporate settings and competitive exams. Strengthens students' mathematical and analytical reasoning capabilities for solving real-world business problems. *Debate, Discourse, and Critical Thinking:*

Focus: Fosters confident public speaking, structured argumentation, and critical thinking to shape persuasive and visionary business leaders.

V. Value-Added Courses (VAC)

Value Added Courses (VACs) in the BBA program are designed to advance the objectives of SDG 4 – Quality Education, by equipping students with competencies that promote sustainability, ethical values, and personal well-being alongside their core business education. These courses support the development of socially responsible graduates who are prepared to contribute meaningfully to a rapidly changing world.

The VACs ensure that students gain awareness of sustainability issues, digital responsibility, mental wellness, and ethical leadership, thereby fostering holistic development. The curriculum includes five 2-credit courses, each aligned with contemporary societal needs:

Environmental Science fosters ecological consciousness and responsible environmental stewardship;

Indian Management Philosophy introduces ethical frameworks and culturally rooted leadership practices; *Artificial Intelligence for Beginners* provides a foundational understanding of AI and its responsible use in business; *Cyber Security Awareness* emphasizes digital safety, online ethics, and prevention of cyber threats; and *Yoga Education for Wellbeing* encourages physical and mental balance to enhance resilience and productivity.

Together, these courses contribute to a sustainable, inclusive, and future-ready education, reinforcing the university's commitment to global developmental goals and holistic student growth.

VI. Capstone Project (CAP):

In alignment with the National Education Policy (NEP) 2020, the Capstone Project (CAP) in the BBA program embodies the principle of experiential learning, aimed at bridging theoretical knowledge with real-world application. Students engage in practical, multidisciplinary projects

such as *Summer Training, Community Engagement & Outreach, Market Survey, Field Study, Entrepreneurship, and Live Project*.

These components are designed to enhance students' analytical thinking, decision-making, and problem-solving abilities, while also deepening their understanding of industry practices, market dynamics, consumer behavior, and operational processes**.** The Community Engagement & Outreach initiative additionally instills a sense of empathy, civic responsibility, and social awareness by involving students in meaningful community-based projects.

The Capstone Project is to be undertaken during the summer vacation following Semester V, and its assessment and evaluation will take place in Semester VI, as per the academic guidelines of the respective School or Department.

VII.   Research Project (REP):

In alignment with the National Education Policy (NEP) 2020, which emphasizes the integration of research and innovation into undergraduate education, the Research Project (REP) is introduced in the 8th semester of the BBA (Hons. with Research) program. This initiative is designed to cultivate a strong research orientation and inquiry-based learning among students, equipping them with analytical thinking, problem-solving skills, and academic writing proficiency. Under this category, students undertake a discipline-specific research investigation culminating in the submission of a comprehensive dissertation. They are also encouraged to develop research papers for potential publication in reputed peer-reviewed journals. In addition, students may participate in academic and research conferences, representing the School and University through paper presentations at national and international forums. This robust research engagement prepares students for higher education pursuits, academic and policy research, innovation-led careers, and lifelong learning, thus fulfilling the NEP's vision of fostering a high research quotient at the undergraduate level.

Program Matrix

Constitution of Courses in the MBA 2-Year Program				
Course Category Name	**Course Category Code**	**Number of Courses**	**Credits**	**Total Course Credits**
Major Core Courses	MCC	9	3	27
Discipline Specific Elective Courses (Major)	DSE	5	3	15
Discipline Specific Elective Courses (Minor)	DSE	4	3	12
Ability Enhancement Courses	AEC	3	2	6
Skills Enhancement Courses	SEC	3	2	6
Value Added Courses	VAC	1	2	2
Capstone Project	IIC	2	4	8
	CAP	3	16	12
TOTAL				**88**

Discipline Specific Elective Courses with Specialization available as follows:

Human Resource Management, Financial Management, Marketing Management, Financial Technology, Business Analytics, Aviation Management, Logistics & Supply Chain Management

F. Graduate Attributes (GA): Postgraduate Program (MBA / PG Programs)

The Graduate Attributes (GAs) underpinning the Postgraduate Management Program (MBA and allied PG specializations) are formulated in accordance with the principles of the **National Education Policy (NEP) 2020**, the guidelines of the **University Grants Commission (UGC)**, the standards prescribed under the **National Higher Education Qualifications Framework (NHEQF – Level 7)**, and outcome-based education parameters of the **National Board of Accreditation (NBA)**.

These attributes define the intellectual depth, professional competence, ethical grounding, research capability, and global orientation expected of postgraduate management graduates across diverse specializations such as Finance, Marketing, Human Resource Management, Operations, Business Analytics, International Business, Entrepreneurship, and allied domains.

The curriculum is therefore structured to cultivate advanced disciplinary knowledge, analytical expertise, research competence, leadership capacity, technological fluency, and socially responsible decision-making in complex and dynamic business environments.

GA1: Advanced Disciplinary Knowledge

Demonstrate in-depth and integrated knowledge of management theories, business functions, and specialized domains, enabling strategic analysis and decision-making in complex organizational contexts.

GA2: Critical Thinking and Analytical **Competence**

Apply advanced quantitative, qualitative, and analytical tools to identify, evaluate, and solve complex business problems under uncertainty.

GA3: Research and Innovation Capability

Design and conduct independent research using appropriate methodologies, data analytics, and evidence-based reasoning to generate actionable insights and contribute to knowledge creation.

GA4: Strategic Leadership and Team Effectiveness

Exhibit leadership qualities, collaborative skills, and the ability to manage cross-functional and multicultural teams in national and global settings.

GA5: Digital, Technological, and Data Proficiency

Utilize contemporary digital tools, business analytics software, financial modeling systems, AI-enabled platforms, and enterprise technologies for informed managerial decision-making.

GA6: Ethical Reasoning and Corporate Governance

Demonstrate ethical judgment, integrity, and commitment to corporate governance, sustainability, and socially responsible business practices aligned with Indian Knowledge Systems and global standards.

GA7: Global Perspective and Cross-Cultural Competence

Analyze and respond to global business dynamics, international markets, cross-cultural diversity, and geopolitical influences affecting organizational strategy.

GA8: Entrepreneurial Mindset and Value Creation

Identify opportunities, assess risks, and apply innovative and entrepreneurial approaches for sustainable enterprise development and economic value creation.

GA9: Professional Communication and Managerial Influence

Communicate complex ideas effectively through structured reports, research publications, presentations, negotiations, and digital platforms.

GA10: Lifelong Learning and Adaptability

Engage in continuous professional development, reflective learning, and adaptive thinking to remain relevant in rapidly evolving business and technological landscapes.

G. Program Educational Objectives (PEOs)

PEO 1: Advanced Managerial Expertise: Graduates will demonstrate advanced knowledge and functional competence in management disciplines and apply strategic thinking to solve complex organizational problems in dynamic business environments.

PEO 2: Strategic Decision-Making & Analytical Competence: Graduates will utilize quantitative techniques, analytics, digital tools, and research-based approaches to support data-driven managerial decision-making.

PEO 3: Leadership & Ethical Governance: Graduates will assume leadership roles in organizations by demonstrating professional ethics, corporate governance awareness, social responsibility, and sustainable business practices rooted in Indian values and global standards.

PEO 4: Innovation & Entrepreneurial Orientation: Graduates will identify emerging business opportunities and create innovative solutions through entrepreneurial thinking, technological adaptation, and value-driven strategies.

PEO 5: Research, Professional Growth & Lifelong Learning: Graduates will engage in continuous learning, research, professional certifications, and higher academic pursuits to adapt to evolving global business and technological landscapes.

H. Program Outcomes (POs)

PO No.	Program Outcome
Program Outcomes (POs): MBA (2-Year Program)	
PO1	**Advanced Business Knowledge**: Apply advanced theoretical and practical knowledge in core management areas, including marketing, finance, HR, economics, strategy, and analytics.
PO2	**Problem Analysis:** Identify, formulate, and analyze complex managerial problems using quantitative and qualitative techniques.
PO3	**Design & Decision Making:** Develop strategic solutions and managerial decisions using analytical tools, data modeling, and evidence-based reasoning.
PO4	**Research & Analytical Skills:** Conduct business research using statistical tools, econometrics, predictive analytics, and dissertation methodologies.
PO5	**Modern Tool Usage:** Use modern IT tools, ERP systems, business intelligence software, AI tools, financial modeling tools, and digital platforms effectively.
PO6	**Ethics, Governance & Sustainability:** Demonstrate ethical reasoning, corporate governance awareness, environmental sustainability, and social responsibility.
PO7	**Leadership & Teamwork:** Lead and manage teams effectively in multicultural and multidisciplinary environments.
PO8	**Communication Competence:** Communicate effectively through written reports, presentations, business communication, and digital platforms.
PO9	**Global & Cross-Cultural Perspective:** Analyze global business environments and demonstrate cross-cultural competence.
PO10	**Entrepreneurship & Innovation:** Develop entrepreneurial thinking, innovation capability, and value-creation models.
PO11	**Industry & Practical Exposure:** Apply theoretical knowledge in internships, live projects, community engagement, and dissertation work.
PO12	**Lifelong Learning:** Demonstrate commitment to continuous learning and adaptability to technological and business changes.

I. Mapping of PEOs & POs, PEO & GA, PO & GA in MBA

A. PEO – PO Mapping Matrix

PEO \ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
PEO1 Advanced Managerial Expertise	3	3	3	2	2	1	2	1	2	1	2	1
PEO2 Strategic Decision-Making & Analytics	2	3	3	3	3	1	1	1	1	1	2	2
PEO3 Leadership & Ethical Governance	1	2	2	1	1	3	3	2	2	1	2	2
PEO4 Innovation & Entrepreneurial Orientation	2	2	3	1	2	1	2	1	2	3	2	2
PEO5 Research, Growth & Lifelong Learning	1	2	2	3	2	1	1	1	1	1	2	3

B. PEO – GA Mapping Matrix

PEO \ GA	GA1	GA2	GA3	GA4	GA5	GA6	GA7	GA8	GA9	GA10
PEO1	3	3	2	2	2	1	2	1	1	1
PEO2	2	3	3	1	3	1	1	1	1	2
PEO3	1	2	1	3	1	3	2	1	2	2
PEO4	2	2	2	2	2	1	2	3	1	2
PEO5	1	2	3	1	2	1	1	1	1	3

C. PO – GA Mapping Matrix

PO \ GA	GA1	GA2	GA3	GA4	GA5	GA6	GA7	GA8	GA9	GA10
PO1	3	2	1	1	1	0	1	1	1	1
PO2	2	3	2	1	1	0	1	1	1	1
PO3	2	3	2	2	2	1	1	2	1	1
PO4	2	3	3	1	2	1	1	1	1	2
PO5	1	2	2	1	3	0	1	1	1	1
PO6	0	1	1	2	0	3	1	1	1	1
PO7	1	1	1	3	1	2	2	1	2	1
PO8	1	1	1	2	1	1	1	1	3	1
PO9	1	1	1	1	1	1	3	1	1	1
PO10	1	2	2	2	1	1	2	3	1	1
PO11	2	2	2	2	2	1	1	2	2	2
PO12	1	1	2	1	1	1	1	1	1	3

*Note: In alignment with Outcome-Based Education (OBE) principles, is presented using a **quantitative scale (1–3)**, where:*

- *1 indicates a low level of contribution*
- *2 indicates a moderate level of contribution*
- *3 indicates a high level of contribution*

*This mapping ensures that each PEO, PO, GA, CO is **progressively achieved through the attainment of relevant** thereby providing a structured and measurable approach to evaluating the effectiveness of the program in delivering its long-term educational goals.*

J. Pedagogy, Andragogy, and Unique Practices Adopted:

Pedagogy refers to the art and science of teaching, especially in academic and conceptual domains. Alongside traditional lecture-based instruction, the institute adopts a dynamic approach that emphasizes experiential learning. This includes case studies, simulations, fieldwork, group discussions, and project-based tasks. Such methods foster deeper understanding, critical thinking, and practical application, aligning with modern educational goals and enhancing the overall learning experience of students.

1. Orientation and Bridge Program:

At the commencement of the BBA program, the school will organize a comprehensive Orientation Program to welcome and guide newly enrolled students. This Orientation aims to familiarize students with academic expectations, institutional values, and support systems. The Bridge Courses in the Orientation Program aims to ensure academic readiness and promote confidence among students, thereby setting a strong base for their academic journey in the BBA program.

Student orientation program is crucial for easing students into university life. It helps familiarize them with the campus environment, faculty, academic policies, and available facilities. The program, typically spanning two weeks, aims to build connections among peers and faculty, creating a sense of belonging. It introduces students to institutional rules, expectations, and resources, ensuring a smooth transition. Orientation also serves as a platform for students to understand their academic journey, clarify doubts, and feel confident and comfortable as they begin their college experience in a supportive and informed setting.

As per the National Education Policy (NEP) 2020, the Orientation Program is structured to provide a holistic foundation for first-year students, ensuring a smooth transition into higher education. The program is designed to build familiarity, academic readiness, and personal growth through the following key components:

- Introduction to College Life: Helping students adjust to the new academic environment.
- Integration with University Culture: Building comfort within the university's social and academic framework.
- Faculty & Peer Interaction: Facilitating connections between students, faculty, and peers.
- Linkages with Society & Environment: Understanding the relationship between education, society, sustainability, and development.
- Philosophy of Education & Pedagogy: Introducing the values, goals, and teaching methods of the Indian education system.
- Academic Foundation: Bridging gaps and strengthening subject knowledge.

- Personality Development: Fostering leadership, communication, and emotional intelligence.
- IT & Computer Literacy: Providing basic digital skills for academic success and future employability.

2. Experiential and Holistic Learning Approach:

To foster experiential learning beyond conventional classroom instruction, the program integrates a range of participatory and applied pedagogies. These are also facilitated through active participation in **School Clubs** such as the

- *VIBGYOR Club*,
- *Young Leader's Club*, **and**
- *MUDRA Club*,

These include:
- *Case-based discussions*
- *Role-plays, Group Assignments, and Presentations*
- *Video-assisted sessions*
- *Field assignments, live industry projects, and industry visits*
- *Expert-led interactive sessions*
- *Co-curricular and student development initiatives*
- *Mentorship programs*
- *Workshops and Seminars*

3. Career Counseling:

Career development is a continuous process that helps students understand themselves, explore various career options, and make informed educational and professional decisions. It goes beyond choosing a major or a job after graduation, focusing on long-term personal growth, skill enhancement, and aligning one's interests and values with suitable career paths for a fulfilling and successful future. Training – Internship – Placement Services (TIPS) Cell of the University provides support to shape the students for a brighter future. The TIPS majorly helps students by:
- *Industry – Academia Interactions*
- *Industrial Visits*
- *Career Counseling*
- *Training, Live Projects, and Internships*
- *Mock Interviews*
- *On / Off-Campus placement drives*

4. Library and E – Learning Access:

Course faculty actively encourage students to make regular use of the University Library and guide them in effectively utilizing its rich collection of physical and digital resources to support academic learning, subject-specific research, and overall knowledge enhancement. Additionally, students have access to a wide range of e-learning resources through their individual logins on the University's ERP system, enabling continuous learning beyond the classroom environment.

5. Massive Open Online Courses:

Integration of MOOCs into the MBA Curriculum – Process Flow

In accordance with the National Education Policy (NEP) 2020 and UGC guidelines, MOOCs (Massive Open Online Courses) may be integrated into the BBA curriculum.

- Before the commencement of each semester, a list of available MOOCs from platforms such as SWAYAM/NPTEL will be prepared by the Program Coordinators in consultation with the Dean of the School / Head of Department (HOD).
- The list will include suitable MOOCs that can replace theory courses in the following categories, except CAP, RES, and Practical Courses:
  - Core Courses (MCC)
  - Discipline-Specific Elective Courses (DSE)
  - Ability Enhancement Courses (AEC)
  - Skill Enhancement Courses (SEC)
  - Value-Added Courses (VAC)
- Students and faculty will collaboratively identify relevant MOOCs from the announced list that align with the learning objectives of the existing curriculum.
- The final selection of MOOCs will be notified officially by the Dean's/HOD's Office prior to the start of the semester.
- The selected MOOC will replace one existing theory course in the category it corresponds to, maintaining curriculum structure and credit equivalence.
- An in-house course faculty/coordinator will be assigned to:
  - Monitor students' progress in the selected MOOCs
  - Track completion timelines and assessments
  - Provide academic support and resolve subject-related queries
  - Coordinate with students on submission schedules and internal records
- Students will enrol in the selected MOOC through the respective platform, and credit transfer will be applicable as per the University norms upon successful completion.

K. Question Paper and Assessment Tools

General Note on Assessment and Evaluation

Our university follows a ***Continuous Evaluation System*** that ensures students are assessed consistently and fairly throughout the semester. This system includes three main components: ***Internal Assessments, Mid-Term Examinations,*** and ***End-Term Examinations.***

- As part of Internal Assessments, faculty members may adopt a variety of tools such as Surprise Quizzes, Assignments (Group or individual assignments, case study presentations and discussions, role plays, group discussions), and other interactive evaluation methods. These are designed to assess not just subject knowledge but also communication, collaboration, and critical thinking skills. The specific tools and weightage for each course will be clearly mentioned in the Course Syllabus and Assessment Scheme, which is shared at the beginning of the semester.

- All assessments across programs are conducted as per the guidelines outlined in the Examination Manual (EM) issued by the Controller of Examinations (CoE). This ensures consistency, fairness, and academic integrity in both theory and practical examinations.

- Course faculty are responsible for preparing question papers for internal, mid-term, and end-term exams in line with the EM. Questions are developed using the Bloom's Taxonomy (BT) framework, which covers a range of learning levels—from basic understanding to advanced application and analysis.

- Each question is aligned with specific Course Outcomes (COs) to ensure that assessments are outcome-based. During evaluation, faculty will mark responses CO-wise, and this will be reflected in the answer sheet's marks column. This approach helps both faculty and students understand which learning outcomes have been achieved and where further improvement is needed.

This structured and student-centric assessment system encourages continuous learning and academic growth, while supporting the goals of Outcome-Based Education (OBE).

S. No.	Course Code	Course Name	Category	Numbers of Hours/Week			Credits (C)
			Core / Elective / Others	L	T	P	
**SEMESTER I**
1	MBAMCC001	Fundamentals of Management and Human Behavior	MCC	3	0	0	3
2	MBAMCC002	Marketing Management	MCC	3	0	0	3

L. Program Structure

					L	T	P	C
3	MBAMCC003	Human Resource Management		MCC	3	0	0	3
4	MBAMCC004	Financial and Management Accounting		MCC	3	0	0	3
5		*Choice-based course -I from the DSE pool (Major)*		DSE	3	0	0	3
6		*Choice-based course -I from the DSE pool (Minor)*		DSE	3	0	0	3
7		*Choice-based course -I from the AEC pool*		AEC	2	0	0	2
8		*Choice-based course -I from the SEC pool*		SEC	2	0	0	2
		Total			**22**	**0**	**0**	**22**
		SEMESTER II						
1	MBAMCC005	Managerial Economics		MCC	3	0	0	3
2	MBAMCC006	Innovation & Entrepreneurship Management		MCC	3	0	0	3
3	MBAMCC007	Legal and Ethical Dimensions of business		MCC	3	0	0	3
4		*Choice-based course-II from the DSE pool (Major)*		DSE	3	0	0	3
5		*Choice-based course-II from the DSE pool (Minor)*		DSE	3	0	0	3
6		*Choice-based course -II from the AEC pool*		AEC	2	0	0	2
7		*Choice-based course-II from the SEC pool*		SEC	2	0	0	2
8		*Choice-based course-I from the VAC pool*		VAC	2	0	0	2
9		*Live Project (Training Report)*		IIC	0	0	0	4
		Total			**21**	**0**	**0**	**25**
		Cumulative Total			**43**	**0**	**0**	**47**
		SEMESTER III						
1	MBAMCC008	Analytical Tools for Managers		MCC	3	0	0	3
2	MBAMCC009	Strategic Management		MCC	3	0	0	3
3		*Choice-based course -III from the DSE pool (Major)*		DSE	3	0	0	3
4		*Choice-based course -III from the DSE pool (Minor)*		DSE	3	0	0	3
5		*Choice-based course-III from the AEC pool*		AEC	2	0	0	2
6		*Choice-based course-III from the SEC pool*		SEC	2	0	0	2
7		*Internship*		IIC	0	0	0	4
		Total			**16**	**0**	**0**	**20**
		Cumulative Total			**59**	**0**	**0**	**67**
		SEMESTER IV						
1		*Choice-based course -IV from the DSE pool (Major)*		DSE	3	0	0	3
2		*Choice-based course -V from the DSE pool (Major)*		DSE	3	0	0	3
3		*Choice-based course-IV from the DSE pool (Minor)*		DSE	3	0	0	3
4		*Dissertation Report*		CAP	0	0	0	12
		Total			9	0	0	21
		Grand Total			**68**	**0**	**0**	**88**

L – Lecture T- Tutorial P- Practical C-Credits
1L = 1Hr. 1T= 1 Hr. 2P=1 Hr. 1C = 1 Hr. of Theory/Tutorial Paper/ week & 2 Hrs. of Practical/ week

Major Core Course (MCC)				
S.No.	Course Name	Category	Code	Semester
1	Fundamentals of Management and Human Behavior	MCC	MBAMCC001	I
2	Marketing Management	MCC	MBAMCC002	I
3	Human Resource Management	MCC	MBAMCC003	I
4	Financial and Management Accounting	MCC	MBAMCC004	I
5	Managerial Economics	MCC	MBAMCC005	II
6	Innovation & Entrepreneurship Management	MCC	MBAMCC006	II
7	Legal and ethical Dimensions 0f business	MCC	MBAMCC007	II

8	Analytical Tools for Managers	MCC	MBAMCC008	III
9	Strategic Management	MCC	MBAMCC009	III

Ability Enhancement Course (AEC)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Business Communication and Professional Writing	AEC	MBAAEC001	
2	Verbal Ability and Logical Reasoning	AEC	MBAAEC002	
3	Creative and Digital Writing	AEC	MBAAEC003	
4	Quantitative Aptitude and Analytical Skills	AEC	MBAAEC004	
5	Any other offered by the school may be included	VAC	MBAVAC006	

Skill Enhancement Courses (SEC)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Business Application with Word and Excel	SEC	MBASEC001	
2	Digital & Social Media Marketing	SEC	MBASEC002	
3	Presentation Design and Delivery	SEC	MBASEC003	
4	Software Application in Business Accounting	SEC	MBASEC004	
5	Professional Digital Branding	SEC	MBASEC005	
6	Any other offered by the school may be included	SEC	MBASEC006	

Value Added Courses (VAC)				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Environmental Science	VAC	MBAVAC001	
2	Indian Management Philosophy	VAC	MBAVAC002	
3	Artificial Intelligence for Beginners	VAC	MBAVAC003	
4	Cyber Security Awareness	VAC	MBAVAC004	
5	Science of Happiness and Well-being	VAC	MBAVAC005	
6	Any other offered by the school may be included	VAC	MBAVAC006	

Discipline Specific Elective (DSE) - Major/ Minor (DUAL)				
Human Resource Management				
S. No.	**Course Name**	**Category**	**Code**	**Semester**
1	Talent Acquisition Management	DSE	MBADSE001	
2	Wage & Salary Administration	DSE	MBADSE002	
3	Leadership & Decision Making	DSE	MBADSE003	
4	Training and Development	DSE	MBADSE004	
5	Human Resource Analytics	DSE	MBADSE005	
6	Change Management	DSE	MBADSE006	

| 7 | Human Resource Audit | DSE | MBADSE007 | |
| 8 | Performance Management | DSE | MBADSE008 | |

FINANCE MANAGEMENT

S.NO.	Course Name	Category	Code	Semester
1	Financial Institution & Markets	DSE	MBADSE009	
2	Working Capital Management	DSE	MBADSE010	
3	Capital Budgeting	DSE	MBADSE011	
4	Behavioural Finance	DSE	MBADSE012	
5	Banking & Insurance	DSE	MBADSE013	
6	Corporate Tax	DSE	MBADSE014	
7	Portfolio Management	DSE	MBADSE015	
8	Corporate Finance	DSE	MBADSE016	

MARKETING MANAGEMENT

S.NO.	Course Name	Category	Code	Semester
1	Marketing of Services	DSE	MBADSE017	
2	Retail Management	DSE	MBADSE018	
3	Consumer Behaviour	DSE	MBADSE019	
4	Integrated Marketing Communication	DSE	MBADSE020	
5	Marketing Analytics	DSE	MBADSE021	
6	Sales & Distribution Management	DSE	MBADSE022	
7	Advertising & Brand Architecture	DSE	MBADSE023	
8	Customer Relationship Management	DSE	MBADSE024	

AVIATION MANAGEMENT

S.NO.	Course Name	Category	Code	Semester
1	Principles of Airline & Airport Management	DSE	MBADSE025	
2	Civil Aviation Laws & Regulations	DSE	MBADSE026	
3	Airline & Airport Operations	DSE	MBADSE027	
4	Airline & Airport Marketing	DSE	MBADSE028	
5	Aviation Finance & Insurance	DSE	MBADSE029	
6	Air Cargo Management	DSE	MBADSE030	
7	Air Traffic Control	DSE	MBADSE031	
8	Airline Route & Strategic Planning	DSE	MBADSE032	
9	Resource Planning & Logistics in Aviation	DSE	MBADSE033	
10	Airline Economics	DSE	MBADSE034	

HEALTH CARE & HOSPITAL MANAGEMENT

S.NO.	Course Name	Category	Code	Semester
1	Hospital Services and Management	DSE	MBADSE035	
2	Hospital Hazards and Waste Management	DSE	MBADSE036	
3	Hospital Organization, Planning, and Operation	DSE	MBADSE037	
4	Hospital and Medical Record Management	DSE	MBADSE038	
5	Total Quality Management at Hospital	DSE	MBADSE039	
6	Hospital Infection Control and Patient Care	DSE	MBADSE040	
7	Disaster Preparedness and Hospital Management	DSE	MBADSE041	
8	Medical Therapeutics	DSE	MBADSE042	
9	Epidemiology and Public Health Administration	DSE	MBADSE043	
10	Environmental Safety and Health	DSE	MBADSE044	

LOGISTICS & SUPPLY CHAIN MANAGEMENT

S.NO.	Course Name	Category	Code	Semester
1	Introduction to Logistics & Supply Chain Management	DSE	MBADSE045	
2	Logistics & Transportation Planning	DSE	MBADSE046	
3	Warehouse Management	DSE	MBADSE047	
4	Principles of ERP	DSE	MBADSE048	
5	Forecasting & Inventory Management	DSE	MBADSE049	
6	Applied Logistics and Supply Chain Management: Real-World Practices and Strategies	DSE	MBADSE050	
7	Leadership and Professional Development in LSCM	DSE	MBADSE051	
8	Global Supply Chain Management	DSE	MBADSE052	
9	Commercial Geography	DSE	MBADSE053	
10	E-Commerce: Business & Operations	DSE	MBADSE054	

FINANCIAL TECHNOLOGY

S.NO.	Course Name	Category	Code	Semester
1	Introduction to FinTech (Financial Technology)	DSE	MBADSE055	
2	Block Chain and Applications	DSE	MBADSE056	
3	Global Financial Markets and Products	DSE	MBADSE057	
4	Financial Risk Analytics	DSE	MBADSE058	
5	Technology Disruptions in FinTech	DSE	MBADSE059	
6	Entrepreneurship in FinTech	DSE	MBADSE060	
7	Machine Learning in Fintech and Payments	DSE	MBADSE061	
8	Insurtech (Insurance Technology)	DSE	MBADSE062	
9	Digital Banking and Beyond	DSE	MBADSE063	
10	Algorithmic and High Frequency Trading	DSE	MBADSE064	

Business Analytics

S.NO.	Course Name	Category	Code	Semester
1	Advanced Excel for Dashboarding, Forecasting & Budgeting	DSE	MBADSE065	
2	Basic Econometrics	DSE	MBADSE066	
3	Structured Query Language – SQL	DSE	MBADSE067	
4	HR Analytics	DSE	MBADSE068	
5	Marketing Analytics	DSE	MBADSE069	
6	Statistics using R	DSE	MBADSE070	
7	Statistics using Python	DSE	MBADSE071	
8	Business Intelligence Tools - Power BI & Tableau	DSE	MBADSE072	
9	Time Series Analysis and Forecasting	DSE	MBADSE073	
10	Predictive Analytics	DSE	MBADSE074	

Capstone Project (CAP)

S. No.	Course Name	Category	Code	Semester
1	Internship Report	CAP	MBACAP001	
2	Community Engagement & Outreach	CAP	MBACAP002	
3	Market Survey Report	CAP	MBACAP003	
5	Field Study Report	CAP	MBACAP004	
6	Entrepreneurship Report	CAP	MBACAP005	
7	Live Project Report	CAP	MBACAP006	

Major Core Course (MCC)

Program	Master of Business Administration	Semester				
Course Name	**Fundamentals of Management and Human Behavior**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBAMCC001**	**3**	**0**	**0**	**3**	**MCC**

Course Objectives:

This course ensures that the students understand how:

1	Managers manage business organizations in the dynamic global environment

2	Organizations develop and maintain a competitive advantage
3	Business decisions are made using various tools and techniques to remain competitive
4	Managers use problem-solving strategies and critical thinking skills in real-life situations
5	Different areas of the business (i.e., Manufacturing/Service, Marketing, Finance, and Human Resource Management) support the vision and mission of an organization

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAMCC001CO1	Understand the evolution of management and its principles and relate its development with concurrent business practices.	L2
MBAMCC001CO2	Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment	L3
MBAMCC001CO3	Interpret and apply vocabulary within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences	L3
MBAMCC001CO4	Identify the areas to control and apply the appropriate controlling methods/Techniques	L3
MBAMCC001CO5	Analyze the influence of historical forces on the current practice of management	L4

Syllabus:

Unit-1	Management and its Functions

- Introduction: Principles of Management and Functions.
- Nature, Scope, Significance, and Process of management. Role of managers
- Planning: Meaning, Importance, Process, and types
- Organizing: Meaning, Importance, Process, Formal vs. Informal organizations, Staffing - Recruitment and Selection, Line and staff functions
- Leading: Meaning, Importance, Process - Delegation, Authority, and Responsibility
- Controlling: Meaning, Importance, and types
- Decision Making: Process and types

Unit-2	Introduction to Organizational Behavior

- Definition, Nature, and Scope of Organizational Behavior
- Disciplines contributing to OB
- Challenges to OB
- Attitude, Job Satisfaction, Emotions and Moods

Unit-3	Personality and Perception

- Personality and Perception: Types and Factors influencing personality
- Theories: Big Five and MBTI
- Perception: Perceptual process, Factors influencing perceptual selectivity

Unit-4	Leadership and Motivation

- Leadership and its theories: Leadership styles, Leadership traits, and behavioral theories.
- The managerial grid/ leadership grid.
- Hersey-Blanchard situational leadership theory.
- Leader-member exchange theory.
- Leaders vs. managers: difference and transition.
- Motivation: Types, Theories: Maslow, Equity, Theory X and Theory Y & Herzberg.

• Stress: Meaning and Types of stress.	
Unit-5	**Group Behavior and Dynamics**
• Group behavior: Introduction, importance, and types of groups.	
• Formation of groups and stages of group development.	
• Group dynamics, and Group decision-making techniques.	

Suggestive Readings:

Text Books:

1. Stephen P. Robbins & Mary Coulter, "Management", 15e, Pearson Education, Harlow, 2021
2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behaviour", 18e, Pearson Education, India, 2019, Publisher, City, Year

Reference Books:

1. SS Khanka, "Organizational Behaviour", S Chand Publishing, India, 2006
2. Vijay Kumar Kaul, "Business Organization and Management: Text and Cases", Pearson/Dorling Kindersley, 2011

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMCC001CO1	3	1	1	0	0	1	1	0	1	0	0	1
MBAMCC001CO2	3	2	1	0	1	1	1	0	1	0	1	1
MBAMCC001CO3	2	1	3	0	0	1	1	1	1	0	0	1

MBAMCC001CO4	3	2	1	1	1	1	1	0	0	0	1	1
MBAMCC001CO5	3	2	1	1	0	1	1	0	1	0	0	1

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Master of Business Administration	Semester				
Course Name	Marketing Management	L	T	P	C	Course Type
Course Code	MBAMCC002	3	0	0	3	MCC

Course Objectives:

This course ensures that the students understand how:

1	Comprehend essential marketing principles and their applications in diverse business contexts.

2	Analyze the influence of digital transformation on contemporary marketing strategies.
3	Utilize modern marketing tools and innovative techniques in practical scenarios.
4	Enhance strategic decision-making skills within the scope of marketing management.
5	Integrate theoretical knowledge with practical applications to address marketing challenges.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAMCC002CO1	Explain the principles and practices of digital marketing.	L2
MBAMCC002CO2	Discuss ethical considerations and challenges in modern marketing.	L2
MBAMCC002CO3	Implement digital marketing tools to create effective marketing campaigns.	L3
MBAMCC002CO4	Apply marketing theories to real-world case studies and business scenarios.	L3
MBAMCC002CO5	Differentiate and analyze the effectiveness of traditional versus digital marketing strategies.	L4

Syllabus:

Unit-1	Introduction to Marketing

Fundamental Marketing Concepts: Definitions, importance, and historical development.
Marketing Environment: Micro and macro environmental factors.
Consumer Behavior: Factors influencing consumer decisions, buying process.

Unit-2	Core Marketing Strategies

Marketing Mix (4 Ps): Product, Price, Place, Promotion.
Market Segmentation, Targeting, and Positioning (STP): Strategies and methods.
New Product Development and Product Life Cycle
Brand Management: Building and maintaining brand equity, brand positioning.

Unit-3	Digital Marketing

Overview of Digital Marketing: SEO, SEM, social media marketing, email marketing.
Content Marketing: Strategies for creating and distributing valuable content.
Data Analytics: Role of data in shaping marketing strategies, key metrics and tools.

Unit-4	New Age Marketing Tools and Techniques

Artificial Intelligence in Marketing: Personalization, automation, chatbots.
Virtual and Augmented Reality: Applications in enhancing customer experience.
Influencer Marketing: Leveraging social media influencers, case studies.

Unit-5	Strategic Marketing Management and Emerging Trends

Marketing Strategy and Planning: Frameworks, models, and processes.
Decision Making in Marketing: Analytical tools, decision-making frameworks.
Ethical Marketing: Social responsibility, ethical issues, and regulatory considerations.
Omnichannel Marketing: Integrating online and offline channels for a seamless experience.
Sustainable Marketing: Green marketing, sustainability in business practices.
Future Trends in Marketing: Predicting and adapting to future marketing trends.

Suggestive Readings:

Text Books:

1. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, "Marketing 5.0: Technology for Humanity", Wiley India Pvt. Ltd.
2. Dave Chaffey, Fiona Ellis-Chadwick, "Digital Marketing: Strategy, Implementation, and Practice", Pearson Education India.

Reference Books:

1. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, "Marketing 4.0: Moving from Traditional to Digital", Wiley India Pvt. Ltd.
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, "Marketing Management: A South Asian Perspective", Pearson Education India.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMCC002CO1	3	1	1	0	2	1	0	1	1	1	0	1
MBAMCC002CO2	1	1	1	0	0	3	1	1	1	0	0	1
MBAMCC002CO3	2	2	3	1	3	1	1	2	1	2	2	1
MBAMCC002CO4	3	3	2	1	1	1	1	1	1	1	2	1
MBAMCC002CO5	2	3	2	1	1	1	0	1	2	1	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Master of Business Administration	Semester				
Course Name	Human Resource Management	L	T	P	C	Course Type
Course Code	**MBAMCC003**	**3**	**0**	**0**	**3**	MCC

Course Objectives:

This course ensures that the students understand how:

1	Analyze the strategic role of HRM in organizations and evaluate its impact on organizational performance

2	Evaluate the current trends in HRM and their implications for managing human resources effectively in a dynamic business environment
3	Apply HRM principles and practices in the areas of recruitment, selection, and talent acquisition to attract and retain high-quality employees
4	Assess the importance of employee development, engagement, and performance management in enhancing individual and organizational effectiveness
5	Examine the processes and strategies involved in employee development, engagement, and performance management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAMDC003CO1	Remembering: Define and recall key marketing concepts and terminologies.	L1
MBAMDC003CO2	Remembering: Identify the stages in the consumer decision-making process.	L1
MBAMDC003CO3	Understanding: Explain the process of market segmentation and targeting.	L2
MBAMDC003CO4	Understanding: Discuss the ethical issues and challenges in marketing.	L2
MBAMDC003CO5	Applying: Use the marketing mix elements to design a basic marketing strategy.	L3

Syllabus:

Unit-1	**FOUNDATIONS OF HRM**

Introduction to HRM, Strategic role of HR in Business, Alignment of Human Resources practices and organizational goals, classify different functions/domains in HR, Different roles in respective HR Domain, HR Practices, Hierarchy levels and Structure, Human Resource Planning, Policies, and Practices, create an organizational structure for your own company and decide hierarchy levels and allocate resources with reasons for selecting

Unit-2	**RECRUITMENT AND SELECTION**

Job Analysis, Job descriptions, Job specifications, and their difference, Techniques for attracting candidate pool: Online /Offline methods, Selection process: Employee Testing, Talent Acquisition and its process, Identifying various job portals, Sourcing right CV in Talent Acquisition, Interview Techniques in HRM, Interview Feedback and Emails, Components of an Offer Letter

Unit-3	**EMPLOYEE DEVELOPMENT AND ENGAGEMENT**

Drivers of Engagement, Engagement Models Engagement Initiatives, Employee Recognition Programs, Introduction to Learning and Development Importance and Process in Learning and Development in Global Perspective.

Unit-4	**PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT**

Performance Management Process, Goal Setting, Performance Evaluation and Feedback, Performance rewards, appraisal, appraisal methods, and biases in performance management, Objectives of Talent Management, Characteristics of High Potentials, Identification and Management of High Potential Employees, Succession Planning.

Unit-5	**HR OPERATIONS AND COMPENSATION AND BENEFITS**

HR Ops: Documents and Letters, HRMS, Managing Employee Database, Job orientation or Onboarding process, Importance of Onboarding, Induction vs. boarding, Benchmarking, Components of Pay Structure: Point factor method, Market Analysis, Compensation: Payroll and Incentives, Payroll: Managing Payroll, Payroll Compliance, Total Rewards for Work, Employee Benefits and Importance of

Wellness, New Age Benefits, Employee Relations: Grievance Handling, Conflict Management, and Collective Bargaining, The intent of Exit: Retention or Notice Period and Negotiation, F&F and Experience Letter, Placement Practice Module.

Suggestive Readings:
Text Book
- Dipak Kumar Bhattacharya, Human Resource Planning, Excel Books.
- R. S. Dwivedi, Manpower Management, McGrawHill.

Reference Books:
- VSP Rao, "Human Resource Management", (2010), Excel Books, 3rd Edition Reference Books.
- K Aswathappa, "Human Resource and Personnel Management" (2017) Tata McGraw Hill, 8th Edition

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMDC003CO1	3	0	0	0	0	0	0	1	0	0	0	1
MBAMDC003CO2	2	1	0	0	0	0	0	0	1	0	0	1
MBAMDC003CO3	3	2	1	0	0	0	0	1	2	1	0	1
MBAMDC003CO4	1	1	0	0	0	3	0	1	1	0	0	1
MBAMDC003CO5	3	3	3	1	1	1	1	2	2	3	1	1

Program	Master of Business Administration		Semester			
Course Name	Introduction to Financial and Management Accounting	L	T	P	C	Course Type
Course Code	MBAMCC004	3	0	0	3	MCC

Course Objectives:
This course ensures that the students understand how:

1	To provide knowledge of fundamental accounting concepts and principles used in business organizations.

2	To develop ability to prepare and interpret financial statements.
3	To introduce tools of management accounting for planning and control.
4	To enhance decision-making skills using accounting information.
5	To build analytical skills for evaluating business performance.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAMCC004CO1	Explain accounting concepts, principles and standards used in financial reporting.	L2
MBAMCC004CO2	Prepare financial statements and analyze business performance.	L3
MBAMCC004CO3	Apply management accounting tools for planning and cost control.	L3
MBAMCC004CO4	Analyze financial information to support managerial decisions.	L4
MBAMCC004CO5	Evaluate organizational performance using accounting techniques.	L5

Syllabus:

Unit-1	Fundamentals of Accounting
Nature and scope of accounting; objectives and functions of accounting; financial accounting vs. management accounting; users of accounting information; accounting principles, concepts and conventions; accounting standards; role of accounting in business decision making.	

Unit-2	Financial Accounting System
Accounting equation; double entry system; journal, ledger and trial balance; subsidiary books; rectification of errors; preparation of final accounts of sole proprietorship concern; depreciation—methods and accounting treatment.	

Unit-3	Financial Statement Analysis
Meaning and objectives of financial analysis; tools and techniques—ratio analysis, trend analysis, common size statements, cash flow analysis; interpretation of financial statements; limitations of financial analysis.	

Unit-4	Management Accounting Concepts and Tools
Nature, scope and importance of management accounting; distinction between financial and management accounting; cost concepts and classification; budgeting and budgetary control; break-even analysis; marginal costing; standard costing and variance analysis.	
Unit-5	Decision Making and Performance Measurement
Short-term decision making—make or buy, shutdown, pricing decisions; responsibility accounting; performance measurement techniques; ROI, residual income; balanced scorecard; role of management accounting in strategic planning.	

Suggestive Readings:

TEXT BOOKS

1. Maheshwari & Maheshwari – Financial Accounting
2. R.N. Anthony & Vijay Govindarajan – Management Accounting

REFERENCE BOOKS

1. Charles T. Horngren – Cost Accounting: A Managerial Emphasis
2. I.M. Pandey – Management Accounting

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMCC004CO1	3	1	1	0	2	1	0	1	1	1	0	1
MBAMCC004CO2	1	1	1	0	0	3	1	1	1	0	0	1
MBAMCC004CO3	2	2	3	1	3	1	1	2	1	2	2	1
MBAMCC004CO4	3	3	2	1	1	1	1	1	1	1	2	1
MBAMCC004CO5	2	3	2	1	1	1	0	1	2	1	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Master of Business Administration	Semester				
Course Name	Managerial Economics	L	T	P	C	Course Type
Course Code	MBAMCC005	3	0	0	3	MCC

Course Objectives:
This course ensures that the students understand how:

1	Understand the **nature, scope, and relevance of managerial economics** in business decision-making.
2	Analyze **demand and supply behaviour** and apply forecasting techniques for managerial planning.
3	Develop knowledge of **cost and production theories** to optimize resource utilization.

4	Understand **pricing strategies under different market structures**.
5	Evaluate **profit concepts and macro-economic factors** affecting business performance.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAMCC005CO1	Explain the concepts, scope, and application of managerial economics in firm-level decision making.	L2
MBAMCC005CO2	Analyze demand, supply, and elasticity concepts to assess market behavior and forecast demand.	L4
MBAMCC005CO3	Apply cost and production theories to determine optimum output and cost efficiency.	L3
MBAMCC005CO4	Analyze pricing decisions under different market structures and pricing practices.	L4
MBAMCC005CO5	Evaluate profit measurement concepts and economic fluctuations to support managerial decisions.	L5

Syllabus:

Unit-1	INTRODUCTION
Definition, Nature and Scope of Business Economics, Role of business economics in decision Making, Application of Economic theory to a Firm's Level Business Problems.	
Unit-2	DEMAND ANALYSIS AND FORECASTING
Meaning of Demand, Determinants of Demand, Assumptions of Law of Demand, Exceptions to the Law of Demand, Reasons for Change in Demand, Elasticity of Demand, Demand Forecasting, Law of Supply, Elasticity of Supply.	
Unit-3	COST AND PRODUCTION ANALYSIS
Different Concepts of Costs used internationally, Production Function, Cost-Output Relationship, Law of Variable Proportion and Determining the Level of Production Cost. Law of Increasing Returns, Law of Decreasing Returns.	
Unit-4	PRICING UNDER DIFFERENT MARKET CONDITIONS
Nature of markets, Pricing under Perfect, Monopoly and Monopolistic Market Conditions. Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.	
Unit-5	PROFIT MEASUREMENT
Economic vs. Accounting Profit, Concept of True Profit, Factors in Profit Measurement. Business Cycle: Causes and Effects of Inflation and recession, Measures of Economic Stabilization.	

Suggestive Readings:

Text Books:

1. GS Gupta, Managerial Economics, 2nd Edition, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2011

2. Dominique Salvatore, Managerial Economics in a Global Ecomomy,4th ed., Cengage Learning,2006

Reference Books:

1. DN Dwivedi, Managerial Economics, 4thed., Vikas Publishing House, New Delhi, 2006

2. Kouts Yiannis A., Modern Micro Economics, MacMillan,2000

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5

Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMCC005CO1	3	1	1	0	0	0	0	0	0	0	0	1
MBAMCC005CO2	3	3	2	1	1	0	0	0	1	0	0	1
MBAMCC005CO3	3	3	3	1	1	0	0	0	0	1	0	1
MBAMCC005CO4	3	3	3	1	1	1	0	0	1	2	0	1
MBAMCC005CO5	3	3	2	2	1	1	0	0	2	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	**Master of Business Administration**	Semester				II	
Course Name	**Innovation & Entrepreneurship Management**	L	T	P	C	Course Type	
Course Code	MBAMCC006	3	0	0	3	MCC	

Course objective:

This course ensures that the students:

1	Build conceptual clarity of innovation, entrepreneurship, and venture creation processes in competitive markets.
2	Train students in opportunity discovery, design thinking, and lean validation to reduce start-up failure risk.
3	Develop skills to design business models, innovation strategies, and go-to-market plans for new products/services.
4	Enable understanding of IPR, funding, incubation, and regulatory essentials for starting and

	scaling ventures.
5	Expose learners to modern trends like AI-driven innovation, digital platforms, social/sustainable entrepreneurship, and corporate venturing.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
MBAMCC006CO1	Explain concepts of innovation and entrepreneurship and their importance in business.	L2
MBAMCC006CO2	Analyze opportunities and develop innovative business ideas.	L4
MBAMCC006CO3	Design business models and new venture plans.	L6
MBAMCC006CO4	Evaluate entrepreneurial strategies and innovation management practices.	L5
MBAMCC006CO5	Apply entrepreneurial tools for start-up development and growth.	L3

Syllabus:

Unit-1	**Introduction to Innovation**	**Contact Hours: 9**
Concept & Scope of Innovation, Types & Forms of Innovation, Theories & Models of Innovation, Innovation Culture & Organizational Climate, Innovation Strategy		

Unit-2	**Managing Innovation & Design Thinking**	**Contact Hours: 9**
Innovation Process & Management, Design Thinking for Innovation, Creativity & Ideation Techniques, Digital & Technological Innovation (Recent Trends), Sustainable & Social Innovation		

Unit-3	**Foundations of Entrepreneurship**	**Contact Hours: 9**
Entrepreneurship: Concept & Evolution, Entrepreneurial Mindset & Competencies, Entrepreneurial Ecosystem, Opportunity Identification & Feasibility		

Unit-4	**Venture Creation & Business Development**	**Contact Hours: 9**
Lean Startup & Business Model Design, Business Planning & Venture Launch, Intellectual Property & Innovation Protection, Financing New Venture		

Unit-5	**Government Policy & Institutional Support for Entrepreneurship**	**Contact Hours: 9**
Role of Government in Entrepreneurship Development, Entrepreneurship Development Policies in India, Government Schemes & Startup Initiatives, Institutional & Financial Support, Inclusive & Sustainable Entrepreneurship		

Suggestive Readings:

Text Books:

- Peter F. Drucker, Innovation and Entrepreneurship, Harper Business, 2015.
- Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd, Entrepreneurship, McGraw-Hill Education, 2023.

References:

- Tidd, Bessant & Pavitt, Managing Innovation, Wiley, 2021.
- Vijay Sathe, Corporate Entrepreneurship, Cambridge University Press, 2019.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels

Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMCC006CO1	3	0	0	0	0	0	0	1	0	2	0	1
MBAMCC006CO2	2	3	2	1	1	0	1	1	1	3	1	1
MBAMCC006CO3	3	2	3	1	1	1	1	2	1	3	2	1
MBAMCC006CO4	2	3	2	2	1	1	1	1	1	2	1	1
MBAMCC006CO5	3	3	3	1	2	1	2	2	1	3	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				II
Course Name	Legal and Ethical Dimensions of Business	L	T	P	C	Course Type
Course Code	MBAMCC007	3	0	0	3	MCC

Course Objectives:

This course ensures that the students understand how:

1	Understand the basic concepts, nature, and importance of business law and business ethics.
2	Familiarize themselves with the legal framework governing business operations in India.
3	Analyze ethical issues and dilemmas faced by businesses in contemporary environments.
4	Examine the role of corporate governance, CSR, and stakeholder responsibility.
5	Apply legal and ethical principles for responsible and sustainable business practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level

MBAMCC007CO1	Explain fundamental concepts of business law, ethics, and their relevance to business decisions.	L2
MBAMCC007CO2	Apply legal provisions and ethical principles to practical business situations.	L3
MBAMCC007CO3	Analyze legal and ethical issues affecting organizations and stakeholders.	L4
MBAMCC007CO4	Evaluate corporate governance practices, CSR initiatives, and ethical compliance mechanisms.	L5
MBAMCC007CO5	Develop ethical decision-making frameworks for responsible and sustainable business conduct.	L6

Syllabus:

Unit-1	Conceptual Framework
Meaning and nature of Business Law, Scope and importance of business law in modern organizations, Sources of Business Law in India, Meaning and concept of Business Ethics, Ethical theories and principles, Relationship between law, ethics, and business, Ethical challenges in business environment	
Unit-2	Legal Environment of Business
Indian Contract Act, 1872 – Essentials of a valid contract, Types of contracts and discharge of contract, Sale of Goods Act – key provisions, Consumer Protection Act – rights and remedies, Intellectual Property Rights (IPR): Patents, Trademarks, Copyrights, Legal compliance and business responsibility.	
Unit-3	Ethical Decision-Making and Corporate Governance
Ethical decision-making models, corporate governance: meaning, principles, and importance, Board of Directors and ethical leadership, Role of SEBI and corporate governance codes, corporate frauds and ethical failures (case illustrations)	
Unit-4	Corporate Social Responsibility and Sustainability
Concept and evolution of CSR, CSR provisions under Companies Act, 2013, Stakeholder theory and ethical responsibility, Environmental ethics and sustainable development, Business ethics in globalization and digital economy.	
Unit-5	Contemporary Issues and Ethical Challenges
Ethical issues in marketing, finance, HR, and operations, Whistleblowing and ethical compliance mechanisms, Ethics in e-commerce and digital business, social media ethics and data privacy, Future trends in business law and ethics	

Suggestive Readings:

Text Books:
1. Kapoor, N. D. – *Elements of Mercantile Law*, Sultan Chand & Sons.
2. Velasquez, M. G. – *Business Ethics: Concepts and Cases*, Pearson Education.
3. Badi & Badi – *Business Ethics*, Vrinda Publications

Reference Books:
1. Clarkson, M. – *Business Ethics and Stakeholder Management*, Cengage Learning.
2. Crane, A. & Matten, D. – *Business Ethics*, Oxford University Press.
3. Government of India – *Companies Act, 2013* and allied rules.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMCC007CO1	3	1	1	0	0	2	0	1	0	0	0	1
MBAMCC007CO2	2	3	2	0	0	3	1	1	1	0	1	1
MBAMCC007CO3	2	3	2	1	0	3	1	1	1	0	1	1
MBAMCC007CO4	2	2	2	1	0	3	2	1	2	1	1	1
MBAMCC007CO5	2	3	3	1	0	3	2	2	1	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	**Master of Business Administration**				Semester		II
Course Name	**Analytical Tools for Managers**	L	T	P	C		Course Type
Course Code	MBAMCC008	3	0	0	3		MCC

Course Objectives:

This course ensures that the students understand how:

1	Understand the basics of research methodologies.
2	Identify and formulate research problems effectively.
3	Learn various scaling and sampling techniques.
4	Develop skills for data collection and processing
5	Analyze data and report research findings accurately

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAMCC008CO1	Explain fundamental concepts of business law, ethics, and their relevance to business decisions.	L2
MBAMCC008CO2	Apply legal provisions and ethical principles to practical business	L3

	situations.	
MBAMCC008CO3	Analyze legal and ethical issues affecting organizations and stakeholders.	L4
MBAMCC008CO4	Evaluate corporate governance practices, CSR initiatives, and ethical compliance mechanisms.	L5
MBAMCC008CO5	Develop ethical decision-making frameworks for responsible and sustainable business conduct.	L6

Syllabus:

Unit-1	**INTRODUCTION**
Meaning-objectives–Types of research (Descriptive, Analytical, Applied, Fundamental, Quantitative, Qualitative, Conceptual and Empirical research) - research approaches (Quantitative and Qualitative Approaches) - Objective of Research, Application of Research, Role of research, significance of research, research process, criteria of good research.	
Unit-2	**RESEARCH PROBLEM AND RESEARCH DESIGN**
Meaning - selecting and formulating of the problem- quality of good research problem, formulation of hypothesis (concept only). Developing the research plan Research Design: Various Method of Research Design, Important Experimental Research Designs.	
Unit-3	**SCALING AND SAMPLING**
Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data. Basic Methods of Collecting Data, their relative Advantages & Disadvantages, Questionnaire Design and issues, Precautions in Preparation of Questionnaire.	
Unit-4	**DATA COLLECTION AND PROCESSING**
Measurement and Scaling: Types of Scales, Sampling: Concept and Objective, Various Techniques of Sampling and their advantages & disadvantages, Problem Associated with Sampling, Determining Sample Size.	
Unit-5	**DATA ANALYSIS AND REPORTING THE RESULTS**
Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance. Report Preparation: Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report.	

Suggestive Readings:

Text Books:

Cooper Donald & Schindler Pamela, 'Business Research Methods' TMGH, 9th edition.
Kothari C.R., 'Research Methodology ´New Age International Publishers, 5e, 2023
Kumar Ranjit, 'Research Methodology' SAGE Publications Pvt. Ltd, 4e, 2023
References:
Shukla S.M. and Sahai S.P., 'Principles of Statistics', Sahitya Bhawan Publications
Bryman Alan & Bell Emma, 'Business Research Methods' Oxford University Press
Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5

Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMCC008CO1	3	1	0	0	0	3	0	1	1	0	0	1
MBAMCC008CO2	2	3	2	0	0	3	1	1	1	1	1	1
MBAMCC008CO3	2	3	2	1	0	3	1	1	1	0	1	1
MBAMCC008CO4	2	2	2	1	0	3	2	1	2	1	1	1
MBAMCC008CO5	2	3	3	1	0	3	2	1	2	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	**Master of Business Administration**		Semester			II	
Course Name	**Strategic Management**	L	T	P	C	Course Type
Course Code	MBAMCC009	3	0	0	3	MCC

Course Objectives:

This course ensures that the students understand how:

1	Understand the core concepts and frameworks of strategic management.
2	Analyze internal and external environments for strategic decision-making.
3	Develop the ability to formulate and implement effective business strategies
4	Evaluate organizational performance and control strategies using key metrics.
5	Understand the impact of globalization and emerging trends on strategic management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAMCC009CO1	Explain the concepts, evolution, and process of strategic management and its role in achieving competitive advantage.	L2
MBAMCC009CO2	Analyze the external and internal business environment using strategic tools to formulate effective strategies.	L4
MBAMCC009CO3	Apply strategy implementation techniques by aligning organizational structure, resources, leadership, and culture.	L3

MBAMCC009CO4	Analyze strategic evaluation and control mechanisms to assess organizational performance and manage risks.	L4
MBAMCC009CO5	Evaluate global strategies and emerging trends such as digital transformation, AI, and sustainability in strategic decision-making.	L5

Syllabus:

Unit-1	**Introduction to Strategic Management**
	• Definition, Scope, and Importance of Strategic Management • Evolution of Strategic Management • Strategic Management Process: Vision, Mission, and Objectives • Types of Strategies: Corporate, Business, and Functional • Role of Strategy in Competitive Advantage
Unit-2	**Environmental Analysis and Strategic Formulation**
	• External Environmental Analysis: PESTLE, Porter's Five Forces • Internal Environmental Analysis: Resource-Based View (RBV), VRIO Framework • SWOT Analysis • Strategy Formulation at Corporate, Business, and Functional Levels • Competitive Strategies: Cost Leadership, Differentiation, and Focus
Unit-3	**Strategy Implementation**
	• Organizational Structure and Design for Strategy Implementation • Aligning Organizational Resources with Strategy • Leadership and Strategy Implementation • Corporate Culture and Strategic Change Management • Managing Resistance to Change
Unit-4	**Strategic Evaluation and Control**
	• Strategic Control Systems: Types and Processes • Balanced Scorecard and Strategic Performance Management • Measuring Strategic Performance: Financial and Non-Financial Metrics • Strategic Audits and Feedback Mechanisms • Risk Management and Contingency Planning
Unit-5	**Global Strategies and Emerging Trends**
	• Globalization and International Strategy • Strategic Alliances, Mergers, and Acquisitions • Strategies for Emerging Markets Innovation and Strategic Entrepreneurship • Emerging Trends in Strategic Management: Digital Transformation, AI, Sustainability

Suggestive Readings:

Text Books:
- Azhar Kazmi, Adela Kazmi, "Strategic Management", McGrawHill
- Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, "Strategic Management: Competitiveness and Globalization: Concepts and Cases", Cengage

References:
- Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford, Purva Kansal, " Strategic Management and Business Policy", Pearson Education.
- Jay B. Barney, William Hesterly, Arunaditya Sahay, Srinivasan Iyenger, "Strategic Management and Competitive Advantage: Concepts and Cases", Pearson Education

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAMCC009CO1	3	1	1	0	0	1	0	1	1	1	0	1
MBAMCC009CO2	3	3	2	1	1	1	1	1	2	2	1	1
MBAMCC009CO3	3	2	3	1	1	1	3	2	1	2	2	1
MBAMCC009CO4	2	3	2	2	1	1	1	1	1	1	2	1
MBAMCC009CO5	2	2	3	2	2	3	1	1	3	3	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	**Business Communication and Professional Writing**	L	T	P	C	Course Type
Course Code	**MBAAEC001**	2	0	0	2	AEC

Course Objectives:

This course ensures that the students understand how to:

1	Understand the fundamentals, process, and importance of business communication.
2	Develop clarity, accuracy, and professionalism in written communication.
3	Acquire skills to prepare effective business documents, reports, and proposals.
4	Enhance oral, interpersonal, and presentation skills for professional success.
5	Adapt to digital, social media, and contemporary workplace communication practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	Level
MBAAEC001CO1	Identify and analyze barriers to communication and apply strategies to overcome them.	L2
MBAAEC001CO2	Draft clear, concise, and professional business documents and emails.	L3
MBAAEC001CO3	Design effective business correspondence such as letters, memos, notices, and circulars.	L3

MBAAEC001CO4	Prepare structured professional reports, proposals, and academic writing projects.	L4
MBAAEC001CO5	Present ideas confidently using oral, visual, and digital communication tools in professional contexts.	L4

Syllabus:

Unit -1	**Fundamentals of Business Communication**	Contact Hours: 06

- Meaning, nature, scope, and importance of business communication
- Objectives and functions of communication in business
- Communication process and basic communication models
- Types of communication: verbal, non-verbal, written, formal, and informal
- Barriers to effective communication and techniques to overcome them
- Principles of effective communication – **7 Cs**
- Short activities: communication caselets and role plays

Unit -2	**Professional Writing & Email Skills**	Contact Hours: 06

- Fundamentals of business writing: clarity, tone, conciseness, and correctness
- Sentence construction and paragraph development
- Email writing: format, subject lines, CC/BCC usage, and email etiquette
- Drafting professional emails: requests, complaints, confirmations, reminders, and follow-ups
- Introduction to business letters and memos with guided practice
- Basics of résumé writing and cover letters
- Editing and rewriting exercises

Unit -3	**Business Reports and Proposal Writing**	Contact Hours: 06

- Meaning and importance of business reports
- Types of reports: informational and analytical
- Structure of a business report: title page, executive summary, body, and conclusion
- Use of tables, charts, and visuals in reports
- Basics of proposal writing: short internal and external proposals
- Editing, proofreading, and formatting for professional presentation
- Mini report/proposal preparation exercise

Unit -4	**Oral & Interpersonal Communication**	Contact Hours: 06

- Basics of public speaking and presentation skills
- Preparing and delivering presentations using PPT and visual aids
- Group discussions: purpose, structure, and participation skills
- Business meetings: agenda preparation and minutes writing
- Interview skills: preparation, answering techniques, and body language
- Listening skills, feedback, and handling interpersonal conflicts
- Mock presentations and GD practice

Unit -5	**Digital & Contemporary Business Communication**	Contact Hours: 06

- Email vs messaging tools (Teams, WhatsApp etiquette).
- Social media for business (LinkedIn, blogs, professional branding).
- Virtual communication: video calls, webinars, online meetings.
- Professional etiquette & netiquette (dos & don'ts).
- Brief overview of emerging trends (AI, chatbots, podcasts).

Text Book

1.   Bovee, C. L., & Thill, J. V. (2021). Business Communication Today (15th ed.). Pearson.
2.   Lesikar, R. V., Flatley, M. E., Rentz, K., & Lentz, P. (2017). Business Communication: Making Connections in a Digital World (12th ed.). McGraw Hill.
3.   Murphy, H. A., Hildebrandt, H. W., & Thomas, J. P. (2017). Effective Business Communications (9th ed.). McGraw Hill Education.
4.   Meenakshi Raman, & Prakash Singh. (2016). Business Communication (3rd ed.). Oxford University Press.
5.   Courtland L. Bovee, John V. Thill, & Barbara E. Schatzman. (2020). Business Communication Essentials (8th ed.). Pearson.

Reference Books:

1.   Sharma, R. C., & Mohan, K. (2016). Business Correspondence and Report Writing (4th ed.). Tata McGraw Hill.
2.   Guffey, M. E., & Loewy, D. (2022). Essentials of Business Communication (12th ed.). Cengage Learning.
3.   Chaney, L. H., & Martin, J. S. (2013). Intercultural Business Communication (6th ed.). Pearson.
4.   Krizan, A. C., Merrier, P., Logan, J., & Williams, K. (2017). Business Communication (11th ed.). Cengage Learning.
5.   Shirley Taylor. (2015). Model Business Letters, Emails and Other Business Documents (7th ed.). Pearson.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive	☑	3hr	50			Traditional	Levels 1 to

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAAEC001CO1	1	2	1	0	0	1	2	3	1	0	0	1
MBAAEC001CO2	1	1	1	0	1	1	0	3	0	0	1	1
MBAAEC001CO3	1	1	1	0	1	1	0	3	0	0	1	1

MBAAEC001CO4	2	2	2	2	1	1	1	3	1	1	2	1
MBAAEC001CO5	1	2	2	0	2	1	2	3	1	1	2	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Verbal Ability & Logical Reasoning	L	T	P	C	Course Type
Course Code	MBAAEC002	2	0	0	2	AEC

Course Objectives:

This course ensures that the students understand how to:

1	To enhance linguistic proficiency by focusing on advanced vocabulary, nuanced grammar, and the mechanics of professional writing.
2	To develop structured writing skills suitable for both corporate documentation (emails/reports) and academic excellence (abstracts/essays).
3	To cultivate critical thinking by teaching students how to identify argument structures, evaluate evidence, and recognize logical fallacies.
4	To build analytical problem-solving abilities through the mastery of logical deductions, puzzles, and data sufficiency techniques.
5	To bridge the gap between theory and practice by applying verbal and logical skills to real-world business cases and group discussions.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	Level
MBAAEC002CO1	Demonstrate the use of advanced vocabulary and error-free grammar to produce clear, concise, and tone-appropriate business and academic documents.	L2
MBAAEC002CO2	Apply inferential and analytical reading strategies to extract key information and synthesize meaning from dense professional or academic passages.	L3

MBAAEC002CO3	Deconstruct verbal arguments to identify underlying assumptions, strengthen or weaken claims, and derive valid inferences.	L3
MBAAEC002CO4	Utilize systematic techniques (like syllogisms, coding, and sequence reasoning) to solve complex analytical problems common in management entrance exams.	L4
MBAAEC002CO5	Exhibit leadership and logical clarity in group discussions and case-based decision-making exercises by organizing content effectively and responding to feedback.	L4

Syllabus:

Unit-1	**Foundations of Verbal Ability**	Contact Hours: 06
● Role of verbal skills in professional and managerial contexts ● Vocabulary building: advanced words, idioms, phrasal verbs ● Grammar revision: sentence structure, tenses, voice, modifiers ● Common grammatical errors in professional writing ● Reading comprehension strategies (analytical and inferential)		
Unit-2	**Business & Academic Writing Skills**	Contact Hours: 06

	• Principles of effective writing: clarity, coherence, and conciseness	
	• Paragraph development and logical flow of ideas	
	• Business writing: emails, reports, proposals, and executive summaries	
	• Academic writing: summaries, abstracts, and short analytical essays	
	• Editing, proofreading, and tone management	
Unit-3	**Critical Reasoning & Verbal Logic**	Contact Hours: 06
	• Introduction to logical reasoning and argument structure	
	• Assumptions, conclusions, and inferences	
	• Strengthening and weakening arguments	
	• Cause–effect reasoning	
	• Statement–argument and statement–assumption questions	
Unit-4	**Analytical & Logical Reasoning Techniques**	Contact Hours: 06
	• Syllogisms and logical deductions	
	• Blood relations and direction sense (advanced level)	
	• Coding–decoding and sequence reasoning	
	• Data sufficiency and analytical puzzles	
Unit-5	**Digital & Contemporary Business Communication**	Contact Hours: 06
	• Case-based reasoning and decision-making	
	• Verbal reasoning in business case analysis	
	• Essay writing on current business and social issues	
	• Group discussions: content organization and logical presentation	
	• Mock tests, presentations, and feedback sessions	

Text Book

1.   Arun Sharma & Meenakshi Upadhyay – How to Prepare for Verbal Ability and Reading Comprehension for CAT (McGraw Hill).

2.   R.S. Aggarwal – A Modern Approach to Verbal & Non-Verbal Reasoning (S. Chand Publishing).

3.   M.K. Pandey – Analytical Reasoning (Magna Publishing).

Reference Books:

1.   Wren & Martin (Revised by N.D.V. Prasada Rao) – High School English Grammar and Composition (S. Chand).

2.   Peeyush Bhardwaj – Analytical and Logical Reasoning for CAT & Other Management Entrance Tests (Arihant Publications).

3.   Mary Ellen Guffey & Dana Loewy – Business Communication: Process & Product (Cengage Learning).

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive	☑	3hr	50			Traditional	Levels 1 to

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAAEC002CO1	1	1	3	0	1	1	1	3	1	0	0	2
MBAAEC002CO2	1	3	2	2	0	1	1	2	1	0	0	2
MBAAEC002CO3	1	3	2	2	0	2	1	2	1	1	0	2
MBAAEC002CO4	1	3	1	2	1	0	0	1	0	0	0	2
MBAAEC002CO5	1	2	3	1	1	2	3	3	2	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Master of Business Administration	Semester				
Course Name	Creative and Digital Writing	L	T	P	C	Course Type
Course Code	MBAAEC003	2	0	0	2	AEC

Course Objectives:

This course ensures that the students understand how:

1	Develop creative and effective writing skills for managerial and business contexts.
2	Understand the principles of professional, persuasive, and digital communication.
3	Apply writing techniques for business documents, branding, and content creation.
4	Use digital platforms and tools for managerial communication and storytelling.
5	Analyze and improve written communication for organizational effectiveness and decision-making.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAAEC003CO1	Explain concepts, forms, and importance of creative and digital writing in management.	L2
MBAAEC003CO2	Apply creative writing techniques for business and professional communication.	L3
MBAAEC003CO3	Apply digital writing skills for online platforms and managerial content creation.	L3
MBAAEC003CO4	Apply persuasive and storytelling techniques in branding and organizational communication.	L3
MBAAEC003CO5	Analyze written content for clarity, impact, and managerial effectiveness.	L4

Syllabus:

Unit-1	Introduction to Creative Writing for Management

Meaning and scope of creative writing; Importance of writing skills in management; Difference between academic, professional, and creative writing; Elements of good writing – clarity, tone, style, and structure; Language skills for managers; Barriers to effective written communication.

Unit-2	Professional and Business Writing

Business letters, emails, and memos; Report writing – structure and style; Writing executive summaries; Proposal and notice writing; Resume and cover letter writing; Writing for internal and external organizational communication.

Unit-3	Digital Writing and Online Content Creation

Introduction to digital writing; Writing for websites and blogs; Social media writing for managers (LinkedIn, Instagram, X); SEO basics and keyword writing; Content writing for corporate communication; Email marketing and newsletter writing.

Unit-4	Creative Storytelling, Branding, and Persuasive Writing

Storytelling in business and management; Brand storytelling and narrative building; Persuasive writing techniques; Copywriting for advertisements and promotions; Writing case studies and success stories; Ethical issues in persuasive communication.

Unit-5	Editing, Presentation, and Evaluation of Written Content

Editing and proofreading techniques; Style guides and plagiarism awareness; Visual presentation of written content; Use of AI and digital tools in writing; Evaluating written communication effectiveness; Future trends in creative and digital writing for managers.

Suggestive Readings:

Text Books:

Heller, Robert – *Effective Business Communication*, DK Publishing

Bovee, Courtland L. & Thill, John V. – *Business Communication Today*, Pearson Education

Reference Books:

Bly, Robert W. – *The Copywriter's Handbook*, McGraw-Hill

Zinsser, William – *On Writing Well*, HarperCollins

Scott, David Meerman – *The New Rules of Marketing and PR*, Wiley

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAAEC003CO1	2	0	0	0	1	1	0	3	1	1	0	1
MBAAEC003CO2	2	1	2	0	1	1	1	3	1	2	1	1
MBAAEC003CO3	2	1	2	0	3	1	1	3	2	2	1	1
MBAAEC003CO4	2	2	3	0	1	1	2	3	2	3	1	1
MBAAEC003CO5	2	3	2	1	1	1	1	3	1	2	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Quantitative Aptitude and Analytical Skills	L	T	P	C	Course Type
Course Code	MBAAEC004	2	0	0	2	AEC

Course Objectives:

This course ensures that the students understand how:

1	Develop basic numerical ability and mathematical problem-solving skills.
2	Apply quantitative techniques in business and managerial decision-making.
3	Enhance logical and analytical reasoning capabilities.
4	Interpret quantitative data for academic, competitive, and professional use.
5	Build confidence to handle aptitude-based assessments and real-life problems.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAAEC004CO1	Explain fundamental concepts of arithmetic, algebra, and data interpretation.	L2
MBAAEC004CO2	Apply quantitative techniques to solve numerical and business-related problems.	L3
MBAAEC004CO3	Apply logical reasoning and analytical methods in problem-solving situations.	L3
MBAAEC004CO4	Analyze quantitative data using charts, tables, and basic statistical tools.	L4
MBAAEC004CO5	Evaluate alternative solutions to quantitative and analytical problems for effective decision-making.	L5

Syllabus:

Unit-1	Fundamentals of Quantitative Aptitude
Number system and simplification, HCF and LC, Fractions and decimals, Ratio and proportion, Percentages, Average and basic arithmetic operations	

Unit-2	Algebra and Commercial Mathematics
Linear equations and simple algebraic expressions, Profit, loss, and discount, Simple interest and compound interest, Time value of money (basic concepts), Applications in business problems.	

Unit-3	Time, Work, and Speed
Time and work, Pipes and cisterns (basic problems), Time, speed, and distance, Problems on trains, boats, and streams, Work efficiency and productivity concepts	
Unit-4	Data Interpretation and Basic Statistics

Tabular and graphical data, Bar charts, pie charts, line graphs, Measures of central tendency: mean, median, mode, Interpretation of business data, Introduction to data-based decision-making		
Unit-5	**Logical Reasoning and Analytical Skills**
Logical reasoning concepts and types, Series (number and letter series), Coding–decoding, Blood relations and direction sense, Analytical puzzles and case-based problems		

Suggestive Readings:

Text Books:

Aggarwal, R. S. Quantitative Aptitude for Competitive Examinations, S. Chand Publishing.

Sharma, R. K. Quantitative Aptitude, Tata McGraw-Hill.

Reference Books:

Arun Sharma. How to Prepare for Quantitative Aptitude, McGraw Hill.

Jain, V. K. Logical and Analytical Reasoning, S. Chand.

Gupta, S. P. Statistical Methods, Sultan Chand & Sons.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAAEC004CO1	3	1	0	1	0	0	0	0	0	0	0	1
MBAAEC004CO2	2	3	2	2	1	0	0	0	0	1	1	1
MBAAEC004CO3	1	3	2	1	0	0	0	0	0	1	0	1
MBAAEC004CO4	2	3	2	3	2	0	0	1	1	1	1	1
MBAAEC004CO5	2	3	3	2	1	1	0	1	1	2	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Skill Enhancement Courses (All Courses are Mandatory)

Program	Master of Business Administration		Semester				
Course Name	Business Computing with Word and Excel	L	T	P	C	Course Type
Course Code	MBASEC001	2	0	0	2	SEC

Course Objectives:

This course ensures that the students understand how:

1	Introduce students to business applications of MS Word and Excel.
2	Develop document preparation skills for business communication.
3	To enable students to perform business-related calculations using Excel.
4	Apply Excel tools for data analysis and visualization.
5	Integrate Word and Excel for preparing professional business reports.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBASEC001CO1	Prepare professional documents using Word.	L2
MBASEC001CO2	Apply advanced Word features like tables, templates, and mail merge.	L4
MBASEC001CO3	Perform business calculations using Excel formulas and functions.	L4
MBASEC001CO4	Analyze and visualize data using Excel tools (charts, PivotTables).	L1
MBASEC001CO5	Integrate Word and Excel to prepare business reports and case studies.	L3

Syllabus

Unit-I	Introduction to Business Computing	Contact Hours: 03

- Role of computing in business
- Overview of MS Word & Excel
- File management & document organization

Unit-II	Microsoft Word for Business	Contact Hours: 07

- Creating, editing, and formatting business documents
- Page layout, headers, footers, styles, and themes
- Creating tables, columns, and business reports
- Mail merge for business communication
- Templates for letters, invoices, and reports

Unit-III	Microsoft Excel Basics	Contact Hours: 07

• Excel interface and worksheet management		
• Data entry, formatting, and validation		
• Basic formulas & functions (SUM, AVERAGE, COUNT, MIN, MAX)		
• Business-related calculations (profit, interest, tax, discount)		
• Sorting, filtering, and conditional formatting		
Unit-IV	**Advanced Excel for Business Applications**	**Contact Hours: 08**
• Logical functions (IF, AND, OR, Nested IF)		
• Lookup & reference functions (VLOOKUP, HLOOKUP, INDEX, MATCH)		
• Date & text functions		
• Data analysis: PivotTables & Pivot Charts		
• What-If Analysis (Goal Seek, Scenario Manager, Data Tables)		
Unit-V	**Integration & Project Work**	**Contact Hours: 05**
• Linking Word and Excel		
• Importing/exporting data		
• Business case studies: Payroll, invoice preparation, sales report		
• Mini-project: Preparing a combined Word & Excel business report		

Text Books:
1: Data Communications and Networking, Behrouz A. Forouzan , Fourth Edition TMH,2006.
2: Computer Networks, Andrew S Tanenbaum, 4th Edition. Pearson Education, PHI.
Reference Book:
1. Data communications and Computer Networks, P.C .Gupta, PHI.
2. An Engineering Approach to Computer Networks, S. Keshav, 2nd Edition, Pearson Education.
3. Understanding communications and Networks, 3rd Edition, W.A. Shay, Cengage Learning.
4. Computer Networking: A Top-Down Approach Featuring the Internet. James F.Kurose & Keith W. Ross, 3rd Edition, Pearson Education.
5. Data and Computer Communication, William Stallings, Sixth Edition, Pearson Education, 2000

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment / Case Study	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive	☑	3hr	50			Traditional	Levels 1 to

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBASEC001CO1	1	0	0	0	3	0	0	3	0	0	1	1
MBASEC001CO2	1	1	1	0	3	0	0	3	0	0	1	1
MBASEC001CO3	2	3	2	1	3	0	0	1	0	1	2	1
MBASEC001CO4	2	3	3	2	3	0	1	2	1	1	2	1
MBASEC001CO5	3	2	2	1	3	1	1	3	1	1	2	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				II
Course Name	Digital and Social Media Marketing	L	T	P	C	Course Type
Course Code	MBASEC002	0	0	2	2	SEC

Course Objectives:

The course is designed to enable students to

1	Understand digital marketing tools and their applications in marketing campaigns.
2	Enhance the skills of students for developing a digital marketing campaign using various digital marketing tools

Course Outcomes:

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

CO	Outcome	Level
MBASEC002CO1	To understand the digital marketing campaign tools and their use.	L1
MBASEC002CO2	To analyze the relative importance of digital marketing tools and optimize the digital marketing campaign.	L2
MBASEC002CO3	To apply digital marketing tools to improve the website's performance and the effectiveness of digital campaigns.	L3
MBASEC002CO4	To evaluate the performance of different digital marketing campaigns in conjunction with overall marketing plans.	L4
MBASEC002CO5	To design a web store and various digital promotional campaigns for the business.	L5

Syllabus:

Unit-1	Web Analytics	Contact Hours: 8

- Applications of Web Analytics to Assess Web Performance
- Designing a Web Store for Business

Unit-2	Search Engine Applications	Contact Hours: 8

- Search Engine Optimization
- Search Engine Marketing

Unit-3	Promotional Graphics Designs	Contact Hours: 4

- Graphic Designs for Digital Platforms Using Canva

Unit-4	Social Media Marketing	Contact Hours: 15

- Facebook Marketing Campaign
- Instagram Marketing Campaign
- Twitter Marketing Campaign
- YouTube Marketing

Unit-5	Reporting - Web Analytics	Contact Hours: 10

- Digital Marketing Final Analysis and Report

Text Book

1. Digital Marketing, Seema Gupta, 2nd, McGraw-Hill, 2020
2. Applications of Digital Marketing for Success in Business, Abhishek Das, 1st, BPB Publishing, 2018

Reference Books:
1. Fundamentals of Digital Marketing, Puneet Bhatia, 2nd, Pearson, 2019
2. Digital Marketing for Dummies, Ryan Deiss, Russ Henneberry, 1st, Wiley India. 2017

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term - Practical	☑	1hr	30	Levels 2 to 5
Project	☑		20	Levels 3 to 5
Practical file	☑		10	Levels 1 to 2
End Term Viva / Presentation	☑	3hr	10	Levels 1 to 3
End Term - Practical	☑		30	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBASEC002CO1	3	1	1	0	2	0	0	1	1	1	0	1
MBASEC002CO2	2	3	2	1	2	0	0	1	2	1	1	1
MBASEC002CO3	2	2	3	1	3	0	1	1	1	2	2	1
MBASEC002CO4	2	3	2	2	2	1	0	1	2	1	1	1
MBASEC002CO5	3	2	3	1	3	1	2	2	2	3	2	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Presentation Design and Delivery	L	T	P	C	Course Type
Course Code	MBASEC003	2	0	0	2	SEC

Course Objectives:

This course ensures that the students understand how:

1	Understand the fundamentals and importance of effective presentations in business.
2	Design structured, audience-centric, and visually appealing presentations.
3	Use digital tools and multimedia for professional presentation design.
4	Develop confidence, clarity, and impact in oral presentation delivery.
5	Evaluate and improve presentations through feedback and self-assessment.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBASEC003CO1	Explain the principles, types, and purpose of effective presentations.	L2
MBASEC003CO2	Apply presentation design principles using appropriate visual aids.	L3
MBASEC003CO3	Apply verbal and non-verbal communication techniques during presentations.	L3
MBASEC003CO4	Apply digital tools and technologies for professional presentation delivery.	L3
MBASEC003CO5	Analyze presentations to identify strengths, weaknesses, and areas for improvement.	L4

Syllabus:

Unit-1	Introduction to Presentation Skills
Meaning and importance of presentations Types of presentations: academic, business, sales, and professional Audience analysis and purpose identification Elements of an effective presentation Common presentation mistake	

Unit-2	Presentation Planning and Structure
Defining objectives and key messages Structuring presentations: introduction, body, and conclusion Storyboarding and content flow Time management in presentations Creating impactful openings and conclusions	

Unit-3	Presentation Design and Visual Communication

Principles of slide design
Use of text, images, charts, graphs, and infographics
Color theory, fonts, and layouts
Designing presentations using PowerPoint, Google Slides, and Canva
Avoiding information overload

Unit-4	Presentation Delivery Techniques

Verbal communication: voice, tone, clarity, and pace
Non-verbal communication: body language, gestures, and eye contact
Managing stage fear and building confidence
Handling questions and audience interaction
Professional etiquette during presentations

Unit-5	Advanced Presentation Practices and Evaluation

Use of multimedia and animations
Virtual and online presentations
Group presentations and teamwork
Feedback mechanisms and self-evaluation
Ethical and professional standards in presentations

Suggestive Readings:
Text Books:
1. Schreiber, L., & Hartranft, M. (2013). *The Public Speaking Project:*
2. University of Minnesota Libraries. (2016). *Stand Up, Speak Out: The Practice and Ethics of Public Speaking*. University of Minnesota Libraries Publishing.
3. Barton, K., & Tucker, B. (2016). *Exploring Public Speaking*. University Press of North Georgia.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBASEC003CO1	1	0	0	0	0	0	0	3	0	0	0	1
MBASEC003CO2	1	1	1	0	2	0	1	3	0	1	1	1
MBASEC003CO3	0	1	1	0	0	0	2	3	1	1	1	1
MBASEC003CO4	0	1	1	0	3	0	1	3	1	1	1	1
MBASEC003CO5	1	2	2	1	1	0	1	3	1	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Software Application in Business Accounting	L	T	P	C	Course Type
Course Code	MBASEC004	3	0	0	3	SEC

Course Objectives:

This course ensures that the students understand how:

1	Understand the fundamentals of accounting and computerized accounting systems.
2	Gain hands-on knowledge of Tally software for business applications.
3	Create and manage company accounts, ledgers, and vouchers in Tally.
4	Generate and interpret financial statements using Tally.
5	Apply GST concepts and compliance using Tally in real business scenarios.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBASEC004CO1	Understanding accounting principles & Tally basics	L2
MBASEC004CO2	Creating company, ledgers, and masters	L3
MBASEC004CO3	Recording vouchers and inventory transactions	L3
MBASEC004CO4	Analyzing financial statements	L4
MBASEC004CO5	Applying GST and advanced features in real scenarios	L4

Syllabus:

Unit-1	Fundamentals of Accounting and Introduction to Tally

Basic accounting concepts and principles including accounting assumptions, conventions, and the accounting cycle. Distinction between manual and computerized accounting systems and the role of accounting software in business organizations. Overview of Tally software, versions, features, and system requirements. Installation and configuration of Tally. Procedures for company creation, alteration, and deletion. Structure and classification of the chart of accounts in Tally.

Unit-2	Ledger and Voucher Management

Accounting masters in Tally with emphasis on groups and ledgers and their classification. Creation, modification, and deletion of groups and ledgers. Accounting vouchers such as contra, payment, receipt, journal, sales, and purchase vouchers. Recording of day-to-day business transactions, narration, and techniques for maintaining accuracy in voucher entry through practical application.

Unit-3	Inventory Management in Tally

Inventory accounting and integration with financial accounting in Tally. Stock groups, stock categories, stock items, and units of measurement. Concept and management of godowns and stock movement. Inventory vouchers including purchase, sales, and stock journal. Impact of inventory transactions on accounting records and stock valuation.

Unit-4	Financial Statements and Reporting
Preparation and interpretation of financial statements using Tally. Trial Balance, Profit and Loss Account, and Balance Sheet. Cash Flow Statement and Fund Flow Statement. Basic financial ratio analysis using Tally reports. User management, data security features, and procedures for backup and restoration of accounting data.	
Unit-5	GST and Advanced Features in Tally
Goods and Services Tax (GST) framework and its application in computerized accounting. GST registration details and configuration in Tally. Recording of GST-compliant purchase and sales transactions. Generation of GST reports and overview of GST returns such as GSTR-1 and GSTR-3B. Payroll basics and selected statutory compliance features in Tally for business applications.	

Suggestive Readings:

Text Books
1. Tally Education Pvt. Ltd. (2023). *Official guide to financial accounting using TallyPrime*. BPB Publications.
2. Bhatt, A. V., & Ambarish, D. (2022). *Computer accounting with Tally Prime*. IIP Books.
3. Tally Education Pvt. Ltd. (2021). *Tally essential – Level 3*. Tally Education Pvt. Ltd.

Reference Books
1. Agrawal, N., & Kumar, S. (2019). *Comdex Tally course kit*. Dreamtech Press.
2. Chheda, R. (2020). *Learn Tally ERP 9 with GST and e-way bill*. Ane Books Pvt. Ltd.
3. Tomy, K. K. (2018). *Computerised accounting (Tally ERP 9)*. Gee Books.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBASEC004CO1	3	1	0	0	2	1	0	0	0	0	0	1
MBASEC004CO2	3	1	1	0	3	0	0	0	0	1	1	1
MBASEC004CO3	3	2	2	0	3	1	0	0	0	1	2	1
MBASEC004CO4	3	3	3	2	1	1	0	1	1	1	2	1
MBASEC004CO5	3	2	2	1	3	2	0	1	1	2	3	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Professional Digital Branding	L	T	P	C	Course Type
Course Code	MBASEC005	3	0	0	3	SEC

Course Objectives:

This course ensures that the students understand how:

1	Understand the concept, importance, and scope of professional digital branding.
2	Develop personal and organizational brand identity in the digital environment.
3	Use digital platforms and tools for building and managing brand presence.
4	Apply content creation and storytelling techniques for brand communication.
5	Analyze digital branding strategies for professional growth and employability.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBASEC005CO1	Explain concepts, components, and importance of professional digital branding.	L2
MBASEC005CO2	Apply digital branding strategies to build personal and professional identity.	L3
MBASEC005CO3	Apply social media and digital tools for brand communication and engagement.	L3
MBASEC005CO4	Apply content creation, storytelling, and visual branding techniques.	L3
MBASEC005CO5	Analyze digital branding performance and suggest improvements.	L4

Syllabus:

Unit-1	Introduction to Professional Digital Branding
Meaning and concept of branding, Traditional branding vs digital branding, Personal branding and professional branding, Importance of digital branding in career and business, Elements of a strong digital brand (identity, image, reputation), Digital branding ecosystem.	

Unit-2	Brand Identity and Online Presence
Creating a professional brand identity, Brand positioning and value proposition, Visual identity: logo, color, typography, Tone of voice and messaging, Online presence through websites, blogs, and portfolios.	

Unit-3	Social media and Digital Platforms for Branding
Role of social media in branding, Branding through LinkedIn, Instagram, Facebook, YouTube, and X, Content planning and scheduling, Audience engagement and community building, Ethical and responsible digital branding.	

Unit-4	Content Creation and Storytelling

Content marketing basics, Types of digital content (text, image, video, reels, blogs), Storytelling for brand building, Personal branding through resumes, bios, and profiles, Influencer branding and micro-branding concepts.

Unit-5	Digital Branding Analytics and Career Applications

Measuring digital brand performance (reach, engagement, impressions), Introduction to branding analytics tools, Online reputation management, Case examples of successful digital brands, Digital branding for entrepreneurship and employability.

Suggestive Readings:
Text Books:
Kapferer, J. N. – *The New Strategic Brand Management*, Kogan Page.
Keller, K. L. – *Strategic Brand Management*, Pearson Education.

Reference Books:
Montoya, P. & Vandehey, T. – *The Brand Called You*, McGraw-Hill.

Chaffey, D. & Ellis-Chadwick, F. – *Digital Marketing*, Pearson.

Ryan, D. – *Understanding Digital Marketing*, Kogan Page.

Kotler, P., Kartajaya, H., & Setiawan, I. – *Marketing 5.0*, Wiley.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBASEC005CO1	3	0	0	0	1	1	0	1	1	1	0	1
MBASEC005CO2	2	2	3	0	2	1	1	2	1	3	1	1
MBASEC005CO3	1	1	2	0	3	1	1	3	2	2	1	1
MBASEC005CO4	2	1	2	0	2	1	1	3	1	2	1	1
MBASEC005CO5	2	3	3	2	2	1	0	2	1	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Value Added Course (VAC)

Course Objectives:

This course ensures that the students understand how:

1	Understand the basic concepts and significance of environmental science in business and society.
2	Develop awareness about natural resources, biodiversity, and conservation practices.
3	Gain knowledge of environmental pollution and its control measures, especially in industrial contexts.
4	Recognize the importance of sustainable development and corporate environmental responsibility.
5	Encourage ethical values and environmental consciousness for responsible citizenship and business practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAVAC001CO1	Explain fundamental concepts of environment, ecosystems, and their relevance to human and business activities.	L2
MBAVAC001CO2	Describe natural resources, biodiversity, and conservation strategies for sustainable utilization.	L2
MBAVAC001CO3	Apply knowledge of environmental pollution and control measures to analyze industrial and urban environmental issues.	L3
MBAVAC001CO4	Analyze social, economic, and business-related environmental challenges in the context of sustainable development.	L4
MBAVAC001CO5	Evaluate the role of individuals, businesses, and society in environmental protection and sustainable growth.	L5

Syllabus:

Unit-1	Introduction to Environmental Science
Definition, scope and importance of environmental science; multidisciplinary nature of environmental studies; components of environment; ecosystem concept and structure; types of ecosystems; energy flow and ecological pyramids.	
Unit-2	Natural Resources and Biodiversity

Renewable and non-renewable resources; forest, water, mineral, food and energy resources; conservation of natural resources; biodiversity—concept, levels, values; threats to biodiversity and conservation strategies.

Unit-3	Environmental Pollution

Air, water, soil, noise, and solid waste pollution—sources, effects and control measures; role of industries in pollution; waste management practices; environmental laws related to pollution control in India.

Unit-4	Social Issues and Sustainable Development

Sustainable development—concept and goals; climate change and global warming; urbanization and environmental problems; role of business and society in environmental protection; corporate environmental responsibility.

Unit-5	Human Population and Environment

Population growth and environmental impact; population explosion; health and environment; human rights and environment; role of education, awareness, and ethics in environmental conservation.

Suggestive Readings:

Text Books:
1. Erach Bharucha-Textbook of Environmental Studies, Universities Press (India) Pvt. Ltd., Hyderabad
2. Rajagopalan, R.-Environmental Studies: From Crisis to Cure,Oxford University Press, New Delhi.

Reference Books:
1. Cunningham, W.P. & Cunningham, M.A.-Principles of Environmental Science: Inquiry and Applications, McGraw-Hill Education
2. Miller, G.T. & Spoolman, S.-Environmental Science, Cengage Learning

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term - Practical	☑	1hr	30	Levels 2 to 5
Project	☑		20	Levels 3 to 5
Practical file	☑		10	Levels 1 to 2
End Term Viva / Presentation	☑	3hr	10	Levels 1 to 3
End Term - Practical	☑		30	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAVAC001CO1	2	0	0	0	0	2	0	1	1	0	0	1
MBAVAC001CO2	2	1	0	0	0	3	0	1	1	0	0	1
MBAVAC001CO3	2	2	1	0	1	3	0	1	1	1	1	1
MBAVAC001CO4	3	3	2	1	0	3	1	1	2	1	1	2
MBAVAC001CO5	2	2	2	1	0	3	2	2	2	2	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution.

Program	Master of Business Administration	Semester			
Course Name	Indian Management philosophy	L	T	P	C
Course Code	MBAVAC002	2	0	0	2

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the meaning, scope, evolution, and sources of Ancient Indian Management Thought and to develop an understanding of core Indian values such as Dharma, Karma, ethics, and spirituality in management.
2	To examine management principles and work philosophies derived from Indian scriptures such as the Vedas, Upanishads, and Bhagavad Gita, with emphasis on duty-oriented work, self-discipline, stress management, and decision-making.
3	To analyze leadership styles, governance systems, and ethical frameworks presented in the Ramayana, Mahabharata, and Kautilya's Arthashastra, and their relevance to contemporary leadership and administration.
4	To develop an understanding of Indian work culture, workplace ethics, motivation, teamwork, emotional intelligence, conflict management, and social responsibility as emphasized in ancient Indian thought.
5	To evaluate the application and relevance of Ancient Indian Management Wisdom in modern organizations, sustainability practices, globalization, and value-based leadership for future managerial challenges.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAVAC002CO1	Explain the meaning, sources, and evolution of management thought in Ancient India and compare it with Western management perspectives.	L2
MBAVAC002CO2	Describe managerial principles related to work, decision-making, leadership, and self-management derived from Indian scriptures.	L2
MBAVAC002CO3	Analyze leadership styles, governance systems, and ethical frameworks presented in the Ramayana, Mahabharata, and Arthashastra.	L3
MBAVAC002CO4	Apply Indian values such as Dharma, Karma, teamwork, emotional intelligence, and trusteeship to workplace ethics and human relations.	L4
MBAVAC002CO5	Evaluate the relevance and application of ancient Indian management wisdom in modern organizations, sustainability, and global business practices.	L5

Syllabus:

Unit-1	Introduction to Ancient Indian Management Thought
Meaning and scope of management in Ancient India, Evolution of Indian management thought, Sources of ancient Indian knowledge (Vedas, Upanishads, Smritis, Epics), Indian vs. Western management perspectives, Core Indian values: Dharma, Karma, Ethics, and Spirituality, Relevance of ancient Indian wisdom in modern organizations.	
Unit-2	**Management Lessons from Indian Scriptures**
Management insights from the Vedas and Upanishads, Bhagavad Gita as a management guide, Karma Yoga and duty-oriented work, Nishkama Karma (selfless action),Decision-making and detachment, Stress management and emotional balance, Role of self-discipline and self-management.	
Unit-3	**Leadership and Governance in Ancient India**
Leadership concepts in Ramayana and Mahabharata, Ideal leadership qualities of Rama and Krishna, Kautilya's Arthashastra, Leadership, administration, and governance, Ethics, accountability, and discipline, Concept of Raj Dharma, Power, authority, and responsibility.	
Unit-4	**Work Culture, Ethics, and Human Relations**
Indian concept of work and workplace ethics, Motivation and commitment in ancient Indian thought, Teamwork, harmony, and collective welfare, Indian views on emotional intelligence, Conflict management and interpersonal relations, Trusteeship and social responsibility.	
Unit-5	**Contemporary Applications of Ancient Indian Wisdom**
Application of ancient Indian management principles in modern organizations, Yoga, meditation, and mindfulness in management, Sustainable development and Indian philosophy, Indian management practices in the era of globalization, Case examples of value-based Indian organizations, Future relevance of ancient Indian management learning	

Suggestive Readings:

Text Books:

1. Indian Management Thought, Prof. R. K. Mishra, Oxford University Press, India
2. Management Lessons from the Bhagavad Gita, Prof. P. R. Sreenivasan, Sterling Publishers, New Delhi
3. Indian Ethos and Values for Managers, S. K. Chakraborty, Oxford University Press

REFERENCE BOOKS (Supplementary / Advanced Reading)

1. The Arthashastra, Kautilya (Translated by R. Shamasastry), Penguin Classics / Motilal Banarsidass
2. Leadership Lessons from the Ramayana and Mahabharata, Radhakrishnan Pillai, Jaico Publishing House
3. Indian Philosophy and Management, K. S. Ramachandran, Himalaya Publishing House

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term – Practical	☑	1hr	30	Levels 2 to 5
Project	☑		20	Levels 3 to 5

Practical file	☑		10	Levels 1 to 2
End Term Viva / Presentation	☑	3hr	10	Levels 1 to 3
End Term – Practical	☑		30	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAVAC002CO1	3	1	0	0	0	1	0	1	2	0	0	1
MBAVAC002CO2	3	1	1	0	0	2	1	1	1	1	0	1
MBAVAC002CO3	2	3	2	1	0	3	2	1	2	1	0	1
MBAVAC002CO4	2	2	2	0	0	3	3	2	1	1	1	1
MBAVAC002CO5	2	3	3	2	0	3	2	2	3	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				I
Course Name	Artificial Intelligence for Beginners	L	T	P	C	Course Type
Course Code	MBAVAC003	3	0	0	3	VAC

Course Objectives:

This course ensures that the students understand how:

1	Understand fundamental concepts, history, and scope of Artificial Intelligence.
2	Identify real-world applications of AI in business and daily life.
3	Develop basic awareness of data, algorithms, and machine learning concepts.
4	Analyze ethical, social, and managerial implications of AI technologies.
5	Prepare for future digital and AI-enabled business environments.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAVAC003CO1	Explain basic concepts, evolution, and significance of Artificial Intelligence.	L2
MBAVAC003CO2	Identify applications of AI in business, management, and society.	L2
MBAVAC003CO3	Apply basic AI tools and concepts to simple business problems.	L3
MBAVAC003CO4	Analyze ethical, legal, and social issues related to AI adoption.	L4
MBAVAC003CO5	Evaluate the future impact of AI on business and managerial roles.	L5

Syllabus:

Unit-1	Introduction to Artificial Intelligence
Meaning and definition of Artificial Intelligence	
History and evolution of AI	
Types of AI: Narrow AI, General AI, Super AI	
AI vs. Human Intelligence	
Scope and importance of AI in modern world	
Unit-2	**Fundamentals of AI Technologies**
Introduction to data and information	
Algorithms and problem-solving	
Basics of Machine Learning and Deep Learning	
Natural Language Processing (NLP) and Computer Vision – overview	
AI tools and platforms (Chatbots, Virtual Assistants, Recommendation Systems)	
Unit-3	**AI Applications in Business and Management**
AI in marketing and customer service	
AI in finance, HR, and operations	
AI-driven decision making	
Automation and robotics in business	

Case examples of AI-enabled companies	
Unit-4	**Ethical, Legal, and Social Issues in AI**
Ethics in AI: bias, fairness, and transparency Data privacy and security concerns Impact of AI on employment and skills Responsible and sustainable AI AI regulations and global guidelines	
Unit-5	**Future of AI and Managerial Readiness**
AI and digital transformation AI skills for managers and entrepreneurs Human–AI collaboration AI and innovation in business models Preparing organizations for an AI-driven future	

Suggestive Readings:

Text Books:

Russell, S., & Norvig, P. *Artificial Intelligence: A Modern Approach* (Pearson Education)

Kaplan, J. *Artificial Intelligence: What Everyone Needs to Know* (Oxford University Press)

Shukla, A., & Shukla, M. *Artificial Intelligence for Beginners* (Wiley India / BPB Publications)

Reference Books:

Davenport, T. H., & Ronanki, R. *Artificial Intelligence for the Real World* (Harvard Business Review Press)

Marr, B. *Artificial Intelligence in Practice: How 50 Successful Companies Used AI* (Wiley)

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAVAC003CO1	3	0	0	0	1	1	0	1	1	1	0	1
MBAVAC003CO2	2	1	1	0	2	1	0	1	2	1	1	1
MBAVAC003CO3	2	3	3	1	3	1	1	1	1	2	2	2
MBAVAC003CO4	1	2	1	1	0	3	1	1	2	1	0	1
MBAVAC003CO5	2	2	2	1	1	2	1	1	3	2	1	3

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				I
Course Name	Cyber Security Awareness	L	T	P	C	Course Type
Course Code	MBAVAC004	3	0	0	3	VAC

Course Objectives:

This course ensures that the students understand how:

1	To introduce the fundamental concepts of cyber security and its significance in business.
2	To understand different types of cyber threats, vulnerabilities, and risks
3	To explain cyber security principles, frameworks, and governance models
4	To familiarize students with laws, policies, and ethical issues in cyber security
5	To provide knowledge of emerging technologies and strategies for business protection.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAVAC004CO1	Define core concepts of cyber security and recognize common cyber threats.	L2
MBAVAC004CO2	Explain cyber security frameworks, principles, and risk management strategies.	L3
MBAVAC004CO3	Analyze different types of attacks and their business impact	L3
MBAVAC004CO4	Interpret legal, regulatory, and ethical aspects of cybersecurity.	L3
MBAVAC004CO5	Evaluate emerging cybersecurity technologies and their applications in business.	L4

Syllabus:

Unit-1	
Cybersecurity basics: definition, scope, importance for organizations. Cyber threats: malware, phishing, ransomware, social engineering. Business impact of cyber incidents (financial, reputational, legal). Realworld case studies of cyber breaches.	

Unit-2	
CIA Triad: Confidentiality, Integrity, Availability. Cybersecurity risk management process. Cybersecurity governance and compliance. Overview of frameworks: NIST, ISO 27001, COBIT	

Unit-3	
Insider threats and human errors. Common cyber attacks: phishing, DDoS, ransomware, password attacks. Vulnerability management and patching. Case studies: Equifax, Sony	

	Pictures.

Unit-4	
Cyber laws and data protection regulations (IT Act 2000, GDPR basics). Intellectual property and digital rights. Ethics in cybersecurity, ethical hacking, responsible disclosure. Organizational cybersecurity policies.	

Unit-5	
Cloud security, IoT security, AI in cybersecurity. Cybersecurity challenges in digital transformation. Business continuity planning and disaster recovery. Cybersecurity as a business enabler.	

Suggestive Readings:

Text Books:

Stallings, W. Computer Security: Principles and Practice. Pearson.

Pfleeger, C., Pfleeger, S., & Margulies, J. Security in Computing. Pearson.

Reference Books:

Schou, C. & Shoemaker, D. Information Assurance Handbook: Effective Computer Security and Risk Management Strategies. McGraw Hill.

P.W. Singer & Allan Friedman. Cybersecurity and Cyberwar: What Everyone Needs to Know. Oxford University Press.

Kizza, J. M. Guide to Computer Network Security. Springer

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

CO↓												
MBAVAC004CO1	3	1	0	0	1	1	0	0	1	0	0	1
MBAVAC004CO2	3	2	2	1	1	2	0	0	1	0	0	1
MBAVAC004CO3	2	3	2	1	1	2	0	0	1	0	1	1
MBAVAC004CO4	1	1	0	0	0	3	0	0	1	0	0	1
MBAVAC004CO5	2	2	2	2	3	1	0	0	2	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester	I

Course Name	Science of Happiness and Well-being	L	T	P	C	Course Type
Course Code	MBAVAC005	3	0	0	3	VAC

Course Objectives:

This course ensures that the students understand how:

1	Understand the concept, dimensions, and significance of happiness and wellbeing.
2	Recognize psychological, social, and emotional factors influencing happiness.
3	Apply positive psychology principles to personal and professional life.
4	Develop habits that promote mental wellbeing, resilience, and emotional balance.
5	Cultivate ethical values, mindfulness, and a positive outlook for holistic development.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBAVAC005CO1	Explain concepts, theories, and dimensions of happiness and wellbeing.	L2
MBAVAC005CO2	Illustrate factors influencing happiness at individual and social levels.	L2
MBAVAC005CO3	Apply positive psychology practices to improve personal wellbeing.	L3
MBAVAC005CO4	Analyze stress, emotions, and coping mechanisms affecting happiness.	L4
MBAVAC005CO5	Evaluate lifestyle choices and values contributing to long-term wellbeing.	L5

Syllabus:

Unit-1	Introduction to Happiness and Wellbeing

Meaning and concept of happiness, Hedonic vs. Eudaimonic wellbeing, Dimensions of wellbeing: physical, mental, emotional, social, and spiritual, Importance of happiness in personal and professional life, Happiness across cultures

Unit-2	Theories and Science of Happiness

Introduction to positive psychology, PERMA model of wellbeing, Maslow's hierarchy of needs and self-actualization, Flow theory and happiness, Measurement of happiness and wellbeing

Unit-3	Emotional Intelligence and Mental Wellbeing

Emotions and emotional regulation, Emotional intelligence and happiness, Self-awareness and self-esteem, managing stress, anxiety, and negative emotions, Building resilience and optimism

Unit-4	Mindfulness, Health, and Lifestyle

Mindfulness and meditation practices, Role of physical health, sleep, and nutrition in happiness, Gratitude, kindness, and compassion, Work–life balance and wellbeing, Digital wellbeing and managing screen stress

Unit-5	Happiness, Ethics, and Social Wellbeing

Values, ethics, and meaningful living, Relationships and social connections, Happiness at workplace and organizations, Community wellbeing and social responsibility, Sustainable happiness and life satisfaction

Suggestive Readings:
Text Books:
Lyubomirsky, S. The How of Happiness. Penguin Books.
Seligman, M. E. P. Flourish: A Visionary New Understanding of Happiness and Well-being. Free Press.
Reference Books:
Argyle, M. The Psychology of Happiness. Routledge.
Diener, E., & Biswas-Diener, R. Happiness: Unlocking the Mysteries of Psychological Wealth. Wiley-Blackwell.
Kabat-Zinn, J. Wherever You Go, There You Are. Hyperion.
WHO Reports on Mental Health and Wellbeing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBAVAC005CO1	2	0	0	0	0	2	1	1	1	0	0	1
MBAVAC005CO2	2	1	0	0	0	2	1	1	2	0	0	1
MBAVAC005CO3	1	1	2	0	0	3	2	1	1	1	0	2
MBAVAC005CO4	1	2	1	1	0	2	2	1	1	0	0	2
MBAVAC005CO5	2	2	2	1	0	3	2	1	1	1	0	3

1 = **Low**, **2** = **Moderate**, **3** = **High** contribution

Discipline Specific Elective (Major, Minor) MBADSE

HUMAN RESOURCE MANAGEMENT

Program	Master of Business Administration	Semester				
Course Name	Talent Acquisition Management	L	T	P	C	Course Type
Course Code	MBADSE001	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the strategic importance of talent acquisition in achieving organizational goals.
2	To analyze the recruitment process, including sourcing, job analysis, and employer branding.
3	To comprehend the selection process, including interviewing techniques, assessment centers, and psychometric testing.
4	To evaluate the effectiveness of talent acquisition strategies and metrics.
5	To examine contemporary trends in talent acquisition such as AI in recruitment, social recruiting, and diversity hiring.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE001CO1	Explain the core concepts and strategic role of talent acquisition.	L2
MBADSE001CO2	Apply effective recruitment strategies and sourcing methods to attract top talent.	L3
MBADSE001CO3	Analyze selection tools and techniques to make informed hiring decisions.	L4
MBADSE001CO4	Evaluate the efficiency of the talent acquisition process using key metrics and analytics.	L5
MBADSE001CO5	Create a comprehensive talent acquisition plan incorporating modern trends and technologies.	L6

Syllabus:

Unit-1	
Introduction to Talent Acquisition: Definition, Scope, and Importance; Difference between Recruitment and Talent Acquisition; Strategic Talent Acquisition; Aligning Talent Acquisition with Business Strategy; Workforce Planning and Forecasting.	
Unit-2	
Recruitment Strategy: Job Analysis and Design (Job Description, Job Specification); Sourcing Channels (Internal vs. External); Employer Branding and Recruitment Marketing; E-Recruitment and Social Media Recruiting; Campus Recruitment.	
Unit-3	
Selection Process: Selection Steps; Screening and Shortlisting; Interviewing Techniques (Behavioral, Situational,	

Stress Interviews); Assessment Centers; Psychometric Testing; Reference Checks and Background Verification.	
Unit-4	
Onboarding and Integration: Importance of Onboarding; Designing an Effective Onboarding Program; Employee Orientation vs. Onboarding; Role of HR and Line Managers in Integration; Measuring Onboarding Success.	
Unit-5	
Metrics and Trends: Talent Acquisition Metrics (Time to Fill, Cost per Hire, Quality of Hire); HR Analytics in Recruitment; Technology in Talent Acquisition (ATS, AI, Chatbots); Diversity and Inclusion in Hiring; Future of Talent Acquisition.	

Suggestive Readings:

Text Books:
1. Gatewood, Robert D., Feild, Hubert S., and Barrick, Murray, "Human Resource Selection", Cengage Learning.
2. Heneman, Herbert G., Judge, Timothy A., and Kammeyer-Mueller, John, "Staffing Organizations", McGraw Hill.
3. Phillips, Jean M., and Gully, Stanley M., "Strategic Staffing", Pearson.

Reference Books:
1. Sullivan, Dr. John, "1000 Ways to Recruit Top Talent", Pacific Crest.
2. Adler, Lou, "Hire With Your Head: Using Performance-Based Hiring to Build Great Teams", Wiley.
3. Smart, Bradford D., "Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People", Portfolio.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term - Practical	☑	1hr	30	Levels 2 to 5
Project	☑		20	Levels 3 to 5
Practical file	☑		10	Levels 1 to 2
End Term Viva / Presentation	☑	3hr	10	Levels 1 to 3
End Term - Practical	☑		30	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE001CO1	3	0	0	0	0	1	0	1	1	0	0	1
MBADSE001CO2	3	2	3	0	2	1	2	2	1	2	1	1
MBADSE001CO3	2	3	3	1	1	1	1	1	0	1	1	1
MBADSE001CO4	2	3	2	3	2	1	0	1	0	1	1	2
MBADSE001CO5	3	2	3	1	2	2	2	2	1	3	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration					
Course Name	Wages & Salary Administration	L	T	P	C	Course Type
Course Code	MBADSE002	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students:

1	Understand the fundamentals of wages and salary administration.
2	Develop skills to design and manage effective compensation systems.
3	Analyze legal and regulatory issues related to compensation.
4	Apply compensation theories and practices to real-world scenarios.
5	Evaluate and design benefit programs that meet organizational and employee needs

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE002CO1	Recall key concepts, theories, and principles of wages and salary administration.	L2
MBADSE002CO2	Will demonstrate the ability to design salary structures and compensation policies	L2
MBADSE002CO3	Understand and apply various legal requirements related to compensation.	L2 & L3
MBADSE002CO4	Will analyze and solve problems related to performance management and compensation	L1 & L3
MBADSE002CO5	Will be capable of creating and evaluating benefit programs and understanding global compensation practices	L4

Syllabus

Unit-1	INTRODUCTION TO WAGES AND SALARY ADMINISTRATION	Contact Hours: 10
• Definition and scope of wages and salary Administration • Importance in HRM, Historical perspectives and current trends		
Unit-2	WAGE AND SALARY STRUCTURE	Contact Hours: 10
• Components of a wage/salary package, Salary grades and ranges • Job evaluation methods		
Unit-3	COMPENSATION MANAGEMENT	Contact Hours: 6
• Theories of compensation • Pay-for-performance systems, Executive compensation		
Unit-4	LEGAL AND REGULATORY FRAMEWORK	Contact Hours: 10
• Labor laws and regulations • Minimum wage laws • Compliance issues		
Unit-5	COMPENSATION POLICIES AND STRATEGIES	Contact Hours: 10
• Developing compensation policies • Internal and external equity • Pay structure design Types of employee benefits (health, retirement, etc.) • Designing benefit programs • Legal requirements and compliance		

Suggestive Readings:

Text Books:

• "Compensation" by George T. Milkovich, Jerry M. Newman, and Barry Gerhart Edition: 13th Edition (most recent) Publisher: McGraw-Hill Education

- "Employee Compensation: Theory, Practice, and Evidence" by Barry Gerhart and Sara L. Rynes Publisher: SAGE Publications

References:

- The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design" by Lance A. Berger and Dorothy R. Berger, McGraw-Hill Education
- "Strategic Reward Systems: A Guide to the New Pay" by Richard Thorpe and Gill Homan Publisher: Pearson

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE002CO1	3	0	0	0	0	1	0	0	0	0	0	1
MBADSE002CO2	3	2	3	1	1	2	1	1	1	2	1	1
MBADSE002CO3	2	2	1	0	0	3	0	0	1	0	1	1
MBADSE002CO4	2	3	3	2	1	1	1	1	1	1	1	1
MBADSE002CO5	3	2	2	1	1	2	1	1	3	2	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Leadership & Decision Making	L	T	P	C	Course Type
Course Code	MBADSE003	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the nature, significance, and theories of leadership in a contemporary organizational context.
2	To analyze the relationship between leadership styles and effective decision-making processes.
3	To comprehend the cognitive biases and psychological factors that influence managerial decisions.
4	To evaluate different decision-making models and techniques for solving complex business problems.
5	To develop skills in ethical leadership, team decision-making, and leading change in dynamic environments.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE003CO1	Explain the core concepts of leadership and the various models of decision making.	L2
MBADSE003CO2	Apply leadership theories to influence team dynamics and enhance organizational performance.	L3
MBADSE003CO3	Analyze the impact of cognitive biases on decision quality and identify strategies to mitigate them.	L4
MBADSE003CO4	Evaluate the effectiveness of different decision-making styles in crisis and uncertainty.	L5
MBADSE003CO5	Create a framework for ethical decision-making and sustainable leadership practices.	L6

Syllabus:

Unit-1	Introduction to Leadership
• Concept: Meaning, Importance, and Roles of a Leader; Leadership vs. Management.	
• Theories: Trait Theory, Behavioral Theories (Ohio State & Michigan Studies), Contingency Theories (Fiedler, Path-Goal).	
• Styles: Transformational, Transactional, Servant, and Authentic Leadership.	
Unit-2	**Decision Making Foundations**
• Process: The Decision-Making Process; Types of Decisions (Programmed vs. Non-programmed).	
• Models: Rational Decision-Making Model; Bounded Rationality (Herbert Simon); Intuitive Decision Making.	
• Context: Individual vs. Group Decision Making; Vroom-Yetton-Jago Decision Model.	
Unit-3	**Cognitive Biases & Psychology**
• Psychology: Psychology of Decision Making; Heuristics and Biases (Anchoring, Availability, Confirmation Bias,	

Sunk Cost Fallacy).	
• Improving Quality: Overcoming biases; Evidence-based Management.	
• Emotional Intelligence: Role of EQ in Leadership and Decision Making.	
Unit-4	**Leadership in Action**
• Power & Influence: Sources of Power; Influence Tactics.	
• Teams: Leading High-Performance Teams; Groupthink and Group Shift in decision making.	
• Change: Leading Change (Kotter's Model); Decision making during Crisis and Uncertainty.	
Unit-5	**Ethical Leadership & Future**
• Ethics: Ethical Leadership; Ethical Decision-Making Models (Utilitarian, Rights, Justice).	
• Future Trends: Digital Leadership; Artificial Intelligence in Decision Making.	
• Development: Developing Leadership Pipeline; Self-Leadership.	

Suggestive Readings:

Text Books:

1. Northouse, Peter G. Leadership: Theory and Practice. SAGE Publications.
2. Bazerman, Max H., and Moore, Don A. Judgment in Managerial Decision Making. Wiley.

Reference Books:

1. Robbins, Stephen P., and Judge, Timothy A. Organizational Behavior (Chapters on Leadership & Decision Making). Pearson.
2. Yukl, Gary. Leadership in Organizations. Pearson.
3. Kahneman, Daniel. Thinking, Fast and Slow. Farrar, Straus and Giroux.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE003CO1	3	1	1	0	0	1	2	0	1	1	0	1
MBADSE003CO2	2	2	2	0	0	1	3	1	1	2	1	1
MBADSE003CO3	1	3	2	1	0	1	1	0	1	1	0	1
MBADSE003CO4	2	3	3	1	0	1	2	1	1	1	1	1
MBADSE003CO5	2	2	3	1	0	3	2	1	2	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Training and Development	L	T	P	C	Course Type
Course Code	MBADSE004	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the role of training and development in enhancing employee performance and organizational effectiveness.
2	To analyze the process of Training Needs Assessment (TNA) at organizational, operational, and individual levels.
3	To comprehend the design and implementation of various training methods (On-the-job and Off-the-job).
4	To evaluate the effectiveness of training programs using standard models like Kirkpatrick's model.
5	To examine contemporary trends in training, such as e-learning, gamification, and management development programs.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE004CO1	To understand basic concepts associated with the learning process, learning theories, training, and development.	L2
MBADSE004CO2	To understand training needs, identify training needs, define training processes, define training methods, and evaluate training.	L2
MBADSE004CO3	To evaluate emerging trends in training and development.	L5
MBADSE004CO4	To examine the relevance and usefulness of training expertise in the organizational work environment.	L4
MBADSE004CO5	To Design and implement a comprehensive training program addressing specific organizational needs.	L6

Syllabus:

Unit-1	Training Analysis and Need Assessment
Introduction to Training: Rationale for Training; Culture and Other Contexts; Training Process, TNA: Training Needs Assessment; Components of Training Needs Analysis; Sources of Data for Training Needs Analysis; Considerations for Designing Effective Training Programs. Process: Needs Assessment Process; Competency Models; Scope of Needs Assessment.	
Unit-2	**Learning Process and Theories**
Learning Concept: Concept of Learning; Principles of Learning. Theories: Learning Theories; Learning Process; Instructional Emphasis for Learning Outcomes. Environment: Learning Cycle; Learning Curve; Conditions for Effective Learning; Environment for effective learning.	

Unit-3	Designing & Implementation of Training Program
Design: Design of Training Program; Principles of Training Design; Training Design Process; Outlining Programmed Sequences and Themes; Approaches to Programmed Design. Implementation: Implementation of Training Program; Training Delivery Competencies. Trainers: Trainers and Training Styles; Trainers Role & Trainers Skills. Methods: Post training Support for Improved Performance at Work; Training Methods; Training Methods Compared with Objective.	

Unit-4	Evaluation Models & Technologies for Training
Evaluation: Concept of Evaluation; Stages of Evaluation; Different Evaluation Models. Models: Donald Kirkpatrick's Evaluation Model; Determining Return on Investment. Future: Measuring Human Capital and Training Activity; Future of Training and Development; Use of new Technologies for Training.	

Unit-5	Measures for Variances in Delivery and Training Plan
Delivery: Concept of Delivery, Focus on Content and Use of Multiple Delivery Methods. Control: Evaluation of Delivery after training; Variances Evaluation; Corrective measures for variances; Implementation Plan and future action for controlling deviations in delivery and training.	

Suggestive Readings:

Text Books:
1. Noe, Raymond A., and Kodwani, Amitabh Deo. Employee Training and Development. Tata McGraw Hill Publications.
2. Lynton, Rolf P., and Pareek, Udai. Training for Development. Vistaar Publications.
3. Rao, P. L. Enriching Human Capital through Training and Development. Excel Books.
4. Naik, G. P. Training and Development: Text, Research and Cases. Excel Books.

Reference Books:
1. Sahu, R. K. Training for Development. Excel Books, New Delhi.
2. Taylor, B. & Lippitt, G. Management Development and Training Hand Book. McGraw-Hill, London.
3. Deb, Tapomoy. Training & Development: Concepts & Applications. Ane Books.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE004CO1	3	0	0	0	0	1	0	1	0	0	0	1
MBADSE004CO2	2	3	2	1	1	1	1	1	0	1	1	1
MBADSE004CO3	2	2	1	2	2	1	0	1	1	1	0	2
MBADSE004CO4	2	2	2	1	1	1	2	1	0	1	2	1
MBADSE004CO5	3	3	3	2	2	1	3	2	1	2	3	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Human Resource Analytics	L	T	P	C	Course Type
Course Code	MBADSE005	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the concept, scope, and importance of HR Analytics in data-driven decision-making.
2	To analyze the various metrics and models used for measuring HR effectiveness and efficiency.
3	To comprehend the application of analytics in key HR functions like recruitment, training, and performance management.
4	To evaluate the role of predictive analytics and statistical tools in workforce planning and retention.
5	To develop skills in visualizing HR data and creating dashboards for strategic insights.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE005CO1	Explain the fundamental concepts and frameworks of HR Analytics.	L2
MBADSE005CO2	Apply HR metrics to measure the efficiency of recruitment, training, and compensation.	L3
MBADSE005CO3	Analyze workforce data using descriptive and predictive analytics techniques.	L4
MBADSE005CO4	Evaluate the impact of HR interventions on business performance using ROI analysis.	L5
MBADSE005CO5	Create HR dashboards and reports to communicate insights to stakeholders.	L6

Syllabus:

Unit-1	
Introduction to HR Analytics: Definition, Evolution, and Importance of HR Analytics; Levels of Analytics (Descriptive, Diagnostic, Predictive, Prescriptive); The HR Analytics Value Chain; Challenges in HR Analytics.	
Unit-2	
HR Metrics and Measurement: Designing HR Metrics; Key Metrics for Recruitment (Time to Hire, Cost per Hire), Training (Training ROI), Performance (Performance Ratings), and Compensation (Compa-ratio); Benchmarking.	
Unit-3	
Functional HR Analytics: Workforce Planning Analytics (Supply and Demand Forecasting); Talent Acquisition Analytics; Learning and Development Analytics; Performance Management Analytics; Retention Analytics (Churn/Attrition Analysis).	
Unit-4	
Predictive Analytics in HR: Introduction to Predictive Modelling; Regression Analysis in HR; Predicting Employee	

Turnover; Predicting Performance; Correlation and Causation in HR Data.		
Unit-5		
Data Visualization and Reporting: Principles of Data Visualization; Creating HR Dashboards; Storytelling with Data; Ethical Issues in HR Analytics (Data Privacy, Bias); Future of HR Analytics (AI and Machine Learning).		

Suggestive Readings:

Text Books:

1. Bhattacharyya, Dipak Kumar, "HR Analytics: Understanding Theories and Applications", Wiley India.
2. Soundararajan, R., and Singh, K., "Winning on HR Analytics: Leveraging Data for Competitive Advantage", SAGE Publications.
3. Fitz-enz, Jac, "The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments", AMACOM.

Reference Books:

1. Pease, Gene, "Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset", Wiley.
2. Marr, Bernard, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", Kogan Page.
3. Edwards, Martin R., and Edwards, Kirsten, "Predictive HR Analytics: Mastering the HR Metric", Kogan Page.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE005CO1	3	1	0	1	1	0	0	0	0	0	0	1
MBADSE005CO2	2	3	2	1	2	1	0	0	0	0	1	1
MBADSE005CO3	2	3	3	3	2	0	0	1	0	0	1	1
MBADSE005CO4	2	3	3	2	1	1	1	1	0	1	1	1
MBADSE005CO5	1	2	2	1	3	0	1	3	0	0	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Change Management	L	T	P	C	Course Type
Course Code	**MBADSE006**	3	0	0	3	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the importance, forces, and types of organizational change and renewal.
2	To analyze the process of assembling and implementing change, including aligning structures and resources.
3	To comprehend the impact of technological changes on Human Resources and employee productivity.
4	To evaluate various organizational development models, including the Action Research and Appreciative Inquiry models.
5	To design and select appropriate OD intervention techniques for personal, team, and structural development.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE006CO1	Demonstrate an understanding of Organizational change and Renewal.	L2
MBADSE006CO2	Examine the dynamic situation of the business environment, analyze situations, and implement change.	L4
MBADSE006CO3	Examine Human Resource and suitable technological change.	L4
MBADSE006CO4	Develop organizational models and intervention techniques.	L6
MBADSE006CO5	Evaluate the role of OD practitioners and the impact of intervention strategies on organizational effectiveness.	L5

Syllabus:

Unit-1	**Organizational Change & Renewal**
Introduction: Importance & imperative of change; Forces of change, types of change; Types of planned and unplanned change. Models & Challenges: Models of change; challenges of change; Change and its impact. Effects: Operational effect, psychological effect, social effect; People reactions to change. Culture: Changing organizational culture; Resistance to change; Managing Change.	
Unit-2	**Assembling & Implementation of Change into Organisation**
• Process: Steps in Assembling a Change; Management in Establishing a New Direction for the Organization. • Teams & Structure: Setting up of Change Teams; Aligning Structure; Systems and Resources. • Execution: Removing road Blocks; Absorbing Changes into Organization.	
Unit-3	**HR & Technological Changes**
• Technology: Introduction of special features of new technology; organizational implications of technological change. • HR Profile: Emerging profile HR; Employee Empowerment.	

Unit-4	Organizational Models for Development

• Productivity: Emotional Intelligence and employee productivity; Managing work stress.

Unit-4	Organizational Models for Development

• OD Basics: Introduction, concept, characteristics, Need, Evolution of OD; OD Assumptions & Values.

• Models: OD Models; 5 stage model of OD; Action Research model of OD & its features; Appreciative Inquiry model.

• Practitioner: Role and style of OD practitioners; Formation of Practitioner and client relationship; Relationship models, Issues in relationship.

Unit-5	Organizational Development Interventions & Techniques

• Strategies: Strategies for OD Intervention; Basic Strategies to change; Integration of change strategies Stream analysis.

• Interventions: Team Building; Sensitivity Training; Selecting OD interventions; Major OD intervention techniques.

• Types: OD personal & Interpersonal Interventions; Team development Interventions; Educational and Structural Interventions.

Suggestive Readings:

Text Books:

1. Nilakant, V. and Ramnarayan, S., Managing Organisational Change, Response Books, New Delhi .
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addision, - Wesley.
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.

Reference Books:

1. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York.
2. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press.
3. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .
4. Morgan, Gareth, Imagination, Response Books, New Delhi.
5. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE006CO1	3	1	1	0	0	1	1	1	1	0	0	1
MBADSE006CO2	3	3	3	1	1	1	2	1	2	1	1	2
MBADSE006CO3	2	2	2	1	2	1	2	1	1	1	1	1
MBADSE006CO4	2	3	3	2	1	1	3	1	1	2	1	2

MBADSE006CO5	2	3	3	2	1	2	2	2	1	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Human Resource Audit	L	T	P	C	Course Type
Course Code	MBADSE007	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the concept, scope, and rationale of Human Resource Audit in evaluating organizational effectiveness.
2	To analyze the various approaches and methodologies used for conducting an HR audit.
3	To comprehend the process of auditing specific HR functions such as recruitment, training, and performance management.
4	To evaluate the HRD climate, organizational culture, and legal compliance through audit mechanisms.
5	To design an HR audit report and understand the linkage between HR audit and business results (ROI).

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE007CO1	Explain the fundamental concepts, objectives, and benefits of HR auditing.	L2
MBADSE007CO2	Apply audit methodologies and instruments to assess HR systems and competencies.	L3
MBADSE007CO3	Analyze the effectiveness of HR sub-systems and identify gaps in compliance and execution.	L4
MBADSE007CO4	Evaluate the organizational culture and HRD climate using standard audit frameworks (e.g., TVRLS).	L5
MBADSE007CO5	Create a comprehensive HR audit report with actionable recommendations for business improvement.	L6

Syllabus:

Unit-1	HUMAN RESOURCE AUDIT PROCESS
• Meaning, Need and Objectives of HR; Human Resource Audit Process; Audit of Human Resource Function; Planning Questions, Collecting Data, Analyzing the Audit Data; Interpretation: Assessing the Ability for Change	
Unit-2	CHANGES IN HUMAN RESOURCE AUDIT
• Workforce Communication and Employee Relations; Performance Management; Compensation System; Teambuilding System; Assessing the Ability for Change; Post Audit Steps; Preventive and Corrective Actions; Role in Business Improvement; Methodology and Limitations; Appropriate HR Audit Policy.	

Unit-3	HUMAN RESOURCE AUDIT & HR DEVELOPMENT
• Methods of conducting HR Audit: Interview, Workshop, Observation, Questionnaire; Components of HR Audit; Need and Significance of HR Audit Development, Process of HR Audit, Approaches of HR Audit; Principles of Effective HR Auditing, Qualification & responsibility of HR Auditor in India.	
Unit-4	HR AUDIT FOR LEGAL COMPLIANCE & SAFE BUSINESS PRACTICES
• Areas covered by HR Audit ; Pre-employment Requirements; Hiring Process; New-hire Orientation Process; Workplace Policies and Practices; HR Audit Ethics and sage business Practices; HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development	
Unit-5	HUMAN RESOURCE AUDITING AS A TOOL OF HUMAN RESOURCE VALUATION & AUDIT REPORT
•Rationale of Human Resource Valuation and Auditing; Valuation of Human Resource; Issues in Human Capital Measurement and Reporting; HR Audit Report ;Report Design ; Preparation of report; Use of HR Audit report for business improvement.	

Suggestive Readings:

Text Books:
1. Rao, T.V. HRD Audit: Evaluating the Human Resource Function for Business Improvement. SAGE Publications.
2. Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing
3. M. Saeed, D.K. Kulsheshtha , Human Resource Accounting, Anmol Publications.
4. D. Prabakara Rao, Human Resource Accounting, Inter India Publications

Reference Books:
1. Udpa, S.R. Quality Circles: Progress through Participation. Tata McGraw Hill.
2. Rothwell, William J. HRD Audit and Analysis. HRD Press.
3. Human Resource Management by Gary Dessler, Pearson Publications.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE007CO1	3	1	0	0	0	1	0	0	0	0	0	1
MBADSE007CO2	2	2	2	1	1	1	0	0	0	0	1	1
MBADSE007CO3	2	3	2	2	1	3	1	1	0	0	1	1
MBADSE007CO4	2	2	2	2	1	3	2	1	1	0	1	1

MBADSE007CO5	3	3	3	2	1	2	2	3	1	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Performance Management	L	T	P	C	Course Type
Course Code	MBADSE008	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the Theory, Concept & Good practices in the area of PMS.
2	To understand & appreciate the Strategic Importance of PMS in any Organization.
3	To analyze the Project Presentation
4	To evaluate the performance of the employee
5	To create a good Performance evaluation system

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE008CO1	Understand the concepts, frameworks, and strategic role of Performance Management Systems (PMS).	L2
MBADSE008CO2	Apply goal-setting techniques and career development tools to enhance employee engagement.	L3
MBADSE008CO3	Evaluate performance using modern tools like 360-degree feedback and the Bell Curve methodology.	L5
MBADSE008CO4	Analyze performance issues to formulate effective Performance Improvement Plans (PIP).	L6
MBADSE008CO5	Design job structures and comprehensive performance evaluation systems aligning with organizational goals.	L6

Syllabus:

Unit-1	Introduction
• Content: Introduction to the concept of "Performance"; Brief History of "PMS"; Performance Management Framework: The importance of performance management; The Place of "PMS" in HR.	
Unit-2	Performance Planning
• Content: Performance Planning: Organizational mission, strategy and goals; Steps in Performance Management; Goals Setting (SMART Goals), Quality of Goals Audit; Career Development; Employee Engagement through PMS, The Role of Career Development in the Engagement of Employees.	
Unit-3	Project Presentation
• Content: Mid Term Assignment/ Project Presentation; Performance Ratings, BELL CURVE; Relevance of Bell Curve in the current Scenario.	
Unit-4	Performance Management Culture
• Content: Creating a performance management culture through HR programs and practices; Performance planning	

process and employee performance; Performance assessment, including 360-degree feedback; Performance improvement planning (PIP), identifying root causes of performance issues.

Unit-5	Designing Jobs
• Content: Designing jobs to enhance performance, JD; Performance assessment, including 360-degree feedback; Performance improvement planning (PIP), identifying root causes of performance issues and supporting the Employee to turn-around.	

Suggestive Readings:

Text Books:

1. Rao, T.V. Performance Management and Appraisal Systems. Sage Publication, 2016.
2. Cardy, Robert. Performance Management: Concepts, Skills and Exercise. Taylor & Francis, 2022.
3. Armstrong, Michael. Armstrong's Handbook of Performance Management. Kogan Page Publishers, 2020.

Reference Books:

1. Adler, Ralph W. Strategic Performance Management. Routledge (Taylor & Francis), 2018.
2. Dessler, Gary. Human Resource Management (relevant PMS chapters). Pearson Education, 2021.
3. Singh, B.D. Performance Management Systems and Strategies. Excel Book India, 2010.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE008CO1	3	1	1	0	0	1	0	0	0	0	0	1
MBADSE008CO2	2	2	2	0	1	1	2	1	0	1	1	1
MBADSE008CO3	2	3	2	2	2	1	1	1	0	0	1	1
MBADSE008CO4	2	3	3	1	1	2	2	1	0	1	1	2
MBADSE008CO5	3	3	3	2	1	2	2	1	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

FINANCE MANAGEMENT

Program	Master of Business Administration		Semester		
Course Name	Financial Institutions & Markets	L	T	P	C	Course Type
Course Code	MBADSE009	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the structure, reforms, and evolving role of the Indian financial system.
2	To develop understanding of the regulatory framework governing financial institutions and markets in India.
3	To familiarize learners with the functioning of financial markets, intermediaries, and market instruments.
4	To impart knowledge of bond markets in India and abroad and their relevance for investors and institutions.
5	To analyze the role, structure, and regulation of major financial institutions such as banks, insurance companies, and mutual funds.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
MBADSE009CO1	Explain the structure, reforms, and key components of the Indian financial system.	L2
MBADSE009CO2	Analyze the role of regulatory institutions such as RBI, SEBI, IRDA, and PFRDA in maintaining financial stability.	L4
MBADSE009CO3	Describe the functioning of financial markets, intermediaries, and financial instruments.	L3
MBADSE009CO4	Examine bond markets in India and international markets and assess their benefits and risks for investors.	L4
MBADSE009CO5	Evaluate the structure, regulation, and performance of financial institutions including banks, insurance companies, and mutual funds.	L5

Syllabus:

Unit-1	INTRODUCTION TO INDIAN FINANCIAL SYSTEM	Contact Hours: 10
An overview of the Indian financial system, financial sector reforms; context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms.		
Unit-2	REGULATORY INSTITUTIONS IN INDIA	Contact Hours: 15
RBI, SEBI, IRDA, PFRDA, Corporate Governance and SEBI Role of central bank and commercial banks, Commercial Banking : Role of Banks, NPA, Risk Management in Banks, Basel Norms, Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need and importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking.		
Unit-3	FINANCIAL MARKETS AND INTERMEDIARIES	Contact Hours: 7
Function of financial markets; Structure of financial markets; Financial market instruments; Function of financial intermediaries; Types of financial intermediaries; Regulation of the financial market.		
Unit-4	BOND MARKET IN INDIA AND ABROAD.	Contact Hours: 5

Concept of bond; Bond market securities; Treasury notes and bonds; municipal bonds; corporate bonds; international bond market securities, benefits and challenges for investors.		
Unit-5	OTHER FINANCIAL INSTITUTIONS	Contact Hours: 8
Insurance companies- life insurance companies – size, structure and composition of the industry; property- casualty insurance companies – size, structure and composition of the industry; regulation of insurance		
companies; Mutual fund: size, structure and composition of the industry; different types of mutual funds; mutual fund prospectus and objectives.		

Suggestive Readings:

Text Books

- Saunders, A. & Cornett, M. M. Financial markets and institutions. New Delhi: Tata
- McGraw-Hill Education.
- Madura J. *Financial markets and institutions.* Singapore: Cengage Learning

Reference Books:

- Meir K. *Financial institutions and markets.* New Delhi: Oxford University Press.
- Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M. *Foundations of Financial Markets and Institutions.*

Assessment Scheme

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE009CO1	3	1	0	0	0	1	0	0	2	0	0	1
MBADSE009CO2	3	3	2	1	0	3	0	0	2	0	0	1
MBADSE009CO3	3	2	1	0	1	1	0	0	2	1	0	1
MBADSE009CO4	3	3	2	1	1	1	0	0	3	1	1	1
MBADSE009CO5	3	3	3	2	1	2	1	1	2	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Working Capital Management	L	T	P	C	Course Type
Course Code	MBADSE0010	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce the nature, components, types, and significance of working capital and factors affecting its composition.
2	To develop understanding of working capital estimation, operating cycle approach, financing patterns, and short-term funding sources.
3	To build analytical skills in managing cash flows through budgeting, planning, and cash management models.
4	To impart knowledge of inventory management techniques and management of current liabilities.
5	To enhance decision-making regarding receivables management through credit analysis and creditworthiness evaluation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
MBADSE010CO1	Explain the nature, components, determinants, and significance of working capital.	L2
MBADSE010CO2	Estimate working capital needs using the operating cycle, ratios, and short-term financing sources.	L4
MBADSE010CO3	Apply cash planning, budgeting, and management models for optimizing cash balances.	L4
MBADSE010CO4	Analyze inventory management techniques and evaluate cost–benefit implications.	L5
MBADSE010CO5	Assess receivables management decisions through evaluation of credit standards and customer creditworthiness.	L5

Syllabus:

Unit-1	INTRODUCTION OF WORKING CAPITAL	Contact Hours: 10
Nature, Components, Types, Functions, Determinates andSignificance. Factors Affecting Composition of Working Capital.		

Unit-2	WORKING CAPITALPOLICIES	Contact Hours: 8
Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviours of Current Assets and Pattern of Financing, Quick Sources of Finance, commercial Papers, Factoring, Bank Credit.		

Unit-3	MANAGEMENT OFCASH	Contact Hours: 8
Motives for Holding Cash, Significance, Cash Planning andBudgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models.		

Unit-4	INVENTORY MANAGEMENT	Contact Hours: 8
Management of Inventory – Purpose for holding inventory, components, cost benefit analysis, inventory management techniques. Management of Current Liabilities – Sundry Creditors, Bills Payable, Contingencies.		

Unit-5	RECEIVABLES MANAGEMENT	Contact Hours:11
Nature, Significance, Credit Standards, Evaluating the CreditWorthiness of a Customer.		

Suggestive Readings:

Text Books:

- R.P. Rustagi,Working Capital Management, Taxmans Publications Private Limited.
- Hrishikes Bhattacharya, Working Capital Management : Strategies and Techniques, PHI Learning.

Reference Books:

- R.K. Gupta and Himanshu Gupta ,Working Capital & Finance, PHI Learning

Parvinder Singh, Managing Working Capital, Taxmans Publications Private Limited.

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE010CO1	3	1	0	0	0	1	0	0	0	0	0	1
MBADSE010CO2	3	3	2	1	2	1	0	0	0	1	1	1
MBADSE010CO3	3	3	3	1	2	1	0	0	0	1	1	1
MBADSE010CO4	3	3	2	1	1	1	0	0	0	1	1	1
MBADSE010CO5	3	3	3	1	1	2	0	1	0	1	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Capital Budgeting	L	T	P	C	Course Type
Course Code	MBADSE0011	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the concept, importance, and process of capital budgeting in long-term financial planning.
2	To develop understanding of traditional capital budgeting techniques and their application in investment decisions.
3	To impart analytical knowledge of discounted cash flow techniques for evaluating capital investment proposals.
4	To familiarize learners with risk and uncertainty analysis in capital budgeting decisions.
5	To analyze advanced and contemporary issues in capital budgeting including replacement, leasing, ESG, and sustainability investments.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
MBADSE011CO1	Explain the nature, objectives, and process of capital budgeting and its role in long-term financial planning.	L2
MBADSE011CO2	Apply traditional capital budgeting techniques such as Payback Period and ARR to evaluate investment proposals.	L3
MBADSE011CO3	Analyze investment proposals using discounted cash flow techniques such as NPV, IRR, and PI.	L4
MBADSE011CO4	Assess risk and uncertainty in capital budgeting decisions using quantitative risk analysis tools.	L5
MBADSE011CO5	Evaluate advanced capital budgeting decisions considering replacement, leasing, taxation, ESG, and sustainability factors.	L6

Syllabus:

Unit-1	INTRODUCTION TO CAPITAL BUDGETING	Contact Hours: 6
Meaning, nature, and importance of capital budgeting. Objectives and significance of capital budgeting decisions. Types of capital investment proposals. Capital budgeting process and steps involved. Role of capital budgeting in long-term financial planning. Difficulties and limitations of capital budgeting decisions.		

Unit-2	TRADITIONAL CAPITAL BUDGETING TECHNIQUES	Contact Hours: 10
Payback Period method: concept, computation, advantages, and limitations. Discounted Payback Period. Accounting Rate of Return (ARR): calculation, merits, and demerits. Evaluation of projects using traditional techniques. Comparison of traditional methods.		

Unit-3	DISCOUNTED CASH FLOW TECHNIQUES	Contact Hours: 10
Time value of money concept. Net Present Value (NPV): concept, computation, and decision rules. Internal Rate of Return (IRR): concept and calculation. Profitability Index (PI). Comparison of NPV and IRR. Selection of mutually exclusive and independent investment projects.		

Unit-4	RISK & UNCERTAINTY IN CAPITAL BUDGETING	Contact Hours: 10
Risk and uncertainty in capital budgeting decisions. Measurement of risk. Risk-adjusted discount rate. Certainty equivalent approach. Sensitivity analysis, scenario analysis, and decision tree analysis. Inflation and capital budgeting decisions. Capital rationing: concept and techniques.		

Unit-5	ADVANCED & CONTEMPORARY ISSUES IN CAPITAL BUDGETING	Contact Hours: 10

Replacement and expansion decisions. Lease versus buy decisions. Project appraisal under capital constraints. Impact of taxation and depreciation on capital budgeting. Introduction to real options approach. Contemporary issues in capital budgeting including ESG investments, sustainability projects, and technology-driven investment appraisal.

Suggestive Readings:

Text Books:
- Financial Management – M. Y. Khan & P. K. Jain
- Financial Management – Prasanna Chandra
- Corporate Financial Management – S. Kevin

Reference Books: –
- Fundamentals of Financial Management – Brigham & Houston
- Principles of Corporate Finance – Brealey, Myers & Allen
- **Capital Budgeting** – Richard A. Brealey

Assessment Scheme

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE011CO1	3	1	1	0	0	0	0	0	0	0	0	1
MBADSE011CO2	3	2	2	1	1	0	0	0	0	1	1	1
MBADSE011CO3	3	3	3	2	2	0	0	0	1	1	1	1
MBADSE011CO4	2	3	3	3	2	1	0	0	1	1	1	2
MBADSE011CO5	3	3	3	2	1	3	0	1	2	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution
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Program	Master of Business Administration		Semester			
Course Name	Behavioral Finance	L	T	P	C	Course Type
Course Code	MBADSE0012	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the foundations, scope, and relevance of behavioral finance as an alternative to classical finance theories.
2	To develop understanding of cognitive biases, heuristics, and emotional influences affecting investor decision making.
3	To analyze modern behavioral finance theories explaining risk perception, market anomalies, and investor irrationality.
4	To examine the role of behavioral factors in corporate financial decisions such as capital structure and dividend policy.
5	To provide insights into emotional mechanisms, personality traits, and neurophysiological aspects influencing risk-taking behaviour.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
MBADSE012CO1	Explain the concepts, scope, and theoretical foundations of behavioral finance and classical finance theories.	L2
MBADSE012CO2	Analyze the impact of cognitive biases, heuristics, and emotions on individual investment decisions.	L4
MBADSE012CO3	Evaluate behavioral explanations of market anomalies, bubbles, crashes, and arbitrage limitations.	L5
MBADSE012CO4	Analyze behavioral influences on corporate financial decisions relating to capital structure and dividend policy.	L5
MBADSE012CO5	Evaluate risk-taking behaviour using emotional, psychological, and neurophysiological perspectives.	L6

Syllabus:

Unit-1	Introduction to Behaviour Finance and Classical Theories	Contact Hours: 10
Introduction to Behavioral finance; Nature, scope, objectives and application; Building blocks of behavioral finance; Classical finance theories; Investment Decision Cycle; Judgment under Uncertainty; Cognitive information perception ; Peculiarities , cognitive biases , emotional influences and Heuristics.		

Unit-2	Modern Theories of Behaviour Finance	Contact Hours: 8
Utility Preference Functions; Expected Utility Theory and Rational Thought; Prospect theory and mental accounting; Equity Premium Puzzle-prospect theory; Decision making under risk and uncertainty; Investor rationality and market efficiency.		

Unit-3	Behaviour Aspects of Investors' and Market Anomalies	Contact Hours: 8
Behavioral Factors and Financial Markets; Behavior aspects of investors decision; Financial Market anomalies; Stock Market Bubbles and Crashes from behavior perspective; Arbitrage Model		

| Unit-4 | Behaviour Corporate Financial Decisions | Contact Hours: 8 |

Behavioral Corporate Finance; Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy; Capital Structure dependence on Market Timing ; Catering and Systematic approach ; Behavioral factors in corporate decision making.		
Unit-5	Emotional Mechanisms and Neurophysiology in Risk Taking	Contact Hours:11
Emotions and Decision Making; Experimental and Emotional mechanisms in modulating risk-taking attitude ; Neurophysiology of risk taking; Personality traits and risk attitudes in different domains.		

Suggestive Readings:

Text Books:

- Parag Parikh ,Value Investing and Behavioral Finance:Insights into stock market realities, McGraw Hill Education
- Lucy Ackert ,Understanding Behavioral Finance ,Cengage Learning India Publishing company

Reference Books:

- Ranjit Singh, Behavior Finance, PHI Learning
- Prasanna Chandra, Behavioral Finance, McGraw Hill Education.

Assessment Scheme

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE012CO1	3	1	0	1	0	1	0	0	1	0	0	1
MBADSE012CO2	2	3	2	1	0	1	0	0	1	1	0	1
MBADSE012CO3	3	3	2	2	0	1	0	0	2	1	0	1
MBADSE012CO4	3	3	3	2	0	1	1	0	1	1	1	1
MBADSE012CO5	2	3	2	2	0	1	1	0	1	1	0	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Banking & Insurance	L	T	P	C	Course Type
Course Code	MBADSE0013	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the evolution, structure, and functioning of the Indian banking system and the role of the Reserve Bank of India.
2	To develop understanding of financial instruments, markets, and institutions operating in the domestic and international financial system.
3	To familiarize students with different types of banking services including corporate, retail, investment banking, and venture capital.
4	To impart knowledge of the Indian insurance system, insurance principles, policy structure, and regulatory framework.
5	To equip students with conceptual and practical understanding of risk management, types of risks, and corporate risk management processes.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
MBADSE013CO1	Explain the evolution, structure, and functions of the Indian banking system and the role of the central bank.	L2
MBADSE013CO2	Describe and classify financial instruments, markets, and institutions operating in domestic and international environments.	L2
MBADSE013CO3	Analyze different banking services such as corporate, retail, investment banking, and venture capital.	L4
MBADSE013CO4	Explain insurance concepts, principles, policy structures, and regulatory framework governing the Indian insurance industry.	L3
MBADSE013CO5	Analyze various types of risks and apply risk management techniques in corporate and financial contexts.	L4

Syllabus:

Unit-1	INTRODUCTION OF BANKING SYSTEM	Contact Hours: 9
Evolution of Banking System, Definition of Banking, Types of Banks, Functions of Different Types of Banks, Central Banking, functions of Central Bank, Reserve Bank of India, Introduction to Indian finance System and An Overview of Indian Banking System.		

Unit-2	INTRODUCTION OF FINANCIAL INSTRUMENTS	Contact Hours: 9
Debt Market, Equity Market, Financial Services, Depository Institutions, Non-Depository Institutions, Money Market Instruments, International Financial Instruments.		

Unit-3	TYPES OF INDIAN BANKING SYSTEM	Contact Hours: 5
Corporate Banking, Retail Banking, Investment Banking, Venture Capital.		

Unit-4	INTRODUCTION OF INDIAN INSURANCE SYSTEM & POLICY	Contact Hours: 9
Insurance: Meaning, Types of Risks Covered, Type of Insurance, Principles of Insurance, Growth & Development of Indian Insurance Industry, Regulations of Insurance Business – IRDA; Introduction to Life & General Insurance, Life Insurance:		

Features of Life Insurance, Essentials of Life Insurance Contract, Kinds of Insurance Policies, Premium determination, Life Policy Conditions

Unit-5	INTRODUCTION OF RISK MANAGEMENT	Contact Hours: 13
Introduction to Risk Management: The Concept of Risk, Risk vs. Uncertainty, Types of Risks: Market Risk, Credit Risk, Operational Risk, Interest Risk, Business Risk, Systematic Risk, Classifying Pure Risks, Methods of Handling Pure Risks, Risk Management Process, Risk Financing Techniques, Risk Management Objectives, Risk Management Information Systems (RMIS), Corporate Risk Management Process and firms.		

Suggestive Readings:

Text Books: -

- Bayer and Dennis, Money Banking and Financial Market
- ICFAI Publication Series
- Saving the Indian saver by Urjit Patel
- The Fundamentals of Insurance by Hargovind Dayal

Reference Books: -

- Fundamentals Principles of Insurance by Prof. M. Eswari Karthikeyan
- Banking and Insurance by Saptarshi Ray and Sayane Nayake Pearson publication
- The Psychology of Money by Morgan housel

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE013CO1	3	1	0	0	0	2	0	1	2	0	0	1
MBADSE013CO2	3	2	1	0	0	1	0	1	3	1	0	1
MBADSE013CO3	3	3	2	1	1	1	1	1	2	1	1	1
MBADSE013CO4	3	1	0	0	0	3	0	1	1	0	0	1
MBADSE013CO5	3	3	3	2	1	2	1	1	2	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Corporate Tax	L	T	P	C	Course Type
Course Code	MBADSE0014	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce students to the basic concepts of income tax, assessment, residential status, and tax incidence applicable to individuals and companies.
2	To enable students to understand and apply general principles governing computation of income from business or profession and permissible deductions.
3	To develop competence in computing taxable income of different types of companies in accordance with income tax provisions.
4	To analyze the tax implications of managerial and strategic business decisions and their impact on cash flows.
5	To familiarize students with tax planning strategies, policies, and incentives relating to corporate restructuring, capital structure, and industrial undertakings.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
MBADSE0014CO1	Explain fundamental income tax concepts, residential status, tax incidence, and exempt incomes applicable under the Income Tax Act.	L2
MBADSE0014CO2	Compute income from business or profession by applying general principles, deductions, allowances, and valuation rules.	L3
MBADSE0014CO3	Calculate taxable income of various categories of companies by applying relevant provisions and set-off rules.	L4
MBADSE0014CO4	Analyze the tax implications of managerial decisions such as make or buy, own or lease, expansion, and shutdown decisions.	L4
MBADSE0014CO5	Evaluate tax planning strategies and policies related to mergers, amalgamations, capital structure, and industrial incentives.	L5

Syllabus:

Unit-1	INTRODUCTION OF BASICS CONCEPTS	Contact Hours: 9
Basic concepts- assessment Year- Previous Year-Person- Assessed- Income-Gross Total income- Total Income- Capital Asset-Company- Capital Receipts Vs Revenue Receipts-Capital Expenditure Vs Revenue Expenditure- Methods of Accounting-Amalgamation. Residential Status and Tax Incidence- Incomes Exempt from Tax.		
Unit-2	GENERAL PRINCIPALS OF DEDUCTIONS	Contact Hours: 9
Computation of Profits and Gains of Business or Profession- General Principles- Deductions and Allowances- Deemed Profits-Income from Undisclosed Sources- Valuations of Stock- Problems on Computation of Income from Business or Profession.		
Unit-3	TAXATION OF COMPANIES	Contact Hours: 9
Taxation of Companies: Definitions of Indian Company-Domestic Company, Foreign Company, Industrial Company, Widely Held Company, Closely Held company, Investment Company, Consultancy, Service Company and Trading company. Deductions available Company- Carry Forward and Set off of Losses in the cases of certain companies-Tax on undistributed Profits of Domestic Companies- Problems on Computation of Taxable Income of Corporate Assesses.		
Unit-4	TAXATION DECISIONS & IMPLICATIONS	Contact Hours: 9

Tax Consideration in Specified Managerial Decisions and Their Implications on Cash Flow, Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or Continue, Purchase by Installation or Hire, Expand or Reduce the Size of Business.		
Unit-5	TAXATION PLANS & POLICIES	Contact Hours: 9
Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Reconstructions, Acquisition, Capital Structure, Dividend Policy-Depreciation and Other Allowances- New Industrial Undertakings and Tax Relieves- Personal Compensation Plan.		

Suggestive Readings:

Text Books:

1. Acharya, Shuklendra and M.G. Gurha. Tax Planning under Direct Taxes. Allahabad: Modern Law Publication.
2. Ahuja, Girish and Ravi Gupta. Corporate Tax Planning and Management. New Delhi: Bharat Law House
3. Goyal, S.P. Direct Tax Planning. Agra: Sahitya Bhawan

Reference Books:

1. Pagare, Dinkar. Direct Tax Planning and Management. New Delhi: Sultan Chand and Sons
2. Singhania, Vinod K., Kapil Singhania and Monica Singhania. Direct Taxes Planning and Management. New Delhi: Taxmann

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE0014CO1	3	1	0	0	0	1	0	0	0	0	0	1
MBADSE0014CO2	3	3	2	1	1	1	0	0	0	0	1	1
MBADSE0014CO3	3	3	2	1	1	1	0	0	0	0	1	1
MBADSE0014CO4	3	3	3	1	1	2	1	0	1	1	2	1
MBADSE0014CO5	3	3	3	2	1	2	1	1	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution
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Program	Master of Business Administration	Semester	

Course Name	Portfolio Management	L	T	P	C	Course Type
Course Code	MBADSE0015	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce the concepts, scope, and strategies of portfolio management with emphasis on fixed-income and equity investments.
2	To develop understanding of risk–return concepts and the functioning of money market, capital market, and derivative instruments.
3	To familiarize students with the structure, functioning, and regulation of Indian security markets and derivative trading mechanisms.
4	To enable students to apply portfolio optimization and performance evaluation models such as Markowitz and Sharpe models.
5	To equip students with valuation techniques for securities, projects, and goodwill for informed investment decision-making.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
MBADSE0015CO1	Explain portfolio management concepts, strategies, and sources of income from equity and fixed-income securities, including foreign bonds.	L2
MBADSE0015CO2	Measure and interpret risk and return using statistical tools and assess the investment environment and financial instruments.	L3
MBADSE0015CO3	Describe the functioning of Indian security markets and apply trading and derivative strategies in equity and commodity markets.	L3
MBADSE0015CO4	Apply Markowitz and Sharpe portfolio models to optimize portfolios and evaluate portfolio performance.	L4
MBADSE0015CO5	Evaluate securities, projects, and goodwill using valuation models such as CAPM, dividend models, and cash flow techniques.	L5

Syllabus:

Syllabus:

Unit-1	INTRODUCTION TO PORTFOLIO MANAGEMENT	Contact Hours: 10

Introduction of Portfolio management and fixed income. Various Portfolio Management Strategies- Active and passive portfolio management. Sources of income from fixed-income instruments. Investing in foreign bond markets. Managing a portfolio of stocks. Active and passive management of a portfolio of stocks. Analysis of investment styles based on portfolio and income.

Unit-2	INTRODUCTION TO RISK AND RETURN	Contact Hours: 15

Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, and the relationship between risk and return. Investment Environment: Features and composition of money market and capital market, money market, capital market instruments, and financial derivatives.

Unit-3	INDIAN SECURITY MARKET AND DERIVATIVES	Contact Hours: 7

Primary and Secondary market in India; Stock exchanges in India; BSE, NSE; Regulations of stock exchanges; Trading system in stock exchanges; Derivatives- Financial Derivatives; Futures and Options; Trading strategies; Commodity Derivatives.

Unit-4	MODELS OF MARKOWITZ AND SHARPE	Contact Hours: 5
Markowitz's Model – Assumptions –Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios –Leveraged portfolios – Corner portfolios – Sharpe's Single Index model – Portfolio-evaluation measures – Sharpe's Performance Index		
Unit-5	VALUATION & TREATMENT OF GOODWILL	Contact Hours: 8
Equity and Enterprise Value; Valuation Methods; Free Cash Flow; Garden Dividend Model, CAPM; Project Valuation; Warrant Valuation; Treatment of Goodwill		

Suggestive Readings:

Text Books:

- Investment Analysis & Portfolio Management, Prasanna Chandra, Mc Graw Hill
- Modern Portfolio Management: Moving Beyond Modern Portfolio Theory 1st Edition by Todd E. Petzel (Author)

Reference Books:

- Investment Analysis & Portfolio Management, M. Ranganathan, R. Madhumathi, Pearson
- Investing in India, Rahul Saraogi, (Wiley Finance) 1st Edition, Kindle Edition
- Security Analysis and Portfolio Management, Dhanesh Khatri, Trinity

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE0015CO1	3	1	1	0	1	1	0	0	2	1	0	1
MBADSE0015CO2	3	3	2	2	2	1	0	0	2	1	1	1
MBADSE0015CO3	2	2	3	1	2	1	0	0	2	2	1	1
MBADSE0015CO4	3	3	3	3	2	0	0	0	1	1	1	1
MBADSE0015CO5	3	3	3	2	2	1	0	0	1	2	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester	

Course Name	Corporate Finance	L	T	P	C	Course Type
Course Code	MBADSE0016	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

S. No.	Course Objectives
1	To introduce the concepts, characteristics, and role of small business enterprises in economic development with special reference to India.
2	To develop understanding of the dynamics, problems, financing, and government policies related to small scale industries.
3	To familiarize students with institutional support systems, incentives, and subsidies available for small business enterprises.
4	To impart managerial knowledge related to production, finance, marketing, strategy, personnel, and office management in small businesses.
5	To expose students to global opportunities, export procedures, e-commerce, and the role of women SHGs in micro and small enterprises.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO No.	Course Outcomes	BT Level
MBADSE0016CO1	Explain the concepts, characteristics, stages, and economic significance of small business enterprises and family businesses.	L2
MBADSE0016CO2	Analyze the growth, performance, problems, sickness, and financing of small scale industries in India.	L3
MBADSE0016CO3	Describe the role of government and institutional support systems, incentives, and subsidies for small business development.	L3
MBADSE0016CO4	Apply functional management principles in production, finance, marketing, strategy, and personnel management of small businesses.	L4
MBADSE0016CO5	Evaluate global business opportunities, export procedures, e-commerce practices, and the role of women SHGs in micro enterprises.	L5

Syllabus:

Unit-1	**Basics of Small Business Enterprise & Corporate Finance**	Contact Hours: 9

Small Business – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

Unit-2	Dynamics of Small Business	Contact Hours: 9

Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – financing of SSI's- Prospects of Small-Scale Industries in India.

Unit-3	Institutions Supporting Small Business	Contact Hours: 9

Central, State and Other Institutional Support for financing SSI – Technological Up gradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

Unit-4	Management of Small Business	Contact Hours: 9

Production Management – Financial Management – Marketing Management– Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

Unit-5	Global Opportunities for Small Business	Contact Hours: 9

Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises and micro financing.

Suggestive Readings:
Text Books:-
- Charantimath P.M., Entrepreneurship Development and Small BusinessEnterprises, Pearson Education, New Delhi, 2006.
- Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, NewDelhi, 2006.
- Shukla M.B., Entrepreneurship and Small Business Management, KITABMAHAL, New Delhi, 2003.

Reference Books:
- Vasanth Desai, Small Scale Industries and Entrepreneurship, HimalayaPublishing House, Mumbai, 2002.
- Khanka S.S. (2001): Entrepreneurial Development, S.Chand & Co., NewDelhi, 2001.
- Narasaiah M.L., Small Scale Entrepreneurship, Discovery PublishingHouse, New Delhi, 2001.

Assessment Scheme (2024-25):

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE0016CO1	3	1	0	0	0	1	0	1	1	2	0	1
MBADSE0016CO2	3	3	2	1	1	1	0	1	1	2	1	1
MBADSE0016CO3	2	1	1	0	0	3	0	1	1	1	1	1
MBADSE0016CO4	3	3	3	1	1	1	1	2	1	3	2	1
MBADSE0016CO5	2	2	2	1	1	2	1	2	3	3	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

MARKETING MANAGEMENT

Program	Master of Business Administration	Semester				
Course Name	Marketing of Services	L	T	P	C	Course Type
Course Code	MBADSE0017	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the distinct characteristics of services and the challenges in marketing them compared to goods.
2	To analyze the expanded marketing mix (7Ps) for services and the importance of the physical environment.
3	To comprehend the models of service quality, including the Gaps Model and SERVQUAL, to measure and improve service performance.
4	To evaluate the role of employees and customers in service delivery and the importance of service recovery strategies.
5	To examine the strategies for managing demand and capacity and building customer relationships in services.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE017CO1	Explain the fundamental concepts of service marketing and the service triangle.	L2
MBADSE017CO2	Apply the Gaps Model of Service Quality to identify and address service failures.	L3
MBADSE017CO3	Analyze the role of the physical evidence and the services cape in shaping customer perceptions.	L4
MBADSE017CO4	Evaluate strategies for matching demand with capacity and managing customer waiting lines.	L5
MBADSE017CO5	Create a service blueprint to visualize and improve the service delivery process.	L6

Syllabus:

Unit-1	

Introduction to Services Marketing: Definition, Characteristics of Services (Intangibility, Heterogeneity, Inseparability, Perishability); The Service Marketing Mix (7Ps); The Service Marketing Triangle; Consumer Behavior in Services: Search, Experience, and Credence Attributes.

Unit-2	

Service Design and Quality: New Service Development; Service Blueprinting; Service Quality: The Gaps Model of Service Quality; SERVQUAL Dimensions (Reliability, Assurance, Tangibles, Empathy, Responsiveness); Measuring Service Quality.

Unit-3	**Delivering and Performing Service**

The Role of Employees in Service Delivery (Boundary Spanners, Emotional Labor); The Role of Customers in Service Delivery (Co-creation); Service Recovery: Impact of Service Failure and Recovery; Service Guarantees.

Unit-4	Managing Service Promises and Physical Evidence
: Integrated Service Marketing Communications; Managing Physical Evidence (The Servicescape); Types of Servicescapes; Strategic Roles of the Servicescape.	
Unit-5	
Managing Demand, Capacity, and Relationships: Strategies for Matching Capacity and Demand (Yield Management); Waiting Line Strategies; Relationship Marketing in Services: The Ladder of Loyalty; Benefits of Customer Retention.	

Suggestive Readings:

Text Books:
1. Zeithaml, Valarie A., Bitner, Mary Jo, and Gremler, Dwayne D., "Services Marketing: Integrating Customer Focus Across the Firm", McGraw Hill Education.
2. Lovelock, Christopher, and Wirtz, Jochen, "Services Marketing: People, Technology, Strategy", Pearson Education.
3. Hoffman, K. Douglas, and Bateson, John E.G., "Services Marketing: Concepts, Strategies, & Cases", Cengage Learning.

Reference Books:
1. Gronroos, Christian, "Service Management and Marketing: Customer Management in Service Competition", Wiley.
2. Fitzsimmons, James A., and Fitzsimmons, Mona J., "Service Management: Operations, Strategy, Information Technology", McGraw Hill.
3. Rao, K. Rama Mohana, "Services Marketing", Pearson Education.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE017CO1	3	0	0	0	0	1	0	1	1	0	0	1
MBADSE017CO2	2	3	2	1	1	2	1	1	1	1	1	1
MBADSE017CO3	2	2	2	0	1	1	1	1	1	1	1	1
MBADSE017CO4	2	3	3	1	1	1	1	1	1	2	1	1
MBADSE017CO5	3	3	3	2	2	1	2	2	1	2	2	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester	

Course Name	Retail Management	L	T	P	C	Course Type
Course Code	**MBADSE0018**	3	0	0	3	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the nature, scope, and significance of the retail industry in the global and Indian context.
2	To analyze the different retail formats, theories of structural change, and consumer behavior in retail.
3	To comprehend the strategies for retail location, merchandise management, and pricing.
4	To evaluate the role of store operations, layout design, and visual merchandising in customer experience.
5	To examine contemporary issues such as e-tailing, omni-channel retailing, and retail technology.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE018CO1	Explain the core concepts, theories, and formats of retailing.	L2
MBADSE018CO2	Apply retail strategy frameworks to make decisions on location and merchandising.	L3
MBADSE018CO3	Analyze the retail mix elements to optimize store performance and customer satisfaction.	L4
MBADSE018CO4	Evaluate the impact of digital transformation and supply chain management on retail operations.	L5
MBADSE018CO5	Create a retail business plan incorporating omni-channel strategies.	L6

Syllabus:

Unit-1	
Introduction to Retailing: Definition and Functions of a Retailer; Evolution of Retailing; Organized vs. Unorganized Retail; Retail Formats (Store-based and Non-store based); Theories of Retail Development (Wheel of Retailing, Accordion Theory).	
Unit-2	
Retail Consumer & Strategy: Understanding the Retail Customer: Buying Decision Process, Segmentation, and Targeting; Retail Strategy: Building a Sustainable Competitive Advantage; Strategic Retail Planning Process.	
Unit-3	
Merchandise & Location Management: Retail Location: Types of Locations, Site Selection Factors; Merchandise Management: Merchandise Planning, Assortment Strategy, Sourcing, and Category Management; Retail Pricing Strategies.	
Unit-4	
Store Operations & Management: Store Layout and Design: Types of Layouts (Grid, Racetrack, Free-form); Visual Merchandising and Atmospherics; Retail Human Resource Management; Customer Service and Relationship Management.	
Unit-5	

Technology & Emerging Trends: Retail Information Systems; Supply Chain Management in Retail; E-tailing and Omni-channel Retailing; Legal and Ethical Issues in Retailing; Future Trends in Global Retailing.

Suggestive Readings:

Text Books:

1. Levy, Michael, Weitz, Barton A., and Grewal, Dhruv, "Retailing Management", McGraw Hill Education.
2. Pradhan, Swapna, "Retailing Management: Text and Cases", McGraw Hill Education.
3. Berman, Barry, and Evans, Joel R., "Retail Management: A Strategic Approach", Pearson.

Reference Books:

1. Bajaj, Chetan, Tuli, Rajnish, and Srivastava, Nidhi V., "Retail Management", Oxford University Press.
2. Vedamani, Gibson G., "Retail Management", Jaico Publishing House.
3. Dunne, Patrick M., Lusch, Robert F., and Carver, James R., "Retailing", Cengage Learning.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE018CO1	3	0	0	0	0	0	0	1	1	0	0	1
MBADSE018CO2	3	2	3	0	1	0	1	1	1	2	1	1
MBADSE018CO3	3	3	3	1	1	1	1	1	1	2	1	1
MBADSE018CO4	2	2	2	1	3	1	0	1	2	1	1	2
MBADSE018CO5	3	3	3	2	2	1	2	2	2	3	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester	

Course Name	Consumer Behaviour	L	T	P	C	Course Type
Course Code	MBADSE0019	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the fundamental concepts of consumer behavior and the psychological processes driving consumer decisions.
2	To analyze the role of consumer insights in developing effective brand strategies and positioning.
3	To comprehend the external influences on consumer behavior, including culture, social class, and reference groups.
4	To evaluate various branding frameworks and strategies for building and sustaining brand equity.
5	To examine contemporary issues in consumer behavior and branding, including digital consumerism and ethical considerations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE0019CO1	Explain the key theories of consumer behavior and the components of brand management.	L2
MBADSE0019CO2	Apply consumer insights to segment markets and design targeted brand positioning strategies.	L3
MBADSE0019CO3	Analyze the impact of psychological and environmental factors on consumer decision-making processes.	L4
MBADSE0019CO4	Evaluate brand equity using standard models and assess the effectiveness of brand extension strategies.	L5
MBADSE0019CO5	Create a strategic brand management plan that leverages deep consumer insights for competitive advantage.	L6

Syllabus:

Unit-1	
Introduction to Consumer Behaviour: Meaning, Nature and Scope of Consumer Behavior; Reasons and Importance of studying Consumer Behaviour; Types of Consumer Behavior; Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation, Bases of Segmentation, and Criteria for Effective Targeting of Market Segments; Purchase behaviour and marketing implications; Positioning strategies for existing and new products; Re-positioning.	
Unit-2	

Consumer Motivation and Learning: Consumer Motivation; Consumer Involvement; Personality and Self-Concept; Perception; Consumer Learning and Memory; Attitudes, change Attitudes and its measurement; Psychographics - Values and Lifestyles.

Unit-3	
Reference Groups and Family Influences: Reference groups and family influences; Opinion leadership and the diffusion of innovations; Social class, cultural, sub-cultural and cross-cultural influences on consumer behaviour; Personal influences; Family Influences; Environmental influences; Family Buying Behavior.	

Unit-4	
Problem Recognition and Evaluation: Problem recognition, search and evaluating, purchasing processes, post-purchase behaviour; Factors Affecting Consumer Behaviour; Consumer Satisfaction - mechanism of Consumer Satisfaction and Dissatisfaction; Repeated Buying, Brand and Shifting Loyalty; Complaint Behaviour; Consumerism; Organizational buying behaviour.	

Unit-5	
Models of Consumer Behaviour: Howard and Sheth Model; Nicosia Model; Engel, Kollat and Blackwell Model; Kerby model; Implications of these models for marketers.	

Suggestive Readings:

Text Books:

1. Schiffman, Leon G., and Kanuk, Leslie Lazar, "Consumer Behavior", Pearson.
2. Loudon, David L., and Della Bitta, Albert J., "Consumer Behavior: Concepts and Applications", McGraw Hill.
3. Kazmi, S.H.H., and Batra, Satish K., "Consumer Behaviour", Excel Books.

Reference Books:

1. Engel, James F., Blackwell, Roger D., and Miniard, Paul W., "Consumer Behavior", Thomson.
2. Raju, M.S., and Xardel, Dominique, "Consumer Behaviour", Vikas Publishing House.
3. Solomon, Michael R., "Consumer Behavior: Buying, Having, and Being", Pearson.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE0019CO1	3	1	0	0	0	1	0	1	1	0	0	1
MBADSE0019CO2	3	2	3	0	1	1	1	1	2	2	1	1
MBADSE0019CO3	2	3	2	1	0	1	0	0	1	0	0	1
MBADSE0019CO4	3	3	2	2	1	1	0	1	1	1	1	1
MBADSE0019CO5	3	3	3	2	2	1	2	2	2	3	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Marketing of Services	L	T	P	C	Course Type
Course Code	MBADSE0020	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To conceptualize the integrated marketing communication process and its role in brand building.
2	To analyze the various tools of the promotional mix, including advertising, sales promotion, and public relations.
3	To develop creative strategies and execute effective media planning.
4	To integrate digital and social media platforms into the broader marketing communication framework.
5	To evaluate the ethical, social, and legal implications of marketing communications.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE020CO1	Understand the key concepts, models, and role of IMC in the marketing mix.	L2
MBADSE020CO2	Analyze the advertising communication process and develop creative strategies.	L3
MBADSE020CO3	Apply various promotional tools like sales promotion, PR, and direct marketing to business scenarios.	L4
MBADSE020CO4	Evaluate media channels and plan effective media schedules and budgets.	L5
MBADSE020CO5	Design an integrated marketing communication plan for a product or service.	L6

Syllabus:

Unit-1	Introduction to Integrated Marketing Communication
Concept and definition of IMC; The IMC planning process; The role of IMC in the marketing process; The Communication Process: Source, Message, Channel, Receiver, Noise, Feedback; Consumer Response Models: AIDA, Hierarchy of Effects; Setting Communication Objectives (DAGMAR approach).	
Unit-2	Advertising and Creative Strategy
Advertising: Definition, Types, and Importance; Role of Advertising Agencies; Creative Strategy: Planning and Development; Creative Execution Styles (Appeals, Tone, Format); Copywriting for Print, Broadcast, and Digital Media; Headlines, Visuals, and Slogans.	
Unit-3	Sales Promotion and Public Relations
Sales Promotion: Scope and Role; Consumer-oriented vs. Trade-oriented Sales Promotion; Public Relations (PR): Definition, Objectives, and Tools (Press Releases, Sponsorships, Events); Difference between PR, Publicity, and Corporate Advertising; Managing Crisis Communication.	
Unit-4	Direct Marketing and Digital Integration
Direct Marketing; Database marketing, Telemarketing, Direct Mail; Personal Selling: Role and Process; Digital Marketing: Website, SEO/SEM context; Social Media Marketing: Engagement and Content Strategy; Mobile	

	Marketing trends; Integrating traditional and digital channels.
Unit-5	Media Planning, Measurement, and Ethics
	Media Planning: Reach, Frequency, GRPs, CPM; developing a Media Plan; Budgeting for Promotion: Approaches (Percentage of Sales, Competitive Parity, Objective and Task); Measuring Effectiveness: Pre-testing and Post-testing methods; Ethical, Social, and Regulatory aspects of Advertising (ASCI guidelines).

Suggestive Readings:
Text Books:

1.   University of Minnesota Libraries. (2015). *Principles of Marketing*. University of Minnesota Libraries Publishing.

2.   Solomon, M. R., & Saylor Academy. (2012). *Launching! Advertising and Promotion in Real Time*. The Saylor Foundation. Stokes, R. (2018). *eMarketing: The Essential Guide to Marketing in a Digital World*. Red & Yellow Creative School of Business.

Reference Books:
1.   Burnett, J. (2011). *Core Concepts of Marketing*. The Global Text Project. OpenStax. (2019).

2.   *Principles of Marketing*. OpenStax Rice University. Poepsel, M. (2018). *Media, Society, Culture and You*. Rebus Community.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE020CO1	3	1	0	0	0	1	0	1	1	0	0	1
MBADSE020CO2	2	3	2	1	1	1	1	2	1	2	1	1
MBADSE020CO3	2	2	3	0	2	1	1	2	1	2	2	1
MBADSE020CO4	2	3	3	2	2	1	0	1	1	1	1	1
MBADSE020CO5	3	3	3	1	2	1	2	3	2	3	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester	

Course Name	**Marketing Analytics**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE021**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the role of marketing analytics in data-driven decision-making and strategy formulation.
2	To analyze customer data to derive insights for segmentation, targeting, and positioning.
3	To comprehend the metrics and models used for measuring marketing performance and ROI.
4	To evaluate the effectiveness of digital marketing campaigns using web and social media analytics.
5	To examine predictive modeling techniques for sales forecasting and customer lifetime value estimation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE021CO1	Explain the fundamental concepts and tools of marketing analytics.	L2
MBADSE021CO2	Apply statistical techniques to segment markets and profile customers effectively.	L3
MBADSE021CO3	Analyze marketing mix effectiveness using regression and attribution modeling.	L4
MBADSE021CO4	Evaluate customer value and churn risk using predictive analytics models.	L5
MBADSE021CO5	Create a marketing dashboard to visualize key performance indicators and insights.	L6

Syllabus:

Unit-1	
Introduction to Marketing Analytics: Definition, Evolution, and Importance; Data Sources for Marketing (Internal, External, Digital); The Marketing Analytics Process (Data Collection, Cleaning, Analysis, Visualization); Role of Analytics in Marketing Strategy.	
Unit-2	
Customer Analytics: Customer Segmentation (Cluster Analysis); Customer Profiling; Recency, Frequency, Monetary (RFM) Analysis; Customer Lifetime Value (CLV) Calculation; Churn Prediction Models.	

Unit-3	
Product & Pricing Analytics: New Product Forecasting (Conjoint Analysis); Product Positioning (Perceptual Mapping); Pricing Analytics: Price Elasticity, Optimization, and Revenue Management; Market Basket Analysis (Association Rules).	
Unit-4	
Advertising & Digital Analytics: Measuring Advertising Effectiveness; Media Mix Modeling; Attribution Modeling (First-touch, Last-touch, Multi-touch); Web Analytics (Google Analytics key metrics); Social Media Sentiment Analysis.	
Unit-5	
Sales & Predictive Analytics: Sales Forecasting Methods (Time Series, Regression); Predictive Analytics in Marketing; A/B Testing for Marketing Optimization; Marketing Dashboards and Visualization; Future Trends in Marketing Analytics (AI/ML).	

Suggestive Readings:

Text Books:

1. Winston, Wayne L., "Marketing Analytics: Data-Driven Techniques with Microsoft Excel", Wiley.
2. Venkatesan, Rajkumar, Farris, Paul, and Wilcox, Ronald T., "Cutting Edge Marketing Analytics", Pearson Education.
3. Grigsby, Mike, "Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques", Kogan Page.

Reference Books:

1. Jeffery, Mark, "Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know", Wiley.
2. Hemann, Chuck, and Burbary, Ken, "Digital Marketing Analytics", Pearson.
3. Lilien, Gary L., and Rangaswamy, Arvind, "Marketing Engineering", Trafford Publishing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE021CO1	3	1	0	1	1	0	0	1	1	0	0	1
MBADSE021CO2	3	3	2	2	2	0	0	1	1	1	1	1
MBADSE021CO3	3	3	3	2	2	0	0	1	1	1	1	1
MBADSE021CO4	3	3	3	3	2	1	0	1	1	1	1	2
MBADSE021CO5	2	2	2	1	3	0	1	3	1	1	2	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Sales & Distribution Management	L	T	P	C	Course Type
Course Code	MBADSE022	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the nature and importance of sales management, personal selling, and the sales process in a competitive environment.
2	To analyze the functions of sales force management, including recruitment, selection, training, motivation, and compensation.
3	To comprehend the techniques for sales planning and control, such as forecasting, budgeting, territory management, and quota setting.
4	To evaluate the design and management of marketing channels, including the role of intermediaries like wholesalers and retailers.
5	To examine the role of logistics, supply chain management, and emerging trends like digital sales and sales automation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE022 CO1	Explain the theories of selling and the fundamental concepts of sales and distribution management.	L2
MBADSE022 CO2	Apply sales forecasting techniques and territory management strategies to optimize sales performance.	L3
MBADSE022 CO3	Analyze the structure and dynamics of distribution channels to resolve conflicts and ensure efficiency.	L4
MBADSE022 CO4	Evaluate the effectiveness of sales force management strategies, including compensation and performance appraisal.	L5
MBADSE022 CO5	Create a comprehensive sales and distribution plan integrating logistics and modern technology.	L6

Syllabus:

Unit-1	Introduction to Sales Management

• Conceptual Framework: Nature, Scope, and Objectives of Sales Management; Difference between Sales and Marketing.
• Personal Selling: The Sales Process (Prospecting, Pre-approach, Approach, Presentation, Handling Objections, Closing, Follow-up).
• Theories: Theories of Selling (AIDAS, Buying Formula, Right Set of Circumstances).

Unit		
• Strategy: Strategic role of sales management.		
Unit-2	**Sales Force Management**	
• Organization: Structure of Sales Organization (Line, Line & Staff, Functional, Horizontal).		
• Staffing: Recruitment and Selection of Sales Force.		
• Development: Training (Methods and Evaluation); Motivating Sales Personnel (Financial and Non-Financial Incentives).		
• Compensation: Designing Compensation Plans; Sales Force Control and Performance Evaluation.		
Unit-3	**Sales Planning and Control**	
• Forecasting: Sales Forecasting Methods (Qualitative and Quantitative).		
• Budgeting: Sales Budgeting process.		
• Territories: Designing Sales Territories; Routing and Scheduling.		
• Quotas: Types of Sales Quotas and Administration.		
• Analysis: Sales Analysis and Marketing Cost Analysis.		
Unit-4	**Distribution Channel Management**	
• Channels: Definition, Functions, and Flows; Channel Levels.		
• Intermediaries: Role of Wholesaling and Retailing; Types of intermediaries.		
• Design: Channel Design Process; Factors affecting Channel Choice.		
• Management: Managing Channel Members; Channel Conflict (Types, Causes, and Resolution techniques); Power and Politics in channels.		
Unit-5	**Logistics and Trends**	
• Logistics: Physical Distribution System; Order Processing; Inventory Management; Warehousing; Transportation.		
• SCM: Introduction to Supply Chain Management.		
• Trends: Sales Automation; Digital Sales; Omni-channel Distribution.		
• Ethics: Ethical and Legal issues in Sales and Distribution.		

Suggestive Readings:
Text Books:
1. Havaldar, Krishna K., and Cavale, Vasant M. Sales and Distribution Management. Tata McGraw Hill.
2. Still, Richard R., Cundiff, Edward W., and Govoni, Norman A. P. Sales Management: Decisions, Strategies and Cases. Pearson Education.

Reference Books:
1. Panda, Tapan K., and Sahadev, Sunil. Sales and Distribution Management. Oxford University Press.
2. Tanner, John F., and Honeycutt, Earl D. Sales Management. Cengage Learning.
3. Kotler, Philip, and Keller, Kevin Lane. Marketing Management. Pearson.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE022CO1	3	0	0	0	0	0	0	1	1	0	0	1
MBADSE022CO2	3	3	2	1	1	0	1	1	1	1	1	1
MBADSE022CO3	2	3	2	1	0	1	2	1	2	1	1	1
MBADSE022CO4	2	2	2	1	0	2	3	1	1	1	1	1
MBADSE022CO5	3	3	3	2	2	1	2	2	2	3	2	1

1 = Low, **2 = Moderate**, **3 = High** contribution

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Program	Master of Business Administration		Semester			
Course Name	Advertising & Brand Architecture	L	T	P	C	Course Type
Course Code	MBADSE023	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the strategic role of advertising and its relationship with brand architecture.
2	To analyze the process of developing effective advertising campaigns and media plans.
3	To comprehend the concept of brand architecture and its various models (Branded House, House of Brands, Hybrid).
4	To evaluate the impact of brand architecture decisions on brand equity and portfolio management.
5	To examine the integration of advertising strategies with brand architecture to build strong, cohesive brands.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE023 CO1	Explain the fundamental concepts of advertising management and brand architecture frameworks.	L2
MBADSE023 CO2	Apply advertising creativity and media planning techniques to achieve marketing objectives.	L3
MBADSE023 CO3	Analyze the structure of brand portfolios and select appropriate brand architecture strategies.	L4
MBADSE023 CO4	Evaluate the effectiveness of advertising campaigns in reinforcing brand architecture.	L5
MBADSE023 CO5	Create a comprehensive advertising strategy that supports a specific brand architecture model.	L6

Syllabus:

Unit-1	
Introduction to Advertising & Branding: Definition, Scope, and Evolution of Advertising; Role of Advertising in Brand Building; Concept of Brand Equity; Advertising Communication Models (AIDA, Hierarchy of Effects).	
Unit-2	
Advertising Strategy & Execution: Setting Advertising Objectives (DAGMAR); Budgeting Methods; Creative Strategy: Appeals, Execution Styles, and Copywriting; Media Planning: Selection, Scheduling, and Buying.	
Unit-3	
Brand Architecture Fundamentals: Definition and Importance of Brand Architecture; Brand Hierarchy; Brand Architecture Models: Branded House (Monolithic), House of Brands (Pluralistic), Endorsed Brands, Hybrid Architecture.	

Unit-4	
Strategic Brand Portfolio Management: Managing Brand Portfolios; Brand Extensions (Line vs. Category); Rationalizing the Brand Portfolio; Rebranding and Repositioning Strategies within an Architecture.	
Unit-5	
Integrating Advertising & Architecture: Aligning Advertising with Brand Architecture; Corporate Branding vs. Product Branding; Measuring Brand Architecture Effectiveness; Case Studies of Successful Brand Architectures (e.g., P&G, Unilever, Tata, Google/Alphabet).	

Suggestive Readings:

Text Books:

1. Aaker, David A., "Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity", Free Press.
2. Kapferer, Jean-Noël, "The New Strategic Brand Management: Advanced Insights and Strategic Thinking", Kogan Page.
3. Belch, George E., and Belch, Michael A., "Advertising and Promotion: An Integrated Marketing Communications Perspective", McGraw Hill.

Reference Books:

1. Keller, Kevin Lane, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", Pearson.
2. Rajagopal, "Brand Architecture: A Strategic Approach", Palgrave Macmillan.
3. Ogilvy, David, "Ogilvy on Advertising", Prion Books.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE023CO1	3	0	0	0	0	0	0	1	1	1	0	1
MBADSE023CO2	2	2	3	0	2	1	1	2	1	2	1	1
MBADSE023CO3	3	3	2	1	1	1	0	1	2	2	1	1
MBADSE023CO4	2	3	2	2	2	1	0	1	1	1	1	2
MBADSE023CO5	3	3	3	1	2	1	2	3	2	3	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Customer Relationship Management	L	T	P	C	Course Type
Course Code	MBADSE024	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the conceptual framework of Customer Relationship Management (CRM) and its evolution from transactional to relationship marketing.
2	To analyze the customer lifecycle, including acquisition, retention, and development of long-term customer value.
3	To comprehend the role of technology, including e-CRM and data mining, in managing customer relationships.
4	To examine the application of CRM strategies across various service sectors like banking, retail, and hospitality.
5	To evaluate the challenges in CRM implementation and emerging trends like Social CRM.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE024CO1	Explain the fundamental concepts, types, and benefits of CRM in modern business.	L2
MBADSE024CO2	Apply strategies for customer acquisition and retention to maximize Customer Lifetime Value (CLV).	L3
MBADSE024CO3	Analyze the technological tools (SFA, e-CRM) used for data management and customer interaction.	L4
MBADSE024CO4	Evaluate the effectiveness of CRM practices in specific industries (Banking, Retail, etc.).	L5
MBADSE024CO5	Develop a framework for CRM implementation and address ethical issues in customer data management.	L6

Syllabus:

Unit-1	Conceptual Framework
• Introduction to CRM: Definition, Need, and Importance.	
• Evolution: Transition from Transactional Marketing to Relationship Marketing.	
• Concepts: The Value Pyramid; CRM Cycle; Customer Interaction Cycle.	
• Types of CRM: Operational, Analytical, and Collaborative CRM.	
• Customer Experience: Customer Profiling and Total Customer Experience.	

Unit-2	Customer Centricity and Value
• Customer Lifecycle: Acquisition, Retention, and Development (Win-back strategies).	

• Customer Value: Concept of Customer Lifetime Value (CLV); Measuring Customer Profitability.		
• Loyalty vs. Satisfaction: Difference between Customer Satisfaction and Customer Loyalty.		
• Retention Strategies: Cross-selling and Up-selling techniques.		

Unit-3	Technological Aspects of CRM
• e-CRM: Difference between CRM and e-CRM; Features and benefits of e-CRM.	
• Sales Force Automation (SFA): Objectives, Contact Management, Lead Management.	
• Data Management: Role of Data Mining and Data Warehousing in CRM.	
• Analytics: Customer Database Management; Introduction to Market Basket Analysis	

Unit-4	CRM in Service Sectors
• Service Industry Challenges: Unique aspects of CRM in services.	
• Banking & Finance: Managing relationships in banking and insurance.	
• Retail: Loyalty programs and personalized shopper services.	
• Hospitality & Telecom: Enhancing guest and subscriber experiences.	
• Support: Role of Call Centers and Contact Centers.	

Unit-5	Implementation and Trends
• Implementation: Steps in CRM Implementation; Common barriers and challenges.	
• Culture: Building a Customer-Centric organizational culture.	
• Emerging Trends: Social CRM (S-CRM); Mobile CRM; AI in CRM (Chatbots).	
• Ethics: Ethical issues in CRM; Privacy and Data Protection laws.	

Suggestive Readings:
Text Books:
1. Shields, Kerri. Customer Centric Strategy. BCcampus Open Education.
2. Buttle, Francis and Maklan, Stan. Customer Relationship Management: Concepts and Technologies. Routledge.
3. Sheth, Jagdish N., Parvatiyar, Atul, and Shainesh, G. Customer Relationship Management: Emerging Concepts, Tools, and Applications. Tata McGraw Hill.

Reference Books:
1. Kumar, V. and Reinartz, Werner. Customer Relationship Management: Concept, Strategy, and Tools. Springer.
2. Greenberg, Paul. CRM at the Speed of Light. McGraw-Hill Osborne Media.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE024CO1	3	1	1	0	1	1	0	1	1	1	0	1
MBADSE024CO2	2	2	3	0	1	1	1	2	1	3	1	1
MBADSE024CO3	2	2	2	1	3	1	0	2	1	1	1	1
MBADSE024CO4	2	3	3	2	1	1	1	2	2	1	2	1
MBADSE024CO5	2	2	3	1	2	3	1	2	1	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

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AVIATION MANAGEMENT

Program	Master of Business Administration			Semester		
Course Name	Principles of Airline & Airport Management	L	T	P	C	Course Type
Course Code	MBADSE025	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	Develop understanding regarding Principles of Airline & Airport Industry.
2	Attain foundation for a prospective career in Airline & Airport Management.
3	Enhance knowledge of Airport Management & Airport Planning in operational areas.
4	Elaborate Air transport services in International Trends.
5	Enhance learning about the various processes in Airline operations & Airline Terminal Management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE025CO1	Explain the evolution of aviation, growth of air transportation in India, and the structure, competition, and challenges of the airline industry.	L2
MBADSE025CO2	Describe the roles, objectives, and functions of international aviation regulatory bodies such as ICAO and IATA.	L2
MBADSE025CO3	Analyze airport management and planning processes, including terminal design, airport operations, and the regulatory role of DGCA and AAI in India.	L4
MBADSE025CO4	Apply knowledge of airport and airline operational procedures such as ticketing, check-in, baggage handling, passenger facilitation, and coordination with security agencies.	L3
MBADSE025CO5	Evaluate air transport services, emerging market trends, PPP models in airports, environmental regulations, and operational charges in the aviation sector.	L5

Syllabus:

Unit-1	Introduction
History of Aviation, Development of Air transportation in India, Major players in Airline Industry, Market potential of Indian Airline Industry, Current challenges in Airline Industry, Competition in Airline Industry.	
Unit-2	**ICAO & IATA**
International Civil Aviation Organization (ICAO)- Origin, Aims, Functions, Role of ICAO. International Air Transportation (IATA) - origin, aims & functions.	
Unit-3	**Airport Management & Planning**
Airport management, airport planning, terminal building planning, design, operations, airport functions, current scenario of Indian aviation industry, DGCA, AAI.	
Unit-4	**Airport & Airline Operations**
Organization Structure of Airline Sector, Airline Terminal Management, Flight Information Desk, Reservation and Ticketing, Airport Check-in process, Issue of Boarding pass, Customs and Immigration formality, Baggage-Handling, Handling of Stretcher Passengers, Handling of VIP VVIP movement, Coordination with Supporting Agencies/Departments like BCAS.	
Unit-5	**Air Transport Services**
Aviation market trends, Emerging Indian scenario, PPP model: Public Private Participation in Indian Airports, Benefits & Disadvantages of PPP Model, Environmental regulations, Meteorological services in Aviation, Airport fees, rates, and charges.	

Suggestive Readings:

Text Books:

Cook,G.N.& Billig,B.(2017)Airline Operations & Management:managementTextbook,Routledge.

Young, S.B .& Well,A.T.(2003)Principles of Airport Management ,McGraw Hill.

Reference Books:

Sengupta, P. S. (2007) Principles of Airport Economics.

Neufville, R. D. & Odoni, A (2013) Airport Systems: Planning, Design, and Management. McGraw Hill Education.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE025CO1	3	1	0	0	0	1	0	0	2	0	0	1
MBADSE025CO2	2	1	0	0	0	2	0	0	3	0	0	1
MBADSE025CO3	3	2	1	1	1	2	1	1	2	1	1	1
MBADSE025CO4	3	3	3	0	2	1	2	1	1	1	3	1
MBADSE025CO5	3	3	3	2	1	2	1	1	2	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Civil Aviation Laws & Regulations	L	T	P	C	Course Type
Course Code	MBADSE026	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To provide students with a comprehensive understanding of the legal framework governing civil aviation at national and international levels.
2	To familiarize learners with the role, functions, and regulatory authority of the Directorate General of Civil Aviation (DGCA).
3	To develop knowledge of Aircraft Acts, Aircraft Rules, and national aviation legislations applicable to air transport in India.
4	To introduce students to Civil Aviation Requirements (CARs) related to airworthiness, safety, operations, aerodromes, and flight crew licensing.
5	To create awareness of major international aviation conventions and agreements governing international air transport.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE026CO1	Explain the legal background of the aviation industry, including regulatory authorities and governing bodies.	L2
MBADSE026CO2	Illustrate the rules and regulations related to aircraft operations and air transportation, including Aircraft Act and Aircraft Rules.	L2
MBADSE026CO3	Apply national aviation legislations and Civil Aviation Requirements (CARs) to real-world aviation operations and safety scenarios.	L3
MBADSE026CO4	Analyze international aviation conventions and agreements, such as the Chicago, Warsaw, Tokyo, and Rome Conventions.	L4
MBADSE026CO5	Evaluate legal and regulatory issues in civil aviation with reference to safety, security, air transport operations, and compliance.	L5

Syllabus:

Unit-1	CIVIL AVIATION REGULATIONS AUTHORITY DGCA
Introduction to Directorate General of Civil Aviation, DGCA functions- DGCA Organization- DGCA as Regulatory Authority	
Unit-2	AIRCRAFT RULES
Aircraft Rules Aircraft Act 1934 The Aircraft Rules 1937	
Unit-3	NATIONAL LEGISLATION
National Legislation - The Air corporations Act, 1953 (27 of 1953), The Air Corporations (Transfer of Undertakings and Repeal), Ordinance, 1994(4 of 1994), The Air Corporations (Transfer of Undertakings and Repeal) Act, 1994 (13 of 1994). The International Airports Authority of India act, 1971 (43 of 1971) The National Airports Authority of India, 1985 (64 of 1985) The Airports Authority of India Act 1994 (55 of 1994) The Carriage by Air Act, 1972 (69 of 1972) The Tokyo Convention Act, 1975 (20 of 1975) The Anti-hi jacking Act, 1982 (65 of 1975) The suppression of unlawful acts against safety of Civil Aviation Act,1982 (66 of 1982)	
Unit-4	CIVIL AVIATION REQUIREMENTS (CAR)
Civil Aviation Requirements (CAR) Section 1- General, Section 2-Air worthiness, Section 3-Air Transport, , Section 4- Aero drome standards and Air Traffic Service, Section 5- Air Safety, Section 6- Design standards and type certification, Section 7- Flight crew standards, training and licensing, Section 8 - Aircraft operations	
Unit-5	INTERNATIONAL CONVENTIONS
International Conventions: The Chicago conventions, 1944, The International Air Services Transit Agreement, 1944 The	

International Air Transport Agreement, 1944, The Warsaw Conventions, 1920, The Geneva Convention, 1948, The Rome Convention, 1952, The Tokyo Convention, 1963

Suggestive Readings:

Text Books:

1. Budd ,L.& I son, S.(2019) Aviation Law and Regulation. Rout ledge.
2. Singh, R. (2009) Hand book of Global Aviation Industry and Hospitality Services. Kanishka Publishers.

Reference Books:

1. Heil bronn, G.N. (2008) Aviation Regulation & Licensing: Laws of Australia. Thomson / Law book Co.
2. Speciale,R.C. (2006) Fundamentals of Aviation Law. McGraw-Hill Education

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE026CO1	3	1	0	0	0	2	1	1	2	0	1	1
MBADSE026CO2	3	2	1	0	0	3	1	1	1	0	1	1
MBADSE026CO3	3	3	2	1	1	3	1	1	2	0	2	1
MBADSE026CO4	3	3	2	1	0	2	1	1	3	0	1	1
MBADSE026CO5	3	3	3	2	1	3	1	2	2	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Airline & Airport Operations	L	T	P	C	Course Type
Course Code	MBADSE027	3	0	0	3	MBADSE

Course objective:

This course ensures that the students:

1	Understand the organizational, regulatory, and operational components of airlines.
2	Explore flight planning, scheduling, and aircraft management concepts.
3	Analyze revenue streams, cost structures, and profitability metrics in airline businesses.
4	Evaluate customer engagement, branding, and service delivery strategies in aviation.
5	Identify current and future trends affecting airline operations globally.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT level
MBADSE027CO1	Describe organizational structure, regulatory bodies, and operations of airlines.	**L1**
MBADSE027CO2	Apply concepts of airline planning, scheduling, and network models in real-world scenarios.	**L2**
MBADSE027CO3	Analyze key financial and revenue optimization tools used in airline businesses.	**L3**
MBADSE027CO4	Examine airline marketing strategies and propose enhancements in customer experience.	**L4**
MBADSE027CO5	Evaluate industry trends including sustainability and global challenges in aviation.	**L5**

Syllabus:

Unit-1	**Fundamentals of Airline Operations**	Contact Hours: 9
History and evolution of airline industry, Types of airline business models: Full-service, LCC, charter, Airline organizational structure & functional areas, Key stakeholders: IATA, ICAO, DGCA, FAA, AAI, Understanding key terminologies: Load factor, yield, ASM, RPK, etc.		
Unit-2	**Airline Planning & Scheduling**	Contact Hours: 9
Route and network planning (hub-and-spoke vs point-to-point), Flight scheduling principles (slots, curfews, seasonal changes), Fleet planning basics: aircraft selection, capacity planning, Introduction to scheduling tools (non-technical overview), Coordination with airport authorities		
Unit-3	**Airline Revenue & Financial Management**	Contact Hours: 9
Revenue generation: fare classes, ancillary revenues, dynamic pricing, Revenue Management strategies (non-mathematical), Cost structure in airlines (fixed vs variable), Break-even load factor, profit margin, yield management, Budgeting and financial KPIs in airline operations		
Unit-4	**Airline Marketing & Customer Experience**	Contact Hours:9
Airline marketing strategies: branding, loyalty programs, Role of GDS and OTAs in ticket sales, Customer experience design: check-in, boarding, in-flight services, Managing service quality and feedback, Crisis communication: delays, cancellations, and PR		
Unit-5	**Trends, Sustainability & Global Issues in Aviation**	Contact Hours:9
Sustainable aviation practices & carbon neutrality, Role of technology: AI, IoT, biometrics in airline operations, Safety & security post-COVID, Emerging trends: drones, eVTOLs, digital twins, Case studies of major airline disruptions and recovery (COVID-19, geopolitical conflicts)		

Suggestive Readings:

Text Books:

Suggestive Readings:

Text Book

1. Cook, G.N .& Billig, B.G.(2017)*Airline Operations and   Management: A Management Textbook*. Routledge.
2. Butler, G.F. & Keller, M.R.(2016) *Handbook of Airline Operations*. Routledge Reference Books

Reference Books:

1. Rossmore*,* A.(2016) *Airline Operations: An Inside View*. Kellmark Aeronautics.
2. Bruce, P. J. (2011). *Understanding Decision-making Processes in Airline Operations Control*. Routledge.

   Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid Term	☑	1hr	30			Closed Book	Levels 3 to 5
Assignment/Case Study	☑		10			Group	Levels 1 to 5
Surprise Quiz	☑	30mins	10			20 MCQ	Level 1
Comprehensive Exam	☑	3hr	50			Closed Book	Levels 1 to 3

Course Outcomes – Program Outcomes (CO – PO) Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE027CO1	3	1	0	0	0	1	1	0	2	0	1	1
MBADSE027CO2	2	3	3	1	2	0	1	0	1	1	2	1
MBADSE027CO3	3	3	2	2	2	0	0	0	1	1	2	1
MBADSE027CO4	2	2	2	1	1	1	2	2	2	2	2	1
MBADSE027CO5	2	2	2	1	1	3	1	1	3	1	2	2

Program	Master of Business Administration	Semester				
Course Name	Airline & Airport Marketing	L	T	P	C	Course Type
Course Code	MBADSE028	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce the foundational concepts of the **Marketing Mix** and **market segmentation** in the context of air transport, detailing the specific characteristics of the passenger (business and leisure) and air freight markets.
2	To analyze the competitive environment and strategic positioning of airlines using frameworks like **PESTE analysis** and **Porter's Five Forces**, and to examine the strategic families (e.g., differentiation, focus) within the airline industry.
3	To explain the theory of **product analysis** and its application, focusing on key elements like **pricing strategies** (uniform vs. differential), revenue management, distribution channels (GDS, travel agencies), and the strategic role of **branding** in the airline sector.
4	To detail the principles of **promotion marketing** and **relationship marketing**, with a specific emphasis on the mechanics and strategic use of **Frequent Flyer Programs** and various marketing communication techniques.
5	To evaluate the **regulatory framework** of the air transport industry, analyzing the economic characteristics, the rationale and impact of various **airline alliances**, and the methods used for performance measurement (traffic, revenue, profitability).

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE028CO1	Explain effective airline product offerings and distribution channel strategies.	L2
MBADSE028CO2	Illustrate a robust airline marketing strategy by applying strategic tools like PESTE Analysis and Porter's Five Forces to assess external and competitive pressures.	L2
MBADSE028CO3	Apply market segmentation variables to air passengers, and explain the differences between the passenger and air freight markets.	L3
MBADSE028CO4	Analyze the distinct features of the air transport market.	L4
MBADSE028CO5	Evaluate the rationale, structure, financial benefits, and impact of various airline alliances and assess airline performance using key metrics related to traffic, revenue, cost, and profitability.	L5

Syllabus:

Unit-1	MARKET FOR AIR TRANSPORT SERVICE
Definition-Marketing Mix-stages in the application of Marketing Principles of Airline Management, definition of market for Air Transport Services, Industrial Buying Behavior – customer business Air Travel market –leisure air travel market – Air Freight Market., Market segmentation –concept, segmentation variables in the air passenger market-customer requirements. Factors effecting airlines and aviation industry, Air freight market-differences between the passenger and air freight markets, Marketing Strategy: PESTE analysis: political factors – economic factors –social factors – technological factors – environmental factors, Introduction of Airline Business and Marketing Strategies– Porters Five Forces and their application in the Airline Industry, Strategic families–differentiation airlines–the future– focus strategies–Airline Business and marketing strategies common mistakes.	

Unit-2	PRODUCT ANALYSIS
What is product- theory of product analysis and its application in the Airline Industry. introduction of Pricing and revenue management– building blocks in airline pricing policy – uniform and differential pricing – the structures of airfreight pricing.	

Distribution Of Product and Brand Relationship-Distribution channel strategies. The Travel Agency Distribution system–Global Distribution System(GDS)–Distribution Channels in the Air Freight market–Brands and Commodities, Building in the Airline Industry–Brand Strategies.	
Unit-3	**PROMOTION MARKETING**
Fundamentals of relationship marketing –components of a relationship marketing strategy. Frequent flyer programmers– an atomy of a sale–sales planning–marketing. Communication techniques–airline advertising–selling in the air freight market–glossary of aviation terms and Marketing terms.	
Unit-4	**THE REGULATORY FRAMEWORK OF AIR TRANSPORT**
The regulatory framework of Air Transport Economic characteristics of the Airline Industry Benefits of scale, scope and density in Air Transport. Types of Alliances between Airlines Current Airline Alliance group-Cases of failed Airline Alliances-A Historical glimpse at Alliancing. Objectives-Reasons for Airlines building Alliances Objectives of Alliances Introduction- Marketing-driven objectives for alliances- Turbulence in marketing channels Changes to airline marketing. Determinates of alliance image-Benefit challenges and cost of alliance brand association-Marketing and information. Performance measurement in airlines- Airline & Airport Management Measuring the performance. Impact of alliance-Time continuum in performance assessment Traffic and revenue enhancement Cost-Productivity- Profitability.	
Unit-5	**INTRODUCTION SOURCES OF FINANCIAL BENEFITS**
Introduction –Sources of financial benefits –Labour cost reduction–Cost reduction in sourcing–marking financial benefits. The structure of alliance groups. The air line alliance group as a hybrid organization-The airline alliance group as an industrial network. Airline alliance groups as multinational corporations. Introduction- Success drivers in airline business-Premises and objectives – Finding suitable partners – governance structure-degree of integration and trust-Organization's commitment Ensuring flow of information. Performance evaluation-Managing cultural differences- In conclusion. Scenarios for the future-The internal dynamics of alliancing a look into the future of airline alliance groups.	

Suggestive Readings:
Text Books:
1. Shaw,S.(2011)Airline Marketing and Management. Routledge.
2. Camilleri,M.A.(2017) Travel Marketing, Tourism Economics and the Airline Product: An Introduction to Theory and Practice(Tourism, Hospitality &Event Management). Springer.
3. Cunninghum, R. D. (2014) Airline Marketing and management. Create space Independent.
Reference Books:
 1. Jarach,D.(2016)Airport Marketing: Strategies to Cope with New Millennium Environment Routledge.
 2. Kotler,Ph. And Keller,K.(2016) A Framework of Marketing Management. Pearson Education India.
 3. Ramaswami, V.S. and Namakumari,S.(2018) Marketing Management: Indian Context Global perspective.Sage
Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE028CO1	3	1	1	0	0	0	0	1	2	1	0	1
MBADSE028CO2	3	3	3	1	1	0	0	1	3	2	0	1
MBADSE028CO3	3	2	2	0	0	0	0	1	2	2	0	1
MBADSE028CO4	3	3	2	1	0	0	0	1	3	1	0	1
MBADSE028CO5	3	3	3	2	1	1	1	1	3	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration			Semester		
Course Name	**Aviation Finance & Insurance**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE029**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the concept, need, and importance of airline finance in the aviation industry.
2	To provide knowledge of airline valuation methods and sources of finance, including internal and external funding.
3	To develop an understanding of aircraft leasing, aircraft financing, and securitization of aircraft assets**.**
4	To explain the principles of insurance and risk management with special reference to aviation operations.
5	To familiarize students with aviation insurance policies, underwriting practices, and pricing of aviation risks**.**

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE029CO1	Explain airline finance and explain its need and importance in airline operations and management.	L2
MBADSE029CO2	Illustrate global airline financial results and the factors affecting airline financial performance**.**	L2
MBADSE029CO3	Apply asset utilization and key financial issues using airline financial ratios**.**	L3
MBADSE029CO4	Analyze airline performance using earnings and profitability ratios**.**	L4
MBADSE029CO5	Evaluate airline risk, solvency, liquidity, and stock market ratios for inter-airline financial analysis.	L5

Syllabus:

Unit-1	**AIRLINE VALUATIONS & SOURCE OF FINANCE**
Airline Valuations & Source of finance-The valuation of tangible and intangible assets, The valuation of the Airline as whole Rating agency, Sources of internal and external finance. Aviation business property insurance and transport insurance.	
Unit-2	**AIRLINE VALUATIONS & SOURCE OF FINANCE**
Institutions involved in Airline Finance Term Loan payment, Financial forecasts Airline capital expenditure projections and Airline financial Requirement forecasts	
Unit-3	**AIRCRAFT LEASING & FINANCE**

Aircraft Leasing & Finance Lease Meaning, Objectives, Different type of leasing, major differences between Wet, Sale, Operating lease. Securitization of Aircraft Meaning, Purpose and advantages.	
Unit-4	**PRINCIPLES OF INSURANCE & RISK MANAGEMENT**
Principles of Insurance & Risk Management History of Aviation insurance Basic Principles of Insurance, Basic Terminologies in General Insurance. Insurers Risk & Insurance Risk Management	
Unit-5	**AVIATION INSURANCE**
Aviation Insurance Aircraft hull land liability insurance, Sample policy and endorsement Airport premise liability and other Aviation coverage, Under writing and pricing aviation risk.	

Suggestive Readings:
Text Books:
1. Bijan,V.(2019)Foundations of Airline Finance (3ed.).Taylor & Francis Ltd.
2. Culp,C.L.(2006)Structur ed Finance and Insurance: The Art of Managing Capital and Risk. Wiley.

Reference Books:
1. Victor, H. (2019) Airline Management Finance. Taylor & Francis Ltd.2. Speciale,R.C. (2006)

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE029CO1	3	1	0	0	0	1	0	0	1	0	0	1
MBADSE029CO2	3	2	1	1	0	1	0	0	2	0	0	1
MBADSE029CO3	3	3	2	2	1	1	0	0	1	1	1	1
MBADSE029CO4	3	3	3	2	1	1	0	0	1	1	1	1
MBADSE029CO5	3	3	3	3	1	2	0	1	2	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Air Cargo Management	L	T	P	C	Course Type
Course Code	MBADSE030	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the fundamental concepts, components, and global significance of logistics, particularly within the context of air transport services and supply chain management.
2	To familiarize students with international and domestic cargo management, including customs regulations, documentation (like the Airway Bill), and the handling of various cargo types.
3	To evaluate the evolution of civil aviation security measures, regulations, and risk assessment strategies, especially in response to major historical events like 9/11.
4	To educate students on the critical regulations, standards (like DGR), hazard classifications, identification, and precautionary measures required for handling and transporting dangerous goods via air cargo.
5	To analyze the functional layout of airport cargo handling facilities, the processes involved in aircraft-cargo handling, and the prevailing trends and roles of different air cargo carriers in the industry.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE030CO1	**Explain** appropriate precautionary and handling measures for Dangerous Goods (using DGR standards) and other special, valuable, or perishable cargo types.	L2
MBADSE030CO2	**Illustrate** cargo security risks throughout the supply chain and articulate the purpose and application of security measures, including the Regulated Agent concept, terminal access control, IED/weapon recognition.	L2
MBADSE030CO3	**Apply** core inventory management models {MRP, DRP, JIT} and understand how logistical channels and environmental factors impact air transport service delivery and market definition.	L3
MBADSE030CO4	**Analyze and** Interpret allowances, and entitlements related to cargo and baggage import/export, demonstrating a practical understanding of key air cargo documentation and validation procedures.	L4
MBADSE030CO5	**Evaluate** the design and function of airport cargo zones and terminals, and recommend efficient procedures for aircraft handling with cargo, incorporating knowledge of emerging trends in the air cargo industry.	L5

Syllabus:

Unit-1	CONCEPT OF LOGISTICS
Concept of Logistics Introduction– Components, Advantage & Growth, definition of market for Air Transport Services. Logistics in Global Organization Marketing and Logistics Channel–Environmental and Marketing Issue. Inventory Management - Purpose, Type, Objective. Cost- Model of Inventory Management– MRP, DRP& JIT	

Unit-2	CARGO MANAGEMENT
Cargo Management – Customs regulations-Explanatory Memorandum., Allowances and Entitlements, Import of Professional; Equipment as Baggage-Import of UN- Accompanied Baggage Aircraft Licensed by DGCA	

Unit-3	REVIEW OF CIVIL AVIATION THREATS AND RESPONSES AFTER 9 /11

Review of civil aviation threats and responses after 9/11. Regulatory authorities and the enforcement of air cargo laws. Commonly used cargo and handling terms. Regulated Agent concept, -Cargo security risk assessment throughout the supply chain Improvised Explosive Devices (IED's) and concealed weapons recognition, -Cargo terminal access control. IOSA Cargo security standards and compliance.

Unit-4	AIR CARGO SECURITY

Air Cargo Security, -Dangerous Goods, -Regulations and Standards. Hazard Class Definitions, -Identification and Recognition, - DGR, - Precautionary Measures. Types of cargo-Handling of Perishable, Valuable Cargo and Special Cargo. Air cargo Tariff, Rates & Charges –Valuation charges and Disbursement Airway Bill, Function, Purpose and Validation.

Unit-5	HANDLING FACILITY AIRPORT

Handling Facility Airport Cargo Activity & Cargo Zone. Aircraft Handling with Cargo. Cargo Terminals and Facilities. Emerging trending Cargo & Cargo Carriers.

Suggestive Readings:
Text Books:
 1. Sales,M.(2016) Air Cargo Management: Air Freight and the Global Supply Chain. Rout ledge.
 2. Jackson,P.A.(1978) Air Cargo Distribution. Gower Press.
 3. Hertwig, P& Rau, P (2010) Risk Management in the Air Cargo Industry. Diplomica Verlag Gmbh.
Reference Books:
 1. Chang, Y.S.(2015) Air Cargo Management. CRC Press.
 2. Hoffmann,R.(2013) Dynamic Capacity Control in Air Cargo Revenue Management. KIT Scientific Publishing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE030CO1	3	1	1	0	1	3	1	0	2	0	2	1
MBADSE030CO2	2	2	1	0	1	3	1	0	2	0	2	1
MBADSE030CO3	3	3	3	1	2	1	1	0	2	1	2	1
MBADSE030CO4	3	3	2	1	1	2	0	1	2	0	3	1
MBADSE030CO5	3	3	3	2	2	1	1	1	2	2	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Airline Traffic Control	L	T	P	C	Course Type
Course Code	MBADSE031	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **fundamental concepts, objectives, and scope of Air Traffic Control (ATC)** and Air Traffic Services (ATS).
2	To develop an understanding of **VFR and IFR operations**, classification of airspace, and separation standards.
3	To familiarize students with **air traffic services procedures**, including flight plans, ATC clearances, and separation techniques.
4	To provide knowledge of **flight information services, alerting services, radar operations, and emergency procedures**.
5	To impart awareness of **aerodrome data, visual navigation aids, lighting systems, and communication systems** used in ATC operations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE031CO1	**Explain the roles, responsibilities, and objectives of ATC** and the division of control responsibilities in different airspaces.	L2
MBADSE031CO2	Illustrate **basic principles of ATS**, including vertical, lateral, and longitudinal separation standards.	L2
MBADSE031CO3	Apply **flight plans, ATC clearances, and position reports** used in air traffic management.	L3
MBADSE031CO4	Analyze **radar services, flight information services, and emergency handling procedures** in controlled and uncontrolled airspace.	L4
MBADSE031CO5	Evaluate **aerodrome characteristics, navigation aids, lighting systems, and obstacle marking** relevant to safe aircraft operations.	L5

Syllabus:

Unit-1	BASIC CONCEPT OBJECTIVES OF ATC
Objectives of ATC – Roles and responsibilities of ATC Scope of ATC – Concepts and objective of ATC VFR & IFR Operations – Classification of ATS Air Spaces Various kinds of separation Meteorological Support Providing ATS Division of Responsibility of Control	
Unit-2	AIR TRAFFIC SERVICES
Air Traffic Services Area Control Service Assignment of Raising levels minimum Flight Altitude ATS routes Significant Points RNAV and RNP	

	Vertical, Lateral and Longitudinal Separations based on Time / Distance ATC clearance – Flight plans- Position report
Unit-3	**FLIGHT INFORMATION ALERTING SERVICES**
	• Flight Information Alerting Services, Coordination, Emergency Procedure and Rule of the Air Radar Service, Basic Radar Terminology Identification Procedures using Primary/Secondary radar Performance Checks Use of Radar in Area and Approach Control Service Issuance Control and Coordination Radar/ Non- Radar Control Emergencies Flight Information and Advisory Service Alerting Service Coordination Emergency Procedure – Rules of the Air
Unit-4	**AERODROME DATA**
	Data analysis, Characteristics and Obstacles. Terminology Aiport data and communication, Various codes used in data translation Reference points at airports, Temperature maintaining Runway, Physical Characteristic; Length of Primary/ Secondary Runway Width of the Runways Minimum Distance between Parallel Runways etc.- Obstacles
Unit-5	**VISUAL AND FOR NAVIGATION**
	Location and Characteristics, Fluid mechanics, Navigationsystem Tools used at ATC, communication means Signal lost and repair, maintenance and advancement, Signal Area – Marking General Requirements Various Markings – Lights, General Requirements Aerodrome Beacon, Identification Beacon- Simple Approach Lighting System and Various Lighting Systems – VASI & PAPI Visual Aids for Denoting Obstacles; Object to be Marked and Lighter – Emergency and Other Services.

Suggestive Readings:

Text Books:

1. **Straight and Level: Practical Airline Economics** – Stephen Holloway

2. Airline Operations & Delay Management-Insights from Airline Economics, Network & Strategic Schedule by Cheng Lung Wu

Reference Books:

1. The Economics of Airport Operations (Advances in Airline Economics Book 6) by James Peoples and John Bitza.
2. Aviation: International Air Traffic Control by English Language Services.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE031CO1	3	1	0	0	1	2	1	1	2	0	1	1

MBADSE031CO2	3	2	1	0	1	2	1	1	2	0	1	1
MBADSE031CO3	3	3	3	1	2	2	2	2	2	0	2	1
MBADSE031CO4	3	3	2	1	2	3	2	1	2	0	2	2
MBADSE031CO5	3	2	2	1	2	3	1	1	2	0	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester				
Course Name	Airline Route & Strategic Planning	L	T	P	C	Course Type
Course Code	MBADSE032	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To familiarize students with the historical growth of air transport, the organizational structure of airports, and the key associations governing the aviation sector.
2	To educate students on the critical physical and operational characteristics of airports (including size, turning radius, speed, capital, and delay) that directly impact the determination of runway, taxiway, and gate capacity.
3	To instruct students on the fundamental geometric design standards and planning surveys required for primary airfield components, such as runway length/width, sight distances, taxiways, and apron clearances.
4	To analyze the operational concepts, space relationships, and area requirements involved in the planning and design of the airport terminal area, including considerations for noise control and ground transportation.
5	To comprehensively cover the visual and electronic aids used in air traffic control, focusing on airfield markings, lighting systems, and landing aids for both day and night operations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE032CO1	**Explain** the purpose of various Runways and Taxiways markings, and describe the operational role of Day & Night Landing Aids and associated airport lighting systems used for air traffic control.	L2
MBADSE032CO2	**Illustrate** the factors that affect airport capacity and determine the theoretical capacity of runways, taxiways, and gates by calculating the impact of operational parameters like delay and turning radius.	L2
MBADSE032CO3	**Apply** planning and survey data to design the physical geometry of airfield elements, including specifying requirements for Runway Length and Width, Taxiway Clearances, and Apron configurations.	L3
MBADSE032CO4	**Analyze** a functional layout for an airport terminal area by identifying required Space Relationships and Area Requirements, and integrating solutions for Noise Control and efficient vehicular traffic flow/parking.	L4
MBADSE032CO5	**Evaluate** different types of airports and describe the function of key airfield components, including Air Traffic Zones and approach areas, within the broader context of Airport System Planning.	L5

Syllabus:

Unit-1	INTRODUCTION GROWTH OF AIR TRANSPORT

- Introduction Growth of Air Transport, Airport Organization and Associations.
- Classification of Airports Airfield Components, Air Traffic Zones and Approach Areas.

- Context of Airport System Planning.
- Development of Airport Planning Process – Ultimate Consumers. Airline Decision – Other Airport Operations.

Unit-2	AIRPORT CHARACTERSTICS
• Airport Characteristics related to airport management Components Size, Turning Radius, Speed, Airport Characteristics. Capital and Delay. • Factors Affecting Capacity, Determination of Runway Capacity related To Delay. • Gate Capacity, and Taxiway Capacity.	
Unit-3	**AIRPORT PLANNING AND SURVEYS**
• Airport planning and surveys Runway Length and Width, Sight Distances. • Longitudinal and Transverse, Runway Intersections, Taxiways, Clearances, Aprons, Numbering, Holding Apron.	
Unit-4	**PLANNING AND DESIGN OF TERMINAL AREA OPERATIONAL CONCEPTS**

• Planning and design of terminal area Operational Concepts.
   • Space Relationships and Area Requirements.
   • Noise Control, Vehicular Traffic and Parking at airports.	

Unit-5	**AIR TRAFFIC CONTROL AND AIDS**
• Air traffic control and aids Runways and Taxi ways markings. • Day & Night Landing Aids. • Airport Lighting and other Associated Aids.	

Suggestive Readings:
Text Books:
1. Guillaume, B. (2016) Airline Network Development in European dits Implications for Airport Planning. Taylor & Francis Ltd.
2. Herbert Baum, H.& Auer bach, S.(2005) Strategic Management in the Aviation Industry .Rout ledge.

Reference Books:
3. Abdelghany, A. & Abdelghany, K. (2018) Airline Network Planning and Scheduling. Wiley.
4. Grover,J.H.H.(1990)Airline Route Planning. Wiley– Blackwell.
5. Freuden sprung, P. (2012) Aviation - Frequency and Route Planning: Review of the Frequency and Route Planning Method for small airlines. Exam icus Verlag.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE032CO1	3	1	0	0	1	1	0	0	1	0	1	1

MBADSE032CO2	2	3	2	1	2	0	0	0	1	0	1	1
MBADSE032CO3	2	3	3	1	2	0	1	0	1	1	2	1
MBADSE032CO4	2	3	3	2	1	2	1	1	2	1	2	1
MBADSE032CO5	3	2	2	2	1	2	1	1	3	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	Resource Planning & Logistics in Aviation	L	T	P	C	Course Type
Course Code	MBADSE033	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To understand the fundamentals of **resource planning and logistics systems** in the aviation industry.
2	To develop knowledge of **airport and airline resource allocation**, including manpower, equipment, and infrastructure.
3	To analyze **aviation logistics operations**, including cargo, ground handling, and supply chain management.
4	To study the role of **technology and information systems** in aviation resource planning and logistics.
5	To familiarize students with **sustainable and efficient logistics practices** in modern aviation.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE033CO1	**Explain** the concepts and importance of resource planning and logistics in aviation operations.	L2
MBADSE033CO2	Illustrate resource planning techniques to airline and airport operational scenarios.	L2
MBADSE033CO3	Apply logistics and supply chain challenges in aviation, including cargo and ground operations.	L3
MBADSE033CO4	Analyze the role of technology in improving aviation logistics efficiency and decision-making.	L4
MBADSE033CO5	Evaluate basic resource and logistics plans for airline or airport operations with a sustainability perspective.	L5

Syllabus:

Unit-1	Introduction to Resource Planning in Aviation
Meaning and scope of resource planning	
Types of resources in aviation: human, financial, physical, and technological	
Role of resource planning in airlines and airports	
Demand forecasting and capacity planning	
Challenges in aviation resource management	

Unit-2	Manpower & Infrastructure Resource Planning

- Manpower planning in aviation
- Crew scheduling and rostering
- Airport infrastructure planning (runways, terminals, aprons)
- Equipment planning: GSE, aircraft, and support systems
- Regulatory and safety considerations

Unit-3	Aviation Logistics & Supply Chain Management

- Concept of logistics in aviation
- Aviation supply chain structure
- Aircraft parts and MRO logistics
- Airport cargo operations and freight handling
- Inventory management in aviation

Unit-4	Ground Handling & Cargo Logistics

- Ground handling operations and resource requirements
- Baggage handling systems and logistics
- Cold chain logistics in aviation
- Dangerous goods handling and compliance
- Coordination among stakeholders

Unit-5	Technology, Sustainability & Future Trends

- Role of ERP, AI, IoT, and digital platforms in aviation logistics
- Automation and smart airports
- Sustainable logistics and green aviation practices
- Risk management and disruption handling
- Future trends in aviation resource planning and logistics

Suggestive Readings:
Text Books:
3. *Aviation Logistics: The Dynamic Partnership of Air Freight and Supply Chain* – Michael Sales
Reference Books:
1. *Aviation Logistics* – Dr. R. Reena
Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE033CO1	3	2	1	0	0	0	0	0	2	0	0	1

MBADSE033CO2	3	3	2	1	1	0	0	0	1	1	1	1
MBADSE033CO3	3	3	3	1	1	0	0	1	2	2	1	1
MBADSE033CO4	3	3	2	1	0	1	0	0	3	1	0	1
MBADSE033CO5	3	3	3	2	1	1	1	1	3	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	Airline Economics	L	T	P	C	Course Type
Course Code	**MBADSE034**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:
This course ensures that the students understand how:

1	To introduce students to the **fundamental economic principles** and **unique structural characteristics** of the global aviation industry, establishing the foundational role of economics in airline management.
2	To analyze and explain the **key economic metrics** specific to airline operations and flight scheduling.
3	To examine the complex factors affecting **airline profitability**, including labor economics, distribution channels, frequent flyer programs, and the application of advanced **Yield Management** techniques for revenue maximization.
4	To evaluate the **interdependent economic relationships** between airlines, airports, and aircraft fleets, and to model operational efficiency using concepts like enplanement, deployment, and trip time analysis
5	To explore the broader **macroeconomic and regulatory issues** impacting the aviation sector, including the economics of customer service, the role of airline alliances, and the overall economic impact of air travel.

Course Outcomes:
Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE034CO1	**Explain** the factors affecting airline operations and market behavior using established economic models	L2
MBADSE034CO2	**Illustrate** aircraft fleet economics and deployment models (like the trip time model) to maximize operational efficiency.	L2
MBADSE034CO3	**Apply** core economic airline metrics and **evaluate** the effectiveness of different pricing strategies, including price elasticity of demand for air travel and ancillary pricing models.	L3
MBADSE034CO4	**Analyze** the basic economic structure of the aviation industry.	L4
MBADSE034CO5	**Evaluate** the economic impact of global issues, airline alliances, and customer service strategies on the macro-level performance and market dynamics of the air travel industry.	L5

Syllabus:

Unit-1	INTRODUCTION
Introduction to airline economics. Need and Importance of economics in aviation. Aviation industry structure, basic economic structure and implementation. Measures for airline economics, airline markets and economic. Factors effecting airlines and aviation industry.	

Unit-2	ECONOMIC AIRLINE METRICS
Economic airline metrics, forecasting & flights scheduling. Pricing and Ancillary pricing. Airline supply and demand. Prime and elasticity of demand for air travel.	

Unit-3	AIRLINE DISTRIBUTION &FREQUENT FLYER ECONOMICS
Airline economics factor affecting the demand and supply in aviation industry. Airline labour economics. Airline cost structure, airline competition and market share. Airline profit equation, airline profit maximizing strategy Yield management. Airport economics & the relationship with airlines. Aircraft fleet economics, Enplanement and deployment trip time model.	

Unit-4	YIELD MANAGEMENT
Micro and macro economics & the relationship with Airlines. Aircraft fleet economics. Enplanement and deployment. Trip time model.	

Unit-5	ECONOMICS FOR CUSTOMER SERVICE
Economics for customer service. Passenger trip process. Economic impact issues and airline alliances.	

Suggestive Readings:

Text Books:

1. Bilotkach,V.(2017).Airline economics. Agenda Publishing.
2. Jenkins, D.(1995).Handbook Of Airline Economics. McGraw Hill.
3. O'Connor, W.E.(2000). An Introduction To Airline Economics (5ed.).Praeger.

Reference Books:

1. James,G.W.(1985).Airlineeconomics.Lexington(Mass.):LexingtonBooks.
2. Lee, D. (2006).Advances in airline economics. Amsterdam: Elsevier.
3. Tabacco, G. (2017). Airline Economics. Cham: Springer International Publishing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5

Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE034CO1	3	1	0	0	1	2	1	0	0	0	1	1
MBADSE034CO2	2	2	3	0	1	1	1	0	0	1	1	1
MBADSE034CO3	3	3	2	1	1	1	2	1	0	1	2	1
MBADSE034CO4	3	3	2	2	1	2	1	0	0	0	1	1
MBADSE034CO5	3	3	3	2	2	1	1	0	0	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

HEALTH CARE & HOSPITAL MANAGEMENT

Program	Master of Business Administration	Semester				
Course Name	Hospital Services and Management	L	T	P	C	Course Type
Course Code	MBADSE035	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	Understand the various support services and utility services of the hospital.
2	Analyze the role of hospital support and utility services in providing quality patient care.
3	To apply various planning considerations and engineering specifications to be considered while planning for hospital services.
4	Understanding of key theories, concepts and models in the routine operations of the hospital.
5	To develop the skills to critically analyze the requirements of the hospital in terms of equipment, inventories as well as personnel in the various areas of the hospital.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE035CO1	**Understand** the role of support and utility services in delivering quality patient care	**L2**
MBADSE035CO2	**Build** planning and designing considerations while planning for services.	**L3**
MBADSE035CO3	**Organize** the role and functions of operations within the organization and **analyze** the various factors involve in operations.	**L3 & L4**
MBADSE035CO4	**Analyzing** the key concepts, theories and techniques for the adequate functioning of the hospital.	**L4**
MBADSE035CO5	**Evaluate** the conceptual frameworks, theory and techniques to various inventory management aspects in the hospital.	**L5**

Syllabus:

Unit-1	
Front Office, Admission, Billing, Medical Records, Ambulatory Care, Death in Hospital, Brought-in Dead Maintenance and Repairs Bio Medical Equipment	

Unit-2	
Clinical Services, Clinical Departments, Outpatient department (OPD), Introduction, Location, Types of patients in OPD, Facilities, Flow pattern of patients, Training and Co- ordination;, Radiology, Location ,Layout ,X-Ray rooms, Types of X-Ray machines – Staff - USG – CT – MRI – ECG	

Unit-3	
Supporting Services – House Keeping, Linen and Laundry, Food Services, Central Sterile Supply Department (CSSD)	

Unit-4	
Facility Location and Layout importance of location, factors, General steps in location selection - Types of lay outs – product, process, Service facility layout-Work standards, Techniques of work measurement-Work sampling, calibration of hospital equipment, Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital.	

Unit-5	

Purchasing strategy process- organizing the purchasing function, financial aspects of purchasing – tactical and operational applications in purchasing, Inventory Management: valuation and accounting for inventory, Physical location and control of inventory – planning and replenishment concepts, Protecting inventory; Value Management, Value engineering, value analysis.

Suggestive Readings:

Text Books:

1.   Sharma M. "Essentials for Hospital Support Services and Physical Infrastructure". Jaypee Brothers Medical Publishers.

2.   Sakharkar B.M. "Principles of hospital administration and planning". Jaypee Brothers Medical Publishers

Reference Books:

1.   Goel S.L. & Kumar R."Hospital Administration and Management: Theory and Practice". Deep and Deep Publication.

2.   Das Gupta J. "Hospital Administration and Management: A Comprehensive Guide". Jaypee Brothers Medical Publishers

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE035CO1	3	1	1	0	0	2	1	1	0	0	1	1
MBADSE035CO2	3	2	2	0	1	1	1	1	0	1	1	1
MBADSE035CO3	3	3	2	1	1	1	2	1	0	1	2	1
MBADSE035CO4	3	3	2	2	1	1	1	1	0	1	2	1

MBADSE035CO5	3	3	3	2	2	1	1	1	0	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	**Hospital Hazards and Waste Management**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE036**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	Identify and classify different types of hospital hazards including biological, chemical, radiological, and physical hazards.
2	Understand the sources and potential impacts of these hazards on health and the environment.
3	Gain knowledge of different waste treatment methods, including autoclaving, incineration, chemical disinfection, and microwave treatment.
4	Develop strategies for educating and training healthcare workers on effective waste management practices.
5	Understand the environmental and health implications of different disposal methods.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE036CO1	**Identify** and **classify** different types of hospital waste and associated hazards.	**L1&L2**
MBADSE036CO2	**Understand** and implement effective waste segregation, handling, and transportation practices.	**L2**
MBADSE036CO3	**Apply** appropriate waste treatment and disposal methods.	**L3**
MBADSE036CO4	**Analyze** and implement waste management policies and training programs.	**L4**
MBADSE036CO5	**Evaluate** accurate records of waste generation, treatment, and disposal activities for continuous improvement.	**L5**

Syllabus:

Unit-1	Meaning – Types – Impact on employees
General safety – Policies & procedures for general safety, Work place violence, Hospital Hazards Management: Meaning - Need – Principles – Purpose, Fire safety – Procedure for evacuation	

Unit-2	Hospital Acquired Infection
Types of infection – Common Nosocomial infections and their Causative agents, Prevention of hospital acquired infection, Role of the central sterile supply department, Infection control committee, Monitoring and control of cross infection, Staff health, Prevention of needle stick injuries Hospital Hygiene – Patient Safety Local & national level	

Unit-3	Biomedical Waste Management
Meaning – Categories of biomedical wastes, Disposal of biomedical waste products- Incineration and its importance, Government Rules and Regulations – Standards for waste autoclaving, microwaving and deep burial – Segregation, packaging, Transportation and storage	

Unit-4	Human Waste Disposal and Sewage Disposal
Methods of disposal – Sewage Wastes: Meaning – Composition Aims of sewage disposal – Decomposition of organic matter, Modern sewage treatment, Drawbacks of improper disposal of wastes – Solid and liquid – Effluent Treatment Plan.	

Unit-5	Disaster management
Definition, Types, Need for Disaster management, Disaster plan formulation, Disaster Preparedness, Ambulance Management, Voluntary agencies and Government in disaster management, Organization of medical camps-National	

Suggestive Readings:

Text Books:

1. Shishir Basarkar. "Hospital Waste Management: A Guide for Self-Assessment and Review". Jaypee Brothers Medical Publishers

2. Madhuri Sharma. "Hospital Waste Management and its Monitoring by Sharma Madhuri". Jaypee Brothers Ltd Pvt.

Reference Books:

1. Himadri Panda. "Biomedical Waste: Management Recycling and Applications". Discovery Publishing House

2. Tabassum B. "Waste Management And Environmental Health". Discovery Publishing House.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE036CO1	3	1	0	0	0	2	0	0	1	0	1	1
MBADSE036CO2	2	2	2	0	1	3	1	1	1	0	2	1
MBADSE036CO3	2	3	3	1	1	3	1	0	1	0	2	1

MBADSE036CO4	2	3	2	2	1	3	2	2	1	1	2	2
MBADSE036CO5	2	3	2	3	2	2	1	1	1	0	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Hospital Organization, Planning, and Operations	L	T	P	C	Course Type
Course Code	**MBADSE037**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	Analyze the hierarchical organization, departments, and roles within hospitals.
2	Develop strategic plans aligned with hospital goals, regulatory requirements, and community health needs.
3	Analyze performance metrics to identify areas for improvement and enhance patient care delivery.
4	Evaluate the impact of technology on healthcare operations and patient outcomes.
5	Enhance communication strategies among healthcare teams to improve interdisciplinary collaboration and patient care coordination.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE037CO1	**Explain** the hierarchical structure, departments, and roles within hospitals.	**L2**
MBADSE037CO2	**Outline** strategic plans aligned with hospital objectives, regulatory requirements, and community health needs.	**L2**
MBADSE037CO3	**Apply** the impact of technology on healthcare operations and **analyze** patient care outcomes.	**L3&L4**
MBADSE037CO4	**Analyze** financial practices specific to healthcare organizations and manage hospital budgets effectively.	**L4**
MBADSE037CO5	**Analyze** the services contribute to the overall functionality and **estimate** efficiency of hospital operations.	**L4&L5**

Syllabus:

Unit-1	Introduction to Hospital Organization

Definition and Functions of a Hospital: Types of hospitals (general, specialty, teaching, etc.). Organizational Structure of Hospitals: Hierarchical structure, roles and responsibilities of hospital management. Departments in a Hospital: Clinical, ancillary, administrative, and support services. Hospital Governance: Board of directors, hospital administration, and medical staff governance.

Unit-2	Hospital Planning and Design

Principles of Hospital Planning: Strategic planning, site selection, legal and regulatory considerations. Types of Hospital Design: Planning based on hospital type, patient load, and services provided. Space Allocation: Clinical areas, administrative spaces, patient wards, and specialized care units. Hospital Layout and Workflow: Optimizing patient flow and service delivery through efficient layout. Health Facility Planning Guidelines: National and international standards for healthcare facility planning (e.g., WHO, NABH).

Unit-3	Operating Department

 Outpatient Department- Operating Department - In patient Department, Ward designing- general &specialized- Intensive Care Unit general & specialized, Nuclear Medicine Department, Physical Medicine Department, Burns, paraplegic and Malignant Diseases Treatment Centres-Nephrology services - Renal dialysis Unit, Transplantation

Unit	

Unit-4	Hospital services

Radiological and other imaging services, Hospital Laboratory services, Blood Transfusion services, Ambulance services, Pharmacy services, Central Sterile Supply Department (CSS) Oxygen Manifold/Concentrator, Dietary services, Hospital Laundry Local and National development.

Unit-5	Patient Experience and Satisfaction

Patient-Centered Care: Understanding and addressing patient needs and expectations. Measuring Patient Satisfaction: Surveys, feedback mechanisms, and performance improvement strategies. Patient Communication and Engagement: Improving communication between healthcare providers and patients. Handling Patient Complaints and Grievances: Systems for addressing and resolving patient concerns effectively.

Suggestive Readings:

Text Books:

1. Balasubramanian Mahadevan." Total Quality Management in the Healthcare industry: An Efficient Guide for Healthcare Management". Notion Press

2. Madhuri Sharma." Essentials for Hospital Support Services and Physical Infrastructure". Jaypee Brothers Medical Publishers

References Books :

1. Dr. S.L. Goel & Dr. R. Kumar." Hospital Administration and Management: Theory and Practice". Deep and Deep Publication

2. Joydeep Das Gupta." Hospital Administration and Management: A Comprehensive Guide." Jaypee brothers medical publishers Pvt.ltd

Assessment Scheme :

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive	☑	3hr	50			Traditional	Levels 1 to 5

Exam											

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE037CO1	3	1	0	0	0	1	1	1	0	0	1	1
MBADSE037CO2	3	2	3	1	1	2	1	1	1	2	2	1
MBADSE037CO3	2	2	2	2	3	1	1	1	1	1	2	1
MBADSE037CO4	3	3	3	2	2	1	1	0	0	1	2	1
MBADSE037CO5	3	3	2	2	2	1	1	0	0	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration			Semester		
Course Name	**Hospital and Medical Records Managements**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE038**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	Understand and perform various functions related to the management of medical records and the department.
2	Develop efficient systems for managing patient data and hospital documentation.
3	Analyze the different filing methods, storage and retention.
4	Utilize technology to improve the storage, retrieval, and analysis of medical records.
5	Estimate the various concepts of Information and Communication Technology in the management of medical records in patient care and clinical decision making.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE038CO1	Understand and manage medical records in health facilities.	**L2**

MBADSE038CO2	Explain the changing nature of documents over time and technology.	**L2**
MBADSE038CO3	Apply and analyze the value for retention and its management for later use.	**L3&L4**
MBADSE038CO4	Assume Computerization and Quality Control in Medical Records.	**L4**
MBADSE038CO5	Estimate Legal Aspects of Medical Records and Documentation Medical Audit Committee	**L5**

Syllabus:

Unit-1	Introduction to Hospital Administration

Hospital Systems and Management: Overview of hospital organization and structure. Role of Hospital Administration: Functions and responsibilities in managing healthcare services. Types of Hospitals: Public vs. private, specialty vs. general, teaching hospitals. Hospital Services: Clinical services, ancillary services, and support services.

Unit-2	Medical Records Management Fundamentals

Definition and Importance of Medical Records: The role of medical records in healthcare delivery. Types of Medical Records: Inpatient, outpatient, and electronic health records (EHR). Components of Medical Records: Patient information, clinical documentation, treatment history. Functions of Medical Records: Support in diagnosis, continuity of care, legal documentation, and research.

Unit-3	Legal and Ethical Aspects of Medical Records

Confidentiality and Privacy: Patient rights, HIPAA (or local data protection laws), informed consent. Legal Requirements: Documentation standards, retention periods, and access control. Ethical Issues in Medical Records: Ensuring data integrity, consent for data sharing, and ethical dilemmas. Release of Information (ROI): Guidelines for releasing medical records to patients, attorneys, and third parties.

Unit-4	Medical Records Management Systems

Traditional vs. Electronic Records: Advantages, challenges, and transition strategies. Electronic Health Records (EHR): Design, implementation, and maintenance of EHR systems. Health Information Systems (HIS): Overview of hospital information systems and integration with EHR. Data Entry and Retrieval: Accurate data entry methods, coding standards (ICD, CPT), and retrieval techniques. Document Management Systems (DMS): Methods for digitizing, storing, and archiving paper-based records.

Unit-5	E-health

Introduction: telemedicine – m-health: Data standards, medical coding & security: Types of data standards, health level 7 – Digital imaging & communication in medicine (DICOM), SNOMED, ELINCS, IEEE, Medical Coding – Data sharing & Transfer

Suggestive Readings:

Text Books:

1.   GD Mogli. "Medical Records Organization and Management " 2nd Ed. Jaypee Brothers Medical Publishers.

2.   Gupta Joydeep Das. "Hospital Administration & Management: A comprehensive Guide". 2nd Ed. Jaypee Brothers Medical Publishers

References Books:

1.   Willium H. Roach. "Medical Records and the Law".3 Ed. Jones and Bartlett Publishers.

2.   Giovanni Rinaldi."New Perspectives in Medical Records: Meeting the Needs of Patients and Practitioners". Springer.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE038CO1	3	2	1	0	1	2	1	1	1	0	2	1
MBADSE038CO2	2	1	0	0	2	1	0	1	1	0	1	2
MBADSE038CO3	2	3	2	1	1	2	1	1	0	0	2	1
MBADSE038CO4	2	2	2	1	3	2	1	1	0	0	2	1
MBADSE038CO5	2	2	1	1	1	3	1	1	0	0	2	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Total Quality Management at Hospital	L	T	P	C	Course Type
Course Code	MBADSE039	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	Understand the concepts, evolution, dimensions, and importance of quality and Total Quality Management in organizations.
2	Develop knowledge of TQM principles such as leadership, customer focus, employee involvement, and continuous improvement.
3	Apply quality management tools and techniques including Six Sigma, benchmarking, FMEA, and quality improvement cycles.
4	Analyze process performance using statistical and managerial quality tools for manufacturing and service sectors.
5	Understand quality systems and international standards such as ISO 9000 and ISO 14000 for effective quality management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE039CO1	Explain the concepts, evolution, frameworks, and customer-focused dimensions of Total Quality Management.	**L2**
MBADSE039CO2	Describe and apply TQM principles such as leadership, employee involvement, continuous improvement, and supplier partnership.	**L3**
MBADSE039CO3	Apply traditional and modern quality tools and techniques including Six Sigma, benchmarking, and FMEA to organizational problems.	**L3**
MBADSE039CO4	Analyze process performance using control charts, process capability, QFD, TPM, and quality performance measures.	**L4**
MBADSE039CO5	Evaluate quality systems and standards such as ISO 9000 and ISO 14000 and assess TQM implementation in manufacturing and service sectors.	**L5**

Syllabus

Unit-1		
Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention – Costs of quality.		

Unit-2	**TQM Principles**	
Leadership - Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating		

Unit-3	**TQM Tools And Techniques I**	
The seven traditional tools of quality - new management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector, including IT - Benchmarking - Reasons to benchmark, Benchmarking process - FMEA - Stages, Types.		

Unit-4	**TQM Tools And Techniques II**	
Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures. -NATIONAL		

Unit-5	**Quality Systems**	
Need for ISO 9000 - ISO 9001-2008 Quality System - Elements, Documentation, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits - TQM Implementation in manufacturing and service sectors. - NATIONAL		

Syllabus: Suggestive Readings:

Text Books

Dale H. Bester field et al. – Total Quality Management, Publisher: Pearson Education

Kanishka Bedi – Quality Management, Publisher: Oxford University Press

Reference Books

Evans, James R. & Lindsay, William M. – Managing for Quality and Performance Excellence, Publisher: Cengage Learning

Suganthi & Samuel – Total Quality Management, Publisher: Pearson

Dr. S. Kumar – Total Quality Management (Laxmi Publications),

Subburaj Ramasamy – Total Quality Management (McGraw-Hill India)

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE039CO1	3	1	0	0	0	1	0	1	1	0	0	1
MBADSE039CO2	3	2	2	0	1	2	2	1	1	1	1	1
MBADSE039CO3	2	3	3	1	3	1	1	0	1	1	1	1
MBADSE039CO4	2	3	3	2	3	1	1	0	1	1	1	1
MBADSE039CO5	3	3	2	2	2	3	1	1	1	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Hospital Infection control and patient care	L	T	P	C	Course Type
Course Code	MBADSE040	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To provide students with a thorough understanding of the basic principles of infection control in a hospital setting.
2	To equip students with the ability to implement effective infection prevention strategies, including hand hygiene, sterilization, and isolation protocols.
3	To enable students to identify and assess the risk factors associated with healthcare-associated infections (HAIs).
4	To familiarize students with national and international standards, guidelines, and regulations related to infection control and patient safety.
5	To impart basic knowledge of microorganisms responsible for healthcare-associated infections, including bacteria, viruses, fungi, and parasites.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE040CO1	Identify and understand core infection control measures, including standard and transmission-based precautions.	**L1&L2**
MBADSE040CO2	Explain infection prevention techniques such as hand hygiene, environmental cleaning, and appropriate use of personal protective equipment (PPE).	**L2**
MBADSE040CO3	Utilize and identifying infection risks in various healthcare settings and implementing strategies to manage and reduce those risks.	**L3**
MBADSE040CO4	Assume adhere to regulatory frameworks such as the guidelines from the Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO) for infection control.	**L4**
MBADSE040CO5	Estimate to manage post-infection care, antibiotic stewardship, wound care, and rehabilitation processes.	**L5**

Syllabus:

Unit-1	**Introduction to Hospital Infection Control**
Introduction, Hospital infection control committee/team, Activities of IC Team, Role & responsibilities of ICN, Role of hospital administration in hospital infection control, Infection Protection for Healthcare Workers, Education and training of healthcare workers, patients, and families.	
Unit-2	**Principles of Asepsis and Sterilization**
Aseptic Techniques: Hand hygiene, use of gloves, gowns, masks, and other personal protective equipment (PPE). Sterilization Methods: Steam, ethylene oxide, chemical, and radiation sterilization methods. Physical and chemical methods of sterilization and disinfection, Cleaning & Disinfection of medical equipment, Disinfection of Hepatitis B virus, Hepatitis C virus, HIV or TB contaminated devices	
Unit-3	**Infection Prevention and Control Practices**
Standard Precautions: Guidelines for the prevention of infections in all patient interactions (hand hygiene, PPE). Transmission-Based Precautions: Contact, droplet, and airborne precautions specific to certain pathogens. Hand Hygiene: Techniques, guidelines, and the role of alcohol-based hand rubs in infection prevention. Environmental Controls: Role of ventilation, air filtration, and surface cleaning in controlling infections.	
Unit-4	**Patient Care and Safety**

Patient-Centered Care: Importance of involving patients in their care and understanding their needs. Basic Nursing Care: Hygiene, nutrition, mobility, and comfort measures. Prevention of Pressure Ulcers: Strategies for identifying at-risk patients and preventing bedsores. Medication Management: Safe administration of medications, error prevention, and patient education.			

Unit-5	Role of Healthcare Workers in Infection

Healthcare Worker Responsibilities: Role in preventing infections through proper hygiene and safe practices. Occupational Safety: Protecting healthcare workers from infection risks (needle stick injuries, respiratory infections). Immunization of Healthcare Workers: Vaccination policies and recommendations (hepatitis B, flu, etc.). Workplace Protocols: Policies for handling exposure to infectious diseases and post-exposure protocols. Education and Training: Ongoing infection control education and the role of infection control teams in training staff.

Suggestive Readings:

Text Books:

1.   Madhuri Sharma. "Essentials for Hospital Support Services and Physical Infrastructure". Jaypee Brothers Medical Publishers

2.   B. M. Sakharkar. "Principles of hospital administration and planning". Jaypee Brothers Medical Publishers

Reference Books:

1.   Dr. S.L. Goel & Dr. R. Kumar. "Hospital Administration and Management: Theory and Practice". Deep and Deep Publication

2.   Joydeep Das Gupta. "Hospital Administration and Management: A Comprehensive Guide". Jaypee brothers medical publishers pvt.ltd

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO →	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

CO↓												
MBADSE040CO1	3	1	1	0	1	2	0	1	1	0	1	1
MBADSE040CO2	3	2	1	0	1	3	0	1	1	0	1	1
MBADSE040CO3	2	3	3	1	1	2	1	1	1	0	2	1
MBADSE040CO4	2	1	1	1	0	3	1	1	2	0	1	1
MBADSE040CO5	3	3	2	1	1	2	1	1	1	0	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Hospital Services and Management	L	T	P	C	Course Type
Course Code	MBADSE041	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To provide students with a comprehensive understanding of disaster preparedness, including risk assessment, emergency planning, and response strategies.
2	To equip students with the ability to manage hospital operations effectively during disasters, including resource allocation, staff coordination, and patient care.
3	To familiarize students with national and international emergency response systems, such as Incident Command System (ICS) and Hospital Emergency Incident Command System (HEICS).
4	To develop skills in crisis communication, ensuring timely and accurate information flow within the hospital and to external stakeholders during emergencies.

5	To teach students how to evaluate a hospital's vulnerability to disasters and develop comprehensive preparedness and mitigation plans.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE041CO1	Explain effectively managing hospital functions during various disaster scenarios, including patient surge, equipment shortages, and logistical challenges.	L2
MBADSE041CO2	Apply to conduct risk assessments to identify vulnerabilities in the hospital infrastructure and develop strategies for disaster risk reduction.	L3
MBADSE041CO3	Analyze skilled in coordinating internal and external communication during disasters, facilitating collaboration with emergency services, government agencies, and the public.	L4
MBADSE041CO4	Assume the ability to prioritize resources and assess perform patient triage during mass casualty incidents, ensuring optimal use of limited resources.	L4 & L5
MBADSE041CO5	Evaluate post-disaster recovery efforts in hospitals, focusing on rebuilding operations, staff well-being, and future disaster preparedness.	L5

Syllabus:

Unit-1	Introduction to Disaster Preparedness and Hospital Management

Definition and Types of Disasters: Natural and man-made disasters (e.g., earthquakes, floods, pandemics, industrial accidents, etc.). Importance of Disaster Preparedness: Why hospitals need to prepare for disasters. Global and National Perspectives: Overview of disaster management frameworks (e.g., UNDRR, NDMA). Role of Hospitals in Disaster Management: Hospitals as critical infrastructure during emergencies.

Unit-2	Risk Assessment and Vulnerability Analysis

Risk Identification: Types of risks hospitals face during disasters (e.g., power outages, infrastructure collapse). Hazard Vulnerability Analysis (HVA): Tools and techniques for conducting HVA. Assessment of Hospital Vulnerabilities: Physical, operational, and systemic vulnerabilities. Developing Mitigation Strategies: Techniques to minimize risks and enhance preparedness.

Unit-3	Hospital Emergency Planning

Emergency Management Phases: Preparedness, response, recovery, and mitigation. Hospital Emergency Operations Plan (HEOP): Components and structure of a comprehensive hospital disaster plan. Incident Command System (ICS) and Hospital Emergency Incident Command System (HEICS) Overview of command systems for hospital disaster response. Coordination with External Agencies: Working with local emergency services, government agencies, and NGOs.

Unit-4	Resource Management during Disasters

Essential Resources for Disaster Response: Medical supplies, water, power, human resources, etc. Supply Chain Management: Ensuring continuity of supplies during emergencies. Surge Capacity Planning: Expanding hospital capacity to handle a sudden influx of patients. Allocation and Triage: Decision-making in resource allocation and patient triage.

Unit-5	Crisis Communication and Public Information

Crisis Communication Principles: The Importance of Timely, Clear Communication in Emergencies. Internal Communication: Ensuring communication among hospital staff and departments. External Communication: Coordinating with media, government agencies, and the public. Use of Technology: Leveraging tools like social media, SMS alerts, and public address systems.

Suggestive Readings:

Text Books:

1.   A.K. Shrivastava. "Text book of Disaster Management". Scientific Publishers

2.   Larry R. Collins. "Disaster Management and Preparedness (Occupational Safety & Health Guide Series)". CRC Press Inc; 1st edition

Reference Books:

1.   Sonopant joshi. "Disaster Management for Health Care Professionals".Jaypee digital explore health science

2.   Tener Goodwin Veenema. "Disaster Nursing and Emergency Preparedness for Chemical, Biological, and Radiological Terrorism and Other Hazards: 3rd Edition". Springer Publishing Co Inc; 3rd edition

Assessment Scheme:

Component	Adopted for this	Duration	Weightage	Date &	Venue	Remarks	Levels

	Course			Time				
Mid-Term	☑	1hr	30			Group		Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group		Levels 1 to 5
Quiz	☑	1hr	10			Group		Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional		Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE041CO1	3	3	3	1	1	2	2	2	1	1	3	1
MBADSE041CO2	2	3	3	2	1	2	1	1	1	1	2	1
MBADSE041CO3	2	2	2	1	1	2	3	3	1	1	2	1
MBADSE041CO4	3	3	3	1	1	2	2	1	1	1	3	1
MBADSE041CO5	2	3	2	2	1	3	2	1	1	1	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	Medical Therapeutics	L	T	P	C	Course Type
Course Code	MBADSE042	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To provide fundamental knowledge of clinical medicine, including the science and art of medicine, disease prevention, and global health concerns.
2	To develop an understanding of the pathophysiology, diagnosis, and management of major non-communicable diseases such as Diabetes Mellitus and Hypertension.
3	To familiarize students with cardiovascular and cerebrovascular disorders, including

4	To enhance knowledge of pharmacological interventions, including drug classifications, mechanisms of action, and side effects.	
5	To promote awareness of lifestyle modification, dietary management, environmental factors, and preventive healthcare strategies.	

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE042CO1	Explain the basic concepts of clinical medicine, disease screening, prevention, and global health issues.	L2
MBADSE042CO2	Describe the functional anatomy, physiology, etiology, and management of Diabetes Mellitus, including dietary and pharmacological approaches.	L2
MBADSE042CO3	Analyze the causes, classification (including JNC guidelines), pathophysiology, and treatment strategies of Hypertension.	L4
MBADSE042CO4	Evaluate the pathophysiology, risk factors, lifestyle modifications, and treatment options of coronary artery disease.	L5
MBADSE042CO5	Interpret the etiology, management strategies, drug classifications, and preventive measures related to Cerebrovascular diseases (Stroke).	L3

Syllabus:

Unit-1		
Introduction to clinical medicine- Science and art of medicine, global issues in medicine, screening and prevention of diseases.		

Unit-2		
Basic climatic and environmental diseases, Diabetes mellitus - Functional anatomy, physiology, presenting problems in Diabetes mellitus, management, drugs-class effect and side effects, dietary management, long term complications in brief Global		

Unit-3		
Hypertension - Definition, types of hypertensions, causative factors, pathophysiology, JNC classification of Hypertension, dietary management, treatment (different classes), class effect and side effects		
Unit-4		
Coronary artery diseases - ischemic heart disease; definition, types, causative factors, pathophysiology, life style modifications, treatment (different classes), class effect and side effects in brief		
Unit-5		
Cerebrovascular diseases- Stroke; etiology, management; life style modifications, treatment (different classes), class effect and side effects in brief		

Suggestive Readings:

1. Dr. G.S. Sainani / Dr. Siddharth N. Shah Publisher: The Association of Physicians of India (API) Editor (Recent Editions
2. Editor: Dr. B.P. Nayar / Dr. K. S. Reddy (varies by edition) Publisher: CBS Publishers

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE042CO1	3	1	0	1	0	2	0	1	2	0	1	1
MBADSE042CO2	3	2	1	1	0	2	0	1	1	0	1	1
MBADSE042CO3	3	2	2	1	0	2	0	1	1	0	1	1
MBADSE042CO4	3	3	2	2	0	2	0	1	1	0	1	2

MBADSE042CO5	3	3	2	2	0	2	0	1	1	0	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
		L	**T**	**P**	**C**	**Course Type**
Course Name	**Epidemiology and Public Health Administration**					
Course Code	**MBADSE043**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	Understand the principles and methods of epidemiology.
2	Apply epidemiological methods to monitor and control diseases.
3	Develop and implement public health policies and interventions.

4	Manage and administer public health systems and programs effectively.
5	Analyze health data to inform decision-making.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE043CO1	Understand and apply epidemiological concepts to study the distribution and determinants of diseases.	**L2**
MBADSE043CO2	Explain disease outbreaks using epidemiological methods.	**L2**
MBADSE043CO3	Develop and implement public health programs that effectively respond to community health needs.	**L3**
MBADSE043CO4	Analyze the impact of health interventions on disease prevention and health promotion.	**L4**
MBADSE043CO5	Evaluate the role of public health administration in organizing and leading health services at local, national, and global levels.	**L5**

Syllabus:

Unit-1	**Introduction to Epidemiology**

Definitions and Key Concepts: Epidemiology, population health, incidence, prevalence.

History and Evolution of Epidemiology: Early theories to modern epidemiological practices.

Types of Epidemiology: Descriptive, analytical, and experimental epidemiology.

Measures of Disease Frequency: Morbidity, mortality, and risk factors.

Unit-2	**Epidemiological Methods**

Study Designs: Case-control studies, cohort studies, cross-sectional studies, and randomized controlled trials.

Data Collection and Analysis: Primary data sources, secondary data, bias, confounding variables.

Epidemiological Calculations: Risk ratios, odds ratios, sensitivity, and specificity.

Screening and Diagnostic Tests: Principles of screening programs, test validity.

Unit-3	**Disease Causation and Prevention**

Causal Inference in Epidemiology: Bradford Hill criteria, causal vs. correlational relationships.

Risk Factors and Disease Burden: Modifiable vs. non-modifiable risk factors.

Prevention Levels: Primary, secondary, and tertiary prevention strategies.

Epidemiology of Infectious Diseases: Transmission modes, epidemic curves, R0.

Epidemiology of Chronic Diseases: Non-communicable disease patterns, prevention strategies.

Unit-4	Public Health Administration

Introduction to Public Health Administration: Principles, functions, and scope of public health systems.

Health Policy and Planning: Health program design, resource allocation, and health care delivery.

Health Systems Management: Organizational structure, leadership, financing, and sustainability.

Public Health Law and Ethics: Legal frameworks, ethical considerations in public health.

Unit-5	Health Program Implementation and Evaluation

Designing Public Health Programs: Needs assessment, program development, implementation strategies.

Monitoring and Evaluation (M&E): Frameworks for evaluating public health programs, process indicators, outcome measures.

Health Promotion and Disease Prevention: Community health education, vaccination programs, and behavior change strategies.

Suggestive Readings:

Text Books:

1.   R. Bonita, R. Beaglehole and Tord Kjellström. "Basic Epidemiology". World Health Organization

2.   Dhikav. "Basic and Clinical Epidemiology". AITBS Publishers

Reference Books:

1.   William Anton Oleckno. "Epidemiology Concepts and Methods". CBS Publishers & Distributor

2.   Mihir Bhatta. "An Essential in Public Health and Epidemiology". Notion Press

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE043CO1	3	2	1	2	1	2	0	0	1	0	1	1
MBADSE043CO2	2	3	1	2	1	2	0	1	1	0	1	1
MBADSE043CO3	2	2	3	1	1	3	2	2	2	1	2	1
MBADSE043CO4	2	3	2	3	2	3	1	1	1	0	2	2
MBADSE043CO5	2	2	3	2	1	3	3	2	3	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
		L	**T**	**P**	**C**	**Course Type**
Course Name	**Environmental safety and health**					
Course Code	**MBADSE044**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	Understand the basic concepts and importance of environmental safety and health, including terminology,

	historical context, and the roles and responsibilities of professionals in the field.
2	Recognize various types of environmental and occupational hazards (chemical, physical, biological, ergonomic) and evaluate their potential impacts on human health.
3	Understand key environmental regulations, and standards and the roles of regulatory agencies, and develop strategies for ensuring compliance.
4	Effectively communicate ES&H principles, risks, and safety procedures to diverse audiences, including employees, management, and the public.
5	Stay informed about emerging trends, technologies, and best practices in environmental safety and health through ongoing education and professional development.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE044CO1	**Understand the basic concepts and importance of environmental safety and health, including terminology, historical context, and the roles and responsibilities of professionals in the field.**	**L2**
MBADSE044CO2	**Understand key environmental laws, regulations, and standards, apply the roles of regulatory agencies, and develop strategies for ensuring compliance.**	**L2 & L3**
MBADSE044CO3	**Utilize and execute comprehensive environmental safety and health programs that include hazard identification, risk assessment, control measures, and analyze continuous improvement processes.**	**L3&L4**
MBADSE044CO4	**Analyze principles of sustainable development and environmental stewardship in various settings, understanding the broader impact of human activities on the environment.**	**L4**
MBADSE044CO5	**Estimate communicate ES&H principles, risks, and safety procedures to diverse audiences, including employees, management, and the public.**	**L5**

Syllabus:

Unit-1	**Demographic Cycle**

World Population Trend,

Demographic Trends in India: Growth rate,

Age Pyramid, Sex Ratio, Population, Density,

Family size, Urbanization, Literacy, and Life Expectancy-NATIONAL Development

Unit-2	**Hospital safety**

Planning, Concept of Planning, Guiding Principles in Planning Hospital Facilities and Services,

Regional Planning and Factors to be emphasized,

Steps in Hospital Planning; Planning Team and Stages of Project, Estimation, Architect Brief and Master Plan,

Selection of Site and Decision on Land, Space and Utilities-National

Unit-3	**Epidemiology-Global**

Concept of Disease, Epidemiological Triad, Concepts of Control and Prevention,

Principles of Epidemiology: Components, Measurements, Prevalence and Incidence,

Epidemiologic Methods: Descriptive, Analytical and Experimental Studies,

Uses of Epidemiology.

Unit-4	**Community Health**

· Global: Community Diagnosis and Treatment,

· Communicable and Non-Communicable Diseases

Unit-5	**National and International Health-Global**

· National Health Programmes in India,

· International Health: WHO and Other United Nations Agencies

Suggestive Readings:

Text Books:

1.   R.K. Jain ans Sunil S. Rao. "Industrial Safety, Health And Environment management System". Khanna Publishers

2.   Sundar lal, Adarsh & Pankaj." Textbook of Community Medicine Preventive and Social Medicine 6th ed". Textbook of Community Medicine Preventive and Social Medicine 6th ed.

References Books:

1.   Poornima Tiwari & Shashank Tiwari." Mastering Practicals: Community Medicine, 3Ed". Wolters Kluwer.

2.   Virginia Berridge." Public Health: A Very Short Introduction 1 Ed". OUP Oxford.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE044CO1	3	0	0	0	0	2	1	0	1	0	0	1
MBADSE044CO2	2	1	1	0	0	3	1	0	1	0	1	1
MBADSE044CO3	2	3	2	1	1	3	2	1	1	1	2	1
MBADSE044CO4	2	2	2	1	0	3	1	1	2	1	1	1

MBADSE044CO5	1	1	1	0	0	2	2	3	1	0	1	1

1 = Low, **2 = Moderate**, **3 = High** contribution

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Program	Master of Business Administration	Semester				
Course Name	Introduction to Logistics & Supply Chain Management	L	T	P	C	Course Type
Course Code	MBADSE045	3	0	0	3	MBADSE

Course Objectives:
This course ensures that the students understand how:

1	To introduce students to the fundamentals of e-commerce and digital business models.
2	To understand e-commerce operations, including order fulfillment, payment systems, and customer service.
3	To analyze technology infrastructure and platforms supporting e-commerce.
4	To study legal, ethical, and security issues in online business.
5	To develop practical understanding of strategies for managing and scaling e-commerce operations**.**

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE045CO1	Explain the key concepts, models, and processes of e-commerce businesses.	L2
MBADSE045CO2	Illustrate e-commerce operational strategies for online retail and services.	L2
MBADSE045CO3	Apply customer behavior, digital marketing, and supply chain integration in e-commerce.	L3
MBADSE045CO4	Analyze legal, security, and ethical challenges in e-commerce operations.	L4
MBADSE045CO5	Evaluate basic e-commerce business and operational frameworks.	L5

Syllabus:

Unit-1	Introduction to E-Commerce

Meaning, scope, and evolution of e-commerce, Types of e-commerce: B2B, B2C, C2C, C2B, Digital business ecosystem, Advantages and limitations of e-commerce, E-commerce trends and growth drivers

Unit-2	E-Commerce Business Models & Strategy

E-commerce revenue models, Online marketplaces and platforms, Business strategy for e-commerce, Omnichannel retailing, Competitive advantage in digital markets

Unit-3	E-Commerce Operations & Supply Chain

Order processing and fulfillment, Inventory management and warehousing for e-commerce, Logistics and last-mile delivery, Reverse logistics and returns management, Vendor and partner management

Unit-4	Technology, Payments & Security

E-commerce platforms and architecture, electronic payment systems and gateways, Mobile commerce (m-commerce), Cybersecurity, privacy, and data protection, Fraud prevention and risk management

Unit-5	Legal, Marketing & Future Trends

Legal framework for e-commerce (IT Act, consumer protection, taxation),Digital marketing and customer relationship management, Social commerce and influencer marketing, Ethics and sustainability in e-commerce, Future trends: AI, blockchain, and automation

Suggestive Readings:
Text Books:

1. **Kenneth C. Laudon & Carol Guercio Traver**, *E-Commerce: Business, Technology, Society*, **Pearson Education**, USA.
2. **Gary P. Schneider**, *Electronic Commerce*, **Cengage Learning**, USA.

Refrence Books:
1. **Dave Chaffey**, *Digital Business and E-Commerce Management*, **Pearson Education**, UK.
2. **Ravi Kalakota & Andrew B. Whinston**, *Electronic Commerce: A Manager's Guide*, **Pearson Education**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE045CO1	3	1	0	0	1	0	0	0	1	1	0	1
MBADSE045CO2	2	2	2	0	1	0	1	1	1	2	1	1
MBADSE045CO3	2	2	3	0	3	0	1	2	2	2	2	1
MBADSE045CO4	1	2	2	1	1	3	1	1	1	1	1	1
MBADSE045CO5	2	3	3	2	2	1	1	1	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester					
Course Name	Logistics & Transportation Planning	L	T	P	C		Course Type	
Course Code	MBADSE046	3	0	0	3		MBADSE	

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **fundamentals of logistics and transportation planning** in the aviation sector.
2	To develop understanding of **air transportation systems**, infrastructure, and network planning.
3	To analyze **cargo, passenger, and multimodal transportation logistics** in aviation.
4	To study the application of **planning tools, regulations, and technology** in aviation logistics.
5	To familiarize learners with **sustainable, efficient, and future-oriented transportation planning** practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE046CO1	**Explain** the key concepts and functions of logistics and transportation planning in aviation.	L2
MBADSE046CO2	Illustrate transportation planning techniques to airline and airport logistics operations.	L2
MBADSE046CO3	Apply aviation cargo and passenger transportation systems and related challenges.	L3
MBADSE046CO4	Analyze the role of technology, policy, and regulation in aviation transportation planning.	L4
MBADSE046CO5	Evaluate basic logistics and transportation plans for aviation organizations with sustainability considerations.	L5

Syllabus:

Unit-1	Introduction to Logistics & Transportation in Aviation
Meaning and scope of logistics, Transportation planning concepts, Role of aviation in global logistics, Types of air transportation: passenger and cargo, Challenges in aviation logistics and transport planning	

Unit-2	Air Transportation Systems & Infrastructure Planning
Airport systems and components, Runways, terminals, cargo complexes, Airside and landside planning, Capacity planning and demand forecasting, Integration with surface transportation	

Unit-3	Aviation Cargo & Multimodal Logistics
Air cargo transportation planning, Cargo terminals and hub-and-spoke systems, Multimodal transportation: air-road-rail-sea integration, Freight forwarding and logistics service providers, Customs, documentation, and security	

Unit-4	Operational Planning & Regulatory Framework
Flight scheduling and route planning, Fleet planning and utilization, International and domestic aviation regulations, ICAO, IATA, DGCA, and AAI roles, Safety, security, and environmental compliance	

Unit-5	Technology, Sustainability & Future Trends
ICT, ERP, AI, and digital logistics platforms, Smart airports and automation, Sustainable transportation planning and green logistics, Risk management and disruption planning, Future trends in aviation logistics and transportation	

Suggestive Readings:

Text Books:

2. **Michael Sales**, *Aviation Logistics*, **Routledge / CRC Press**, New York.
3. **Paul Stephen Dempsey & Andrew R. Goetz**, *Airline Management: Strategies for the 21st Century*, **Routledge**, London.

Refrence Books:

1. **Belobaba, Odoni & Barnhart**, *The Global Airline Industry*, **Wiley**, UK.
2. **Martin Christopher**, *Logistics & Supply Chain Management*, **Pearson Education**, UK.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE046CO1	3	1	0	0	1	1	0	0	1	0	0	1
MBADSE046CO2	2	2	2	1	1	1	1	0	1	1	1	1
MBADSE046CO3	2	2	3	1	2	1	1	0	2	1	2	1
MBADSE046CO4	2	3	2	2	2	3	1	0	3	0	1	1
MBADSE046CO5	2	3	3	2	2	3	1	0	2	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Warehouse Management	L	T	P	C	Course Type
Course Code	MBADSE047	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To provide students with a comprehensive understanding of **warehouse management concepts and functions.**
2	To develop knowledge of **warehouse design, layout, and space utilization.**
3	To understand **inventory control, material handling, and storage systems.**
4	To analyze **technology applications and automation** in warehouse operations.
5	To familiarize learners with **performance measurement, safety, and sustainable warehousing practices.**

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE047CO1	**Explain** the role and importance of warehouse management in supply chains.	L2
MBADSE047CO2	Illustrate warehouse layout and storage techniques for efficient operations.	L2
MBADSE047CO3	Apply inventory management and material handling systems used in warehouses.	L3
MBADSE047CO4	Analyze the use of technology and automation in modern warehousing.	L4
MBADSE047CO5	Evaluate basic warehouse operational plans focusing on efficiency, safety, and sustainability.	L5

Syllabus:

Unit-1	Introduction to Warehouse Management

Meaning and role of warehousing,
Types of warehouses: private, public, bonded, cold storage, distribution centers
Functions of warehouses in supply chain management
Warehouse location planning
Challenges in warehouse operations

Unit-2	Warehouse Design & Layout Planning

 Warehouse design principles
 Layout types: U-flow, I-flow, L-flow
 Space utilization and storage capacity planning
 Receiving, storage, picking, and dispatch areas
 Cross-docking concepts

Unit-3	Inventory & Material Handling Systems

 Inventory types and control techniques (ABC, EOQ, JIT)
 Storage systems: pallet racks, shelving, AS/RS
 Material handling equipment (MHE)
 Packaging and unitization
 Warehouse safety and ergonomics

Unit-4	Warehouse Operations & Technology

 Warehouse operating procedures

☐ Order picking methods		
☐ Warehouse Management Systems (WMS)		
☐ Barcode, RFID, and automation		
☐ Performance measurement and KPIs		

Unit-5	Sustainable & Strategic Warehouse Management
Cost analysis and productivity improvement Outsourcing and third-party warehousing (3PL/4PL) Green warehousing and sustainability practices Risk management and loss prevention Future trends in warehouse management	

Suggestive Readings:
Text Books:

1. **Frazelle, Edward H.**, *World-Class Warehousing and Material Handling*, **McGraw-Hill Education**, New York.
2. **Ackerman, Kenneth B.**, *Practical Handbook of Warehousing*, **Springer / Springer-Verlag**, New York.

Reference Books:

1. **Richards, Gwynne**, *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs*, **Kogan Page**, London.
2. **Bowersox, Closs & Cooper**, *Supply Chain Logistics Management*, **McGraw-Hill Education**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE047CO1	3	1	1	0	1	1	0	1	1	0	1	1
MBADSE047CO2	2	2	1	0	1	1	0	1	0	0	1	1
MBADSE047CO3	2	3	2	1	2	1	1	1	0	1	2	1
MBADSE047CO4	2	3	2	2	3	1	1	1	1	1	2	1
MBADSE047CO5	2	3	3	2	2	3	1	1	1	1	2	1

1 = **Low**, **2** = **Moderate**, **3** = **High** contribution.

Program	Master of Business Administration	Semester				
Course Name	Principles of ERP	L	T	P	C	Course Type
Course Code	MBADSE048	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	Explain the concept, evolution, and importance of Enterprise Resource Planning (ERP) systems.
2	Understand the functional modules and architecture of ERP systems.
3	Apply ERP concepts to integrate business processes across organizations.
4	Analyze ERP implementation strategies, challenges, and risks.
5	Evaluate the role of ERP in organizational efficiency, decision-making, and competitiveness.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE048CO1	Explain basic concepts, evolution, and objectives of ERP systems.	L2
MBADSE048CO2	Describe ERP architecture, modules, and business process integration.	L2
MBADSE048CO3	Apply ERP concepts to functional areas such as finance, HR, and supply chain.	L3
MBADSE048CO4	Analyze ERP implementation issues, risks, and organizational impact	L4
MBADSE048CO5	Evaluate ERP systems for improving business performance and decision-making.	L5

Syllabus:

Unit-1	Introduction to ERP
Meaning and definition of ERP; Evolution of ERP systems (MRP, MRP II to ERP); Need and benefits of ERP; Characteristics and features of ERP; ERP vs traditional information systems; Role of ERP in modern organizations; Overview of leading ERP vendors.	
Unit-2	ERP Architecture and Functional Modules
ERP architecture and components; ERP database and information flow; Core ERP modules – Finance, Accounting, Human Resource Management, Production and Operations, Sales and Distribution; Supply Chain Management; Customer Relationship Management; Integration of business functions.	
Unit-3	ERP and Business Process Integration
Business process reengineering (BPR) and ERP; Process mapping and standardization; ERP configuration and customization; Data management and master data; ERP support for decision-making; ERP in small and medium enterprises (SMEs).	
Unit-4	ERP Implementation and Challenges
ERP implementation life cycle; ERP project planning and management; Change management and user training; ERP implementation strategies (Big Bang, Phased, Parallel); Challenges and risks in ERP implementation; Critical success factors; Cost and time considerations.	
Unit-5	Emerging Trends and Applications of ERP
Cloud-based ERP systems; ERP and digital transformation; ERP and analytics; Integration with AI, IoT, and Big Data; ERP security and ethical issues; Case studies of ERP implementation; Future trends in ERP systems.	

Suggestive Readings:

Text Books:

Monk, Ellen & Wagner, Bret – *Concepts in Enterprise Resource Planning*, Cengage Learning

Leon, Alexis – *ERP Demystified*, Tata McGraw-Hill

Refrence Books:

Sumner, Mary – Enterprise Resource Planning, Pearson Education
O'Leary, Daniel E. – Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk, Cambridge University Press
Jacobs, F. Robert & Weston, F.C.T. – Enterprise Resource Planning (ERP): A Brief History, Journal of Operations Management

Assessment

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE048CO1	3	0	0	0	1	0	0	0	1	0	0	1
MBADSE048CO2	3	1	1	0	2	0	0	0	1	0	0	1
MBADSE048CO3	3	2	2	0	3	0	1	1	1	1	2	1
MBADSE048CO4	2	3	2	1	2	2	1	0	1	1	2	1
MBADSE048CO5	2	3	3	2	2	1	1	0	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Forecasting & Inventory Management	L	T	P	C	Course Type
Course Code	MBADSE049	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **principles and importance of forecasting and inventory management** in organizations.
2	To develop understanding of **quantitative and qualitative forecasting techniques**.
3	To analyze **inventory planning and control methods** for efficient operations.
4	To study the integration of **forecasting with supply chain and operations decisions**.
5	To familiarize learners with **technology applications and contemporary practices** in forecasting and inventory management.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE049C01	**Explain the** key concepts of forecasting and inventory management.	L2
MBADSE049C02	Illustrate forecasting techniques to estimate demand in business scenarios.	L2
MBADSE049C03	Apply inventory models and control systems to minimize costs and improve service levels.	L3
MBADSE049C04	Analyze the impact of forecasting accuracy on supply chain performance.	L4
MBADSE049C05	Evaluate basic forecasting and inventory plans using appropriate tools and techniques.	L5

Syllabus:

Unit-1	Introduction to Forecasting & Inventory Management

Meaning and importance of forecasting
Role of forecasting in operations and supply chain
Types of forecasts: short, medium, and long term
Sources of demand data
Overview of inventory management concepts

Unit-2	Forecasting Techniques

☐ Qualitative forecasting methods
☐ Time series analysis
☐ Moving averages and exponential smoothing
☐ Trend and seasonal forecasting
☐ Forecast accuracy and error measurement

Unit-3	Inventory Models & Control Systems

☐ Types of inventory
☐ Economic Order Quantity (EOQ) model
☐ Reorder point and safety stock
☐ Probabilistic inventory models
☐ ABC and VED analysis

Unit-4	Inventory Planning & Technology

☐ Inventory management in manufacturing and services
☐ Just-in-Time (JIT) and Lean inventory
☐ ERP and inventory management systems
☐ RFID, barcode, and automation
☐ Inventory performance metrics

Unit-5	Strategic & Contemporary Issues

☐ Inventory risk and uncertainty
☐ Demand variability and bullwhip effect
☐ Sustainable inventory management
☐ Global inventory planning
☐ Emerging trends and best practices

Suggestive Readings:

Text Books:
1. **K. K. Aggarwal**, *Production and Operations Management*, **New Age International Publishers**, New Delhi.
2. **Sunil Chopra & Peter Meindl**, *Supply Chain Management: Strategy, Planning, and Operation,* **Pearson Education**, USA.

Refrence Books:
1. **Heizer, Render & Munson**, *Operations Management*, **Pearson Education**, USA.
2. **Bowersox, Closs & Cooper**, *Supply Chain Logistics Management*, **McGraw-Hill Education**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE049C01	3	1	0	0	1	0	0	0	1	0	0	1
MBADSE049C02	2	2	1	1	2	0	0	0	1	0	1	1
MBADSE049C03	2	3	3	1	2	0	1	0	1	1	2	1
MBADSE049C04	2	3	2	2	1	1	1	0	2	1	2	1
MBADSE049C05	2	3	3	2	2	1	1	0	1	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	Applied Logistics and Supply Chain Management: Real-World Practices and Strategies	L	T	P	C	Course Type
Course Code	MBADSE050	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	Explain the concepts, structure, and scope of logistics and supply chain management in real business contexts.
2	Understand logistics functions such as transportation, warehousing, inventory, and distribution.
3	Apply supply chain strategies and tools to improve operational efficiency.
4	Analyze real-world supply chain challenges, risks, and disruptions.
5	Evaluate technology-enabled, sustainable, and global supply chain practices.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE050CO1	Explain core concepts and functions of logistics and supply chain management.	L2
MBADSE050CO2	Describe real-world logistics operations and supply chain structures.	L2
MBADSE050CO3	Apply logistics and SCM tools to solve operational problems.	L3
MBADSE050CO4	Analyze supply chain strategies, risks, and performance issues.	L4
MBADSE050CO5	Evaluate sustainable, technology-driven, and global supply chain practices.	L5

Syllabus:

Unit-1	Fundamentals of Logistics and Supply Chain Management

Introduction to Logistics and Supply Chain Management; Evolution of SCM; Scope and objectives of logistics; Components of supply chain; Role of logistics in business competitiveness; Types of supply chains; Integration of logistics and supply chain; Real-world examples from manufacturing and service sectors.

Unit-2	Logistics Operations and Distribution Management

Transportation management – modes, selection, and optimization; Warehousing concepts and layout; Inventory management techniques; Packaging and material handling; Distribution channels; Last-mile delivery; Role of 3PL and 4PL service providers; Practical logistics challenges.

Unit-3	Supply Chain Planning and Coordination

Demand forecasting and planning; Supply chain coordination and collaboration; Procurement and supplier management; Bullwhip effect; Lean and agile supply chains; Supply chain performance measurement (KPIs); Application-based case studies.

Unit-4	Risk Management and Technology in Supply Chain

Supply chain risks and disruptions; Risk mitigation strategies; Role of information technology in SCM; ERP, RFID, IoT, and blockchain in logistics; Digital supply chains; E-commerce logistics; Resilience and flexibility in real-world supply chains.

Unit-5	Sustainable and Global Supply Chain Practices
Green logistics and sustainable SCM; Ethical and social responsibility in supply chains; Global sourcing and outsourcing; International logistics and trade documentation; Reverse logistics; Case studies of successful global supply chains; Future trends in logistics and SCM.	

Suggestive Readings:
Text Books:
1. Chopra, Sunil & Meindl, Peter – Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
2. Bowersox, Donald J., Closs, David J., & Cooper, M. Bixby – Supply Chain Logistics Management, McGraw-Hill Education

Refrence Books:

1. Christopher, Martin – Logistics and Supply Chain Management, Pearson
2. Ballou, Ronald H. – Business Logistics/Supply Chain Management, Pearson Education
3. Rushton, Alan, Croucher, Phil & Baker, Peter – The Handbook of Logistics and Distribution Management, Kogan Page

Assessment

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE050CO1	3	1	0	0	1	1	0	0	1	0	0	1
MBADSE050CO2	2	2	1	0	1	1	1	1	2	0	2	1
MBADSE050CO3	2	3	3	1	2	1	1	1	1	1	2	1
MBADSE050CO4	2	3	3	2	2	2	1	1	2	1	2	2
MBADSE050CO5	2	2	2	2	2	3	1	1	3	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Leadership and Professional Development in LSCM	**L**	**T**	**P**	**C**	Course Type
Course Code	MBADSE051	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To develop an understanding of **leadership concepts and styles** relevant to logistics and supply chain environments.
2	To enhance **professional skills** required for effective supply chain management roles.
3	To analyze **team dynamics, communication, and decision-making** in LSCM organizations.
4	To understand **ethical leadership, corporate governance, and sustainability** in supply chains.
5	To prepare students for **career growth and leadership challenges** in the logistics and supply chain sector.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE051CO1	**Explain** leadership theories and their application in logistics and supply chain contexts.	L2
MBADSE051CO2	Illustrate professional communication, teamwork, and problem-solving skills in LSCM settings.	L2
MBADSE051CO3	Apply leadership challenges in managing global and complex supply chains.	L3
MBADSE051CO4	Analyze ethical, social, and sustainability issues in supply chain leadership.	L4
MBADSE051CO5	Evaluate professional development strategies for career advancement in LSCM.	L5

Syllabus:

Unit-1	Foundations of Leadership in LSCM
Meaning and importance of leadership, Leadership vs management, Classical and modern leadership theories, Leadership styles in logistics and supply chain organizations, Role of leaders in operational excellence	

Unit-2	Professional Skills for Supply Chain Leaders
Communication and interpersonal skills Negotiation and conflict management Decision-making and critical thinking Time management and productivity Emotional intelligence in leadership	

Unit-3	Teamwork, Collaboration & Change Management

Team dynamics and high-performance teams
Cross-functional and cross-cultural teams
Managing change in supply chains
Stakeholder management
Leadership during disruptions and crises

Unit-4	**Ethics, Governance & Sustainability Leadership**
Ethical leadership and corporate governance	
Compliance and regulatory issues in supply chains	
Sustainable and responsible supply chain leadership	
Corporate social responsibility (CSR)	
Risk management and accountability	

Unit-5	**Career Development & Future Leadership Trends**
Career paths in logistics and supply chain management	
Professional development planning	
Leadership competencies for future supply chains	
Digital leadership and technology-driven change	
Lifelong learning and leadership adaptability	

Suggestive Readings:
Text Books:
1. **John C. Maxwell**, *Developing the Leader Within You*, **HarperCollins Publishers**, USA.
2. **Peter G. Northouse**, *Leadership: Theory and Practice*, **SAGE Publications**, USA.

Refrence Books:
1. **Sunil Chopra**, *Supply Chain Management: Strategy, Planning, and Operation*, **Pearson Education**, USA.
2. **Daniel Goleman**, *Emotional Intelligence*, **Bantam Books**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE051CO1	3	1	1	0	0	1	2	1	2	1	0	1
MBADSE051CO2	1	2	2	0	0	1	3	3	1	1	1	1
MBADSE051CO3	2	3	3	1	1	1	3	2	3	2	2	1
MBADSE051CO4	1	2	2	1	0	3	2	1	2	1	1	1
MBADSE051CO5	1	1	2	1	1	1	2	2	1	2	2	3

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Global Supply Chain Management	L	T	P	C	Course Type
Course Code	MBADSE052	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To provide a comprehensive understanding of **global supply chain concepts and structures.**
2	To examine the impact of **globalization, trade policies, and international logistics** on supply chains.
3	To develop analytical skills for **designing and managing global supply chain networks**.
4	To understand the role of **technology and digitalization** in global supply chain coordination.
5	To familiarize students with **risk management, sustainability, and ethical practices** in global supply chains.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE052CO1	**Explain** the key concepts and components of global supply chain management.	L2
MBADSE052CO2	Illustrate global sourcing, production, and distribution strategies.	L2
MBADSE052CO3	Apply tools and techniques for planning and controlling global supply chain operations.	L3
MBADSE052CO4	Analyze risks, disruptions, and sustainability issues in global supply chains.	L4
MBADSE052CO5	Evaluate effective global supply chain strategies aligned with organizational goals.	L5

Syllabus:

Unit-1	Introduction to Global Supply Chain Management
Meaning, scope, and evolution of global supply chains Drivers of globalization and international trade Structure and participants of global supply chains Comparative advantage and global sourcing Challenges in managing global supply chains	

Unit-2	Global Sourcing & Procurement
Global procurement strategies Supplier selection and evaluation Make-or-buy decisions Outsourcing and offshoring	

Contract management and international purchasing	
Unit-3	**International Logistics & Distribution**
Global transportation modes and networks Incoterms and international documentation Warehousing and distribution centers Customs procedures and trade compliance Role of freight forwarders and 3PLs	
Unit-4	**Technology & Performance Management**
Global supply chain information systems ERP, SCM, blockchain, AI, and IoT applications Supply chain visibility and coordination Performance measurement and KPIs Collaboration and integration across borders	
Unit-5	**Risk Management, Sustainability & Future Trends**
Global supply chain risks and disruptions Resilience and continuity planning Sustainable and green supply chains Ethical sourcing and compliance Emerging trends and future global supply chain strategies	

Suggestive Readings:
Text Books:
1. **Sunil Chopra & Peter Meindl**, *Supply Chain Management: Strategy, Planning, and Operation*, **Pearson Education**, USA.
2. **John J. Coyle, C. John Langley Jr., Robert A. Novack & Brian J. Gibson**, *Supply Chain Management: A Logistics Perspective*, **Cengage Learning**, USA.

Refrence Books:
1. **Donald J. Bowersox, David J. Closs & M. Bixby Cooper**, *Supply Chain Logistics Management*, **McGraw-Hill Education**, USA.
2. **Martin Christopher**, *Logistics & Supply Chain Management*, **Pearson Education**, UK.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE052CO1	3	1	0	0	1	1	0	0	2	0	0	1
MBADSE052CO2	2	2	2	0	1	1	1	0	3	1	1	1

MBADSE052CO3	2	3	3	1	3	1	1	0	1	1	2	1
MBADSE052CO4	2	3	2	2	1	3	1	0	2	1	1	2
MBADSE052CO5	3	3	3	2	2	2	2	1	3	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Commercial Geography	L	T	P	C	Course Type
Course Code	MBADSE053	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **concepts and scope of commercial geography** and its relevance to trade and business.
2	To understand the **geographical factors influencing production, trade, and commerce.**
3	To analyze the **spatial distribution of natural resources and industries.**
4	To study **transportation, communication, and trade patterns** at national and global levels.
5	To develop awareness of **globalization, regional trade, and contemporary commercial issues.**

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE053CO1	**Explain** fundamental concepts and principles of commercial geography.	L2
MBADSE053CO2	Illustrate the impact of geographical factors on economic and commercial activities.	L2
MBADSE053CO3	Apply major resource regions, industrial belts, and trade centers of the world.	L3
MBADSE053CO4	Analyze transportation networks and their role in trade and commerce.	L4
MBADSE053CO5	Evaluate global trade patterns and emerging trends in the world economy.	L5

Syllabus:

Unit-1	Introduction to Commercial Geography

- Meaning, nature, and scope of commercial geography
- Relationship between geography and commerce
- Geographical factors affecting commerce
- Concept of economic regions
- Importance of commercial geography in business decision-making

Unit-2	Natural Resources & Commercial Activities
☐ Distribution of natural resources ☐ Agricultural resources and major crop regions ☐ Mineral resources: coal, iron ore, petroleum ☐ Energy resources and power generation ☐ Role of resources in industrial development	

Unit-3	Industries & Industrial Regions
☐ Factors affecting location of industries ☐ Major industries: iron & steel, textiles, automobiles, chemicals ☐ Industrial regions of the world ☐ Industrial clusters and special economic zones ☐ Impact of industrialization on regional developmen	

Unit-4	Transportation, Trade & Communication
☐ Role of transportation in commerce ☐ Modes of transport: road, rail, air, and sea ☐ Major international trade routes and ports ☐ Communication systems and global connectivity ☐ Logistics and distribution networks	

Unit-5	World Trade & Contemporary Issues
☐ International trade patterns ☐ Major exporting and importing countries ☐ Trade blocs and regional economic groupings (EU, ASEAN, SAARC, BRICS) ☐ Globalization and world markets ☐ Contemporary issues: sustainability, climate change, digital trade	

Suggestive Readings:

Text Books:
1. **H.R. Sharma**, *Commercial Geography*, **Tata McGraw-Hill Publishing Company**, New Delhi.
2. **S. P. Chatterjee**, *Commercial Geography*, **Kalyani Publishers**, Ludhiana.

Refrence Books:
1. **R. N. Tiwari**, *Economic & Commercial Geography*, **Prayag Pustak Bhawan**, Allahabad.
2. **Majid Husain**, *Systematic Geography of the World*, **Rawat Publications**, Jaipur.
Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

MBADSE053CO1	3	0	0	0	0	0	0	1	1	0	0	1
MBADSE053CO2	2	2	1	0	0	1	1	1	2	0	1	1
MBADSE053CO3	2	2	2	0	0	1	1	1	3	1	1	1
MBADSE053CO4	2	3	2	1	0	1	1	1	2	1	1	1
MBADSE053CO5	2	3	3	1	0	1	2	1	3	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	E-Commerce: Business & Operations	L	T	P	C	Course Type
Course Code	MBADSE054	3	0	0	3	MBADSE

Course Objectives:

This course ensures that the students understand how:

1	To introduce students to the **fundamentals of e-commerce and digital business models**.
2	To understand **e-commerce operations**, including order fulfillment, payment systems, and customer service.
3	To analyze **technology infrastructure and platforms** supporting e-commerce.
4	To study **legal, ethical, and security issues** in online business.
5	To develop practical understanding of **strategies for managing and scaling e-commerce operations.**

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE054CO1	**Explain** the key concepts, models, and processes of e-commerce businesses.	L2
MBADSE054CO2	Illustrate e-commerce operational strategies for online retail and services.	L2
MBADSE054CO3	Apply customer behavior, digital marketing, and supply chain integration in e-commerce.	L3
MBADSE054CO4	Analyze legal, security, and ethical challenges in e-commerce operations.	L4
MBADSE054CO5	Evaluate basic e-commerce business and operational frameworks.	L5

Syllabus:

Unit-1	Introduction to E-Commerce
☐ Meaning, scope, and evolution of e-commerce	

| Types of e-commerce: B2B, B2C, C2C, C2B |
| Digital business ecosystem |
| Advantages and limitations of e-commerce |
| E-commerce trends and growth drivers |

Unit-2	E-Commerce Business Models & Strategy
☐ E-commerce revenue models ☐ Online marketplaces and platforms ☐ Business strategy for e-commerce ☐ Omnichannel retailing ☐ Competitive advantage in digital markets	

Unit-3	E-Commerce Operations & Supply Chain
☐ Order processing and fulfillment ☐ Inventory management and warehousing for e-commerce ☐ Logistics and last-mile delivery ☐ Reverse logistics and returns management ☐ Vendor and partner management	

Unit-4	Technology, Payments & Security
☐ E-commerce platforms and architecture ☐ Electronic payment systems and gateways ☐ Mobile commerce (m-commerce) ☐ Cybersecurity, privacy, and data protection ☐ Fraud prevention and risk management	

Unit-5	Legal, Marketing & Future Trends
☐ Legal framework for e-commerce (IT Act, consumer protection, taxation) ☐ Digital marketing and customer relationship management ☐ Social commerce and influencer marketing ☐ Ethics and sustainability in e-commerce ☐ Future trends: AI, blockchain, and automation	

Suggestive Readings:

Text Books:
3. **Kenneth C. Laudon & Carol Guercio Traver**, *E-Commerce: Business, Technology, Society*, **Pearson Education**, USA.
4. **Gary P. Schneider**, *Electronic Commerce*, **Cengage Learning**, USA.

Refrence Books:
3. **Dave Chaffey**, *Digital Business and E-Commerce Management*, **Pearson Education**, UK.
4. **Ravi Kalakota & Andrew B. Whinston**, *Electronic Commerce: A Manager's Guide*, **Pearson Education**, USA.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Levels
Mid Term	☑	1hr	30	Levels 2 to 5
Assignment/ Case Study	☑	1hr	10	Levels 3 to 5
Quiz	☑		10	Levels 1 to 2
End Term	☑	2hr	50	Levels 2 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE054CO1	3	1	1	0	1	0	0	0	1	1	0	1
MBADSE054CO2	2	2	2	0	2	0	1	1	1	2	1	1
MBADSE054CO3	2	2	3	1	3	0	1	2	1	3	1	1
MBADSE054CO4	1	3	2	1	1	3	0	1	1	1	0	1
MBADSE054CO5	2	3	3	2	2	1	1	1	1	2	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

FINANCIAL TECHNOLOGY

Program	Master of Business Administration		Semester			
Course Name	Introduction to FinTech (Financial Technology)	L	T	P	C	Course Type
Course Code	MBADSE055	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of FinTech, its drivers, pillars, ecosystem, and emerging issues.
2	Explore core technologies—Blockchain, AI, Big Data, Cloud—and their financial applications.
3	Examine FinTech applications in lending, digital payments, crowdfunding, neo-banking, and risk analytics.
4	Develop an understanding of regulatory frameworks (IT Act, RBI, GDPR, PSD2), compliance challenges, and fraud prevention.
5	Analyze future FinTech trends and apply tools through real-world case studies.

Course Outcomes:

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

CO	Outcome	Level
MBADSE055CO1	Describe the fundamentals, drivers, and ecosystem of FinTech, and differentiate it from traditional finance.	L1
MBADSE055CO2	Interpret Blockchain, AI, Big Data, and Cloud technologies to analyze innovations in	L2

MBADSE055CO3	Assess the role of FinTech applications in lending, payments, crowdfunding, and neo-banking using real-world cases.	L3
MBADSE055CO4	Corelate regulatory framework with compliance challenges in digital finance.	L4
MBADSE055CO5	Rate future trends such as DeFi, CBDCs, Web 3.0, and develop insights using applied tools.	L5

Syllabus:

Unit-1	**Fundamentals of Financial Technology**	Contact Hours: 9

- Definition, scope, and driver of FinTech in modern financial systems
- Traditional finance vs. FinTech
- **Pillars of FinTech**
- FinTech ecosystem: interaction among regulators, banks, startups, customers
- Emerging issues: data privacy, regulatory compliance

Unit-2	**Technologies empowering Fintech**	Contact Hours: 9

- Blockchain basics & smart contract finance
- Big Data & ML in decision-making
- AI & chatbots: fraud detection, robo-advisory
- Cloud computing in FinTech
- **Innovations**: robo-advisors, InsurTech, WealthTech.

Unit-3	**FinTech Applications in Financial Services**	Contact Hours: 9

- FinTech in lending: P2P, BNPL and Crowdfunding
- Digital payments: UPI, wallets, , cards,
- Neo-banks vs. Digital-only banks
- Risk assessment tech: fraud analytics, RegTechDebit/Credit cards, UPI, wallets
- Case: India's digital payments ecosystem

Unit-4	**Regulation and Future Landscape**	Contact Hours: 9

- IT Act, 2000 (Sections 4, 5, 66, 72)
- RBI Guidelines for digital banking & payments
- GDPR & PSD2 (comparative view)
- Fraud prevention & consumer protection
- Adoption challenges and possible solutions

Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9

- Hands-on with **Power BI** for building FinTech dashboards.
- Case study: **PayPal's global digital payments model**.
- Case study: **PayTM's integration of wallet, banking, and payments**.

Suggestive Readings:

Textbooks
1. Pranay Gupta & T. Mandy Tham – *FinTech: The New DNA of Financial Services* (De Gruyter, 2018)
2. Susanne Chishti & Janos Barberis – *The FinTech Book* (Wiley, 2016)

References
1. David L. Shrier – *Frontiers of Financial Technology* (Vision, 2017)
2. Bernardo Nicoletti – *The Future of FinTech* (Palgrave Macmillan, 2021)

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE055CO1	3	1	0	0	1	1	1	0	1	1	0	1
MBADSE055CO2	2	2	1	2	3	0	1	0	1	2	1	1
MBADSE055CO3	2	3	2	1	2	1	1	0	2	2	2	1
MBADSE055CO4	2	2	2	1	1	3	1	0	2	1	1	1
MBADSE055CO5	2	3	3	2	2	1	1	0	2	3	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	**Block Chain and Applications**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE056**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

The course is designed to enable students to

1	Understand the fundamentals of blockchain technology, distributed ledgers, and smart contracts.
2	Explore the evolution of cryptocurrencies, tokens, ICOs/STOs, and associated legal frameworks.
3	Examine enterprise and financial applications of blockchain across industries such as banking, healthcare etc.
4	Analyze the challenges, limitations, and future outlook of blockchain, including scalability, interoperability, and sustainability.
5	Implement tools and platforms through practical case studies in payments and digital wallets.

Course Outcomes:

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

CO	Outcome	Level

MBADSE056 CO1	Describe the concepts of distributed ledgers, block structures, and smart contracts.	L1
MBADSE056 CO2	Interpret cryptocurrencies, tokens, NFTs, and blockchain-based fundraising mechanisms.	L2
MBADSE056 CO3	Assess blockchain applications in banking, supply chain, healthcare, identity management, and real estate.	L3
MBADSE056 CO4	Analyze key challenges of blockchain for future opportunities.	L4
MBADSE056 CO5	Solve real-world use cases with the help of relevant tools.	L5

Syllabus:

Unit-1	Fundamentals of Blockchain Technology	Contact Hours: 9

- Concept of distributed ledger and decentralization
- Structure of blocks and hash functions
- Public vs private vs consortium blockchains
- Smart contracts – definition, structure, use cases
- Advantages & limitations of blockchain

Unit-2	Cryptocurrencies and Tokens	Contact Hours: 9

- Evolution of digital currencies
- Bitcoin, Ethereum, Ripple – architecture and applications
- Stablecoins, utility tokens, security tokens
- ICOs, IEOs, STOs – fundraising mechanisms
- NFT (Non-Fungible Tokens) – concept and applications
- Legal and regulatory issues in cryptocurrencies

Unit-3	Enterprise & Financial Applications	Contact Hours: 9

- Supply chain & trade finance
- Healthcare, insurance, real estate
- Identity & property records
- Adoption challenges
- **Banking & Payments:** cross-border payments, KYC, smart contracts, CBDCs

Unit-4	**Challenges and Future of Blockchain**	Contact Hours: 9

- Scalability, interoperability, and latency issues
- Energy consumption and environmental concerns
- Integration of blockchain with AI and IoT
- Challenges, Future outlook and career opportunities in blockchain

Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9

- **Tools for Analysis & Visualization**:
  - MS Excel for transaction/ledger simulation
- **Use Cases & Applications**:
  - Digital wallets & mobile payments
  - UPI-based payment ecosystem in India
  - Practical use of Ethereum (Remix IDE, MetaMask) for smart contracts

Suggestive Readings:

Textbooks

1. Daniel Drescher – *Blockchain Basics: A Non-Technical Introduction* (Apress, 2017)

2. Imran Bashir – *Mastering Blockchain* (Packt, 2020) *(selected chapters only)*

References
1. Don Tapscott & Alex Tapscott – *Blockchain Revolution* (Portfolio, 2018)
2. Campbell R. Harvey et al. – *DeFi and the Future of Finance* (Wiley, 2021)

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE056 CO1	3	0	0	0	1	0	0	0	1	1	0	1
MBADSE056 CO2	2	1	1	0	1	1	0	0	2	2	0	1
MBADSE056 CO3	2	2	2	1	2	1	1	0	2	2	1	1
MBADSE056 CO4	2	3	3	2	1	2	1	0	2	2	1	2
MBADSE056 CO5	2	3	3	2	3	1	1	1	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	Global Financial Markets and Products	L	T	P	C	Course Type
Course Code	MBADSE057	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of global financial systems, markets, institutions, and intermediaries.
2	Familiarize students with various financial instruments including equity, bonds, derivatives, mutual funds.
3	Examine the functioning of international markets, cross-border investments, and the impact of globalization on financial integration.
4	Analyze risks, regulations, and the role of global institutions in financial stability.
5	Develop practical skills using tools like Excel to model bond pricing, option payoffs, exchange rate risks, and portfolio analysis.

Course Outcomes:

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

CO	Outcome	Level
MBADSE057CO1	Describe the structure of global financial markets, their participants, and the role of key institutions.	L1
MBADSE057CO2	Compare and evaluate financial instruments such as equity, debt, derivatives, ETFs, REITs, and mutual funds.	L2

MBADSE057CO3	Assess the operations of international stock, commodity, and futures markets.	L3
MBADSE057CO4	Categorize risks and evaluate regulatory mechanisms, digital assets, and the role of global financial institutions.	L4
MBADSE057CO5	Test Excel-based tools to compute bond pricing, option payoffs, exchange rate risk, and portfolio risk-return analysis.	L5

Syllabus:

Unit-1	Introduction to Financial Markets	Contact Hours: 9

- Overview of global financial systems and structure
- Money market, capital market, and foreign exchange market
- Primary vs secondary markets and their functions
- Key institutions: central banks, stock exchanges, regulatory bodies
- Role of financial intermediaries in global finance

Unit-2	Financial Instruments	Contact Hours: 9

- Equity shares, preference shares, and bonds
- Overview of derivatives: forwards, futures, options, swaps
- ETFs, REITs, and mutual funds
- Hybrid and structured financial products
- Risk-return characteristics of different instruments

Unit-3	International Markets	Contact Hours: 9

- Global stock exchanges – NYSE, NASDAQ, LSE, TSE
- Commodities and futures markets
- Cross-border investments and capital flows
- Impact of globalization on financial integration

Unit-4	FinTech **Risks and Regulations**	Contact Hours: 9

- Electronic trading platforms and digital exchanges
- Market risks, systemic risks, contagion effect
- Credit rating agencies and global risk assessment
- Tokenization of assets and digital securities
- Cross-border remittance innovations
- Role of IMF and World Bank in financial stability

Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9

- Bond pricing & YTM using Excel
- Exchange rate risk modeling using Excel
- Option payoff modeling using Excel
- Portfolio risk-return analysis

Suggestive Readings:

Textbooks
1. Frank J. Fabozzi – *Foundations of Financial Markets and Institutions* (Pearson, 2015)
2. Frederic S. Mishkin & Stanley Eakins – *Financial Markets and Institutions* (Pearson, 2018)

References
1. Jeff Madura – *International Financial Management* (Cengage, 2020)

2. Frederic S. Mishkin – *The Economics of Money, Banking, and Financial Markets* (Pearson, 2019)

3. Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE057CO1	3	1	1	1	0	1	1	0	3	0	1	1
MBADSE057CO2	3	3	2	1	1	1	1	0	2	1	1	1
MBADSE057CO3	3	3	2	1	1	1	1	0	3	1	1	1
MBADSE057CO4	2	3	2	2	1	3	1	0	2	1	1	1
MBADSE057CO5	2	3	3	2	3	0	0	1	1	1	2	2

4. 1 = Low, 2 = Moderate, 3 = High contribution

Program	Master of Business Administration			Semester		
Course Name	Financial Risk Analytics	L	T	P	C	Course Type
Course Code	MBADSE058	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of financial risks, their types, and principles of risk management.
2	Introduce quantitative techniques and models for measuring and analyzing financial risks.
3	Examine credit and market risk analytics, including portfolio modeling, asset-liability management, and hedging.
4	Analyze emerging risks such as cybersecurity, ESG, digital assets, and evaluate RegTech solutions.
5	Develop practical skills in applying tools for risk measurement, stress testing, and decision-making.

Course Outcomes:

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

CO	Outcome	Level
MBADSE058CO1	Explain the concept of financial risks, types of risks, and principles of risk-return trade-off and diversification.	L1
MBADSE058CO2	Comment on quantitative tools to measure and analyze financial risks.	L2
MBADSE058CO3	Determine credit and market risks using PD, EAD, volatility modeling, and hedging	L3

MBADSE058CO4	Analyze emerging risks including cybersecurity, ESG, and crypto-assets, and assess the role of RegTech in managing them.	L4
MBADSE058CO5	Construct and interpret risk analytics models using Excel to simulate VaR, and portfolio losses.	L5,L6

Syllabus:

Unit-1	Fundamentals of Risk in Finance	Contact Hours: 9

- Concept of risk and uncertainty in financial decision-making
- Types of risks: market, credit, liquidity, operational, systemic
- Risk-return trade-off and portfolio diversification
- Principles of financial risk management
- Technology-enabled approaches to risk measurement

Unit-2	Quantitative Techniques in Risk Analytics	Contact Hours: 9

- Statistical tools for measuring financial risks
- Value at Risk (VaR): historical, parametric, Monte Carlo methods
- Stress testing and scenario analysis
- Risk-adjusted performance measures: Sharpe, Treynor, Jensen indices
- Sensitivity and duration analysis

Unit-3	Credit & Market Risk Analytics	Contact Hours: 9

- Fundamentals of credit risk and use pf AI/ML
- Probability of default (PD), exposure at default (EAD)
- Portfolio credit risk Modeling
- Market risks: interest rate & volatility
- Portfolio risk modeling, asset-liability management, hedging techniques

Unit-4	Emerging Risks & Future of Risk Analytics	Contact Hours: 9

- Cybersecurity and digital fraud risks
- Climate change and ESG risks in financial institutions
- RegTech applications in compliance and monitoring
- Risks from cryptocurrencies and digital assets
- Future trends in AI-powered risk management

Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9

- Value at Risk (VaR) for a stock portfolio through historical simulation using excel
- **Scenario analysis in Excel** to model stress conditions like the 2008 financial crisis.
- Measure and compare portfolio/bank losses under normal vs. stressed conditions.
- **Tableau dashboard** to visualize VaR and stress test outcomes for decision-making.

Suggestive Readings:

Textbooks
1. John C. Hull – *Risk Management and Financial Institutions* (Wiley, 2018)
2. Carol Alexander – *Market Risk Analysis, Vol I: Quantitative Methods* (Wiley, 2009)

References
1. Philippe Jorion – *Value at Risk* (McGraw Hill, 2006)
2. Kevin Dowd – *Measuring Market Risk* (Wiley, 2005)

3. Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE058CO1	3	2	1	0	0	1	0	0	1	0	0	1
MBADSE058CO2	2	3	2	2	2	0	0	0	0	0	1	1
MBADSE058CO3	2	3	3	2	2	1	0	0	1	1	1	1
MBADSE058CO4	2	2	2	1	1	3	0	0	2	1	1	1
MBADSE058CO5	2	3	3	3	3	1	0	1	0	1	2	2

4. 1 = Low, 2 = Moderate, 3 = High contribution

Program	Master of Business Administration				Semester	
Course Name	Technology Disruptions in FinTech	L	T	P	C	Course Type
Course Code	MBADSE059	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide an understanding of digital transformation in financial services and its impact on business models.
2	Explore the use Artificial Intelligence and Machine Learning in FinTech innovations.
3	Examine blockchain-based disruptions such as DeFi, tokenization, and NFTs in global finance.
4	Analyze the role of emerging technologies (IoT, quantum computing, AR/VR, cybersecurity) in shaping FinTech ecosystems.
5	Develop practical insights through applied case studies and evaluate future scenarios.

Course Outcomes:

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

CO	Outcome	Level
MBADSE059CO1	Explain the role of digital transformation, APIs, cloud computing, and RPA in reshaping financial services.	L1
MBADSE059CO2	Discuss AI and ML usage for fraud detection, robo-advisory, chatbots, and personalized financial services.	L2

MBADSE059CO3	Analyze blockchain-based disruptions including DeFi, tokenization, smart contracts, NFTs, and cross-border finance.	L3
MBADSE059CO4	Evaluate the potential of emerging technologies (IoT, quantum, AR/VR, cybersecurity, biometrics) in FinTech ecosystems.	L4,L5
MBADSE059CO5	Demonstrate applied understanding through case studies and critically assess future disruptions.	L6

Syllabus:

Unit-1	**Digital Transformation in Financial Services**	**Contact Hours: 9**

- Role of digitalization in financial sector evolution
- Cloud computing and its applications in finance
- APIs and the rise of Open Banking
- Big Data analytics and financial decision-making
- Robotic Process Automation (RPA) in banking and insurance
- Case studies of digital-first financial institutions

Unit-2	**Artificial Intelligence in FinTech**	**Contact Hours: 9**

- Machine Learning algorithms in fraud detection and credit scoring
- AI-powered robo-advisors and investment management
- Chatbots and conversational banking
- Predictive analytics for customer insights
- AI in personalized financial services
- Ethical and transparency concerns with AI in finance

Unit-3	**Blockchain Disruptions**	**Contact Hours: 9**

- Blockchain in banking and payments
- Decentralized Finance (DeFi) applications
- Tokenization of assets and smart contracts
- NFTs and digital asset marketplaces
- Role of blockchain in cross-border trade finance
- Case studies of blockchain adoption in financial services

Unit-4	**Emerging Technologies in FinTech**	**Contact Hours: 9**

- Internet of Things (IoT) and telematics in financial services
- Quantum computing applications in cryptography and finance
- Augmented and Virtual Reality in customer experience
- Cybersecurity technologies in FinTech
- Digital identity and biometric authentication
- Future-ready digital ecosystems

Unit-5	**Case Studies and Future Outlook**	**Contact Hours: 9**

- API demonstration using Postman for Open Banking.
- Case study: AI-powered HDFC EVA chatbot.
- Case study: Aadhaar-enabled blockchain identity management.
- Future scenarios: Web 3.0, Metaverse, CBDCs

Suggestive Readings:

Textbooks

1. Susanne Chishti & Janos Barberis – *The RegTech Book* (Wiley, 2018)

2. Bernardo Nicoletti – *The Future of FinTech* (Palgrave, 2021)

References
1. Pranay Gupta & Mandy Tham – *FinTech: The New DNA of Financial Services* (De Gruyter, 2018)
2. David Shrier – *Basic Blockchain* (MIT Connection Science, 2018)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE059CO1	3	1	1	0	3	1	1	1	2	2	1	1
MBADSE059CO2	3	2	2	1	3	1	1	1	2	2	1	1
MBADSE059CO3	3	3	2	1	3	1	1	1	3	3	1	1
MBADSE059CO4	3	2	2	1	3	2	1	1	2	3	1	2
MBADSE059CO5	2	3	3	2	2	2	1	2	2	3	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Entrepreneurship in FinTech	L	T	P	C	Course Type
Course Code	MBADSE060	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide an overview of the FinTech entrepreneurial landscape in India and globally, highlighting trends and opportunities.
2	Familiarize students with various FinTech business models and revenue-generation strategies.
3	Develop knowledge of innovation, product design, and regulatory sandboxes in FinTech startups.
4	Analyze challenges and risks faced by FinTech entrepreneurs, including funding, compliance, and cybersecurity.
5	Equip students with practical tools to design business models, prepare pitch decks, and study real-world FinTech success stories.

Course Outcomes:

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

CO	Outcome	Level
MBADSE060CO1	Explain the dynamics of FinTech entrepreneurship, startup ecosystems, and funding trends in India and globally.	L1
MBADSE060CO2	Compare and evaluate FinTech business models (B2B, B2C, platform-based) and their revenue streams.	L2
MBADSE060CO3	Apply innovation frameworks and assess customer-centric product development in FinTech.	L3

MBADSE060CO4	Analyze key challenges of FinTech entrepreneurship including funding, compliance, competition, and cybersecurity risks.	L4
MBADSE060CO5	Design a FinTech startup model using tools like Business Model Canvas and simulate pitch decks/funding exercises.	L6

Syllabus:

Unit-1	**Entrepreneurial Landscape in FinTech**	Contact Hours: 9

Understanding entrepreneurship in financial technology, Overview of global and Indian FinTech startup ecosystem, Role of incubators, accelerators, and venture capital in FinTech, Global trends in venture funding for FinTechs, Impact of DeFi, CBDCs, and Web 3.0 on entrepreneurship, Future outlook for FinTech entrepreneurship in India and abroad

Unit-2	**Business Models in FinTech**	Contact Hours: 9

B2B vs B2C vs B2B2C models in FinTech, Transaction-based, subscription, and platform models, Open banking and API economy business opportunities, Digital marketplaces and ecosystem-based models, Revenue models in payments, lending, and insurance platforms, Case studies of innovative FinTech business models

Unit-3	**Innovation and Product Development**	Contact Hours: 9

Ideation to Minimum Viable Product (MVP) in FinTech, Agile development and design thinking in product innovation User-centered design in digital financial products, Importance of customer feedback and iteration, Regulatory sandboxes and testing new innovations, Examples of breakthrough FinTech innovations

Unit-4	**Challenges and Risks in FinTech Entrepreneurship**	Contact Hours: 9

- Funding challenges and investor expectations
- Legal and regulatory compliance issues
- Risk of data security breaches and cyber frauds
- Market competition and scalability hurdles
- Talent acquisition and retention challenges
- Case studies of failed FinTech startups and lessons learned

Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9

- Case studies of global leaders in FinTech entrepreneurship
- Razorpay's journey as a digital payments gateway.
- PhonePe's success in UPI ecosystem.
- Exercise: Pitch deck and startup funding simulation using Canva/MS Power Point
- Application of Business Model Canvas to design FinTech startups.

Suggestive Readings:

Textbooks
1. Donald F. Kuratko – *Entrepreneurship: Theory, Process and Practice* (Cengage, 2020)
2. Eric Ries – *The Lean Startup* (Crown Business, 2011)

References
1. Peter Thiel – *Zero to One* (Crown, 2014)
2. Susanne Chishti & Thomas Puschmann – *The WEALTHTECH Book* (Wiley, 2019)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5

Assignment/ Case Study/ Project	☑		10			Group		Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE060CO1	3	1	1	0	3	1	1	1	2	2	1	1
MBADSE060CO2	3	2	2	1	3	1	1	1	2	2	1	1
MBADSE060CO3	3	3	2	1	3	1	1	1	3	3	1	1
MBADSE060CO4	3	2	2	1	3	2	1	1	2	3	1	2
MBADSE060CO5	2	3	3	2	2	2	1	2	2	3	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Machine Learning in Fintech and Payments	L	T	P	C	Course Type
Course Code	MBADSE061	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of Artificial Intelligence (AI) and Machine Learning (ML) application to financial services.
2	Explore the use of ML models in payments, fraud detection, anomaly detection, and real-time transaction monitoring.
3	Examine ML applications in lending, credit scoring, customer profiling, and microfinance.
4	Analyze advanced ML approaches such as deep learning, reinforcement learning, NLP, and sentiment analysis in financial contexts.
5	Evaluate case studies of AI-driven FinTech solutions in payments and lending.

Course Outcomes:

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

CO	Outcome	Level
MBADSE061CO1	Explain the fundamentals of ML techniques (supervised, unsupervised, reinforcement) and their applications in finance.	L1
MBADSE061CO2	Discuss ML models for fraud detection, anomaly detection, and predictive analytics in payments.	L2
MBADSE061CO3	Analyze ML-based credit scoring, loan default models, and customer segmentation in lending.	L3
MBADSE061CO4	Analyze advanced ML applications and assess ethical concerns in financial AI.	L4
MBADSE061CO5	Implement tools for fraud detection, credit scoring, and personalized financial services	L5

	using case studies.	

Syllabus:

Unit-1	Foundations of Machine Learning in Finance	Contact Hours: 9

- Overview of AI and ML in financial technology
- Supervised, unsupervised, and reinforcement learning
- Regression, classification, and clustering applications
- Overfitting, underfitting, and model validation
- Ethical concerns in ML applications

Unit-2	ML in Payments and Fraud Detection	Contact Hours: 9

- Fraud detection using ML models
- Anomaly detection in payment transactions
- Predictive analytics for customer behavior in payments
- AI-powered payment gateways and settlement systems
- Real-time transaction monitoring

Unit-3	ML in Lending and Credit Scoring	Contact Hours: 9

- ML-based credit scoring & alternative data
- Predictive loan default models
- Customer profiling & segmentation
- Applications in P2P & microfinance
- Case studies: ZestMoney, LendingClub

Unit-4	**Advanced ML & Future Trends**	Contact Hours: 9

- Deep learning applications in financial forecasting
- Reinforcement learning in trading and investment strategies
- Bias, fairness, and explainability in ML models
- NLP & sentiment analysis for financial decisions
- Conversational AI & chatbots in banking
- Future of AI-driven FinTech innovations

Unit-5	**Tools & Applied Case Studies**	Contact Hours: 9

- Fraud detection and credit scoring use of **Python/Excel**
- ZestMoney's AI-driven alternative credit scoring.
- Fraud detection in online payment systems.
- Personalized loan and credit offers by FinTech lenders.

Suggestive Readings:

Textbooks

1. Matthew F. Dixon, Igor Halperin, Paul Bilokon – *Machine Learning in Finance* (Springer, 2020) *(conceptual focus)*
2. Jannes Klaas – *Machine Learning for Finance* (Packt, 2021) *(managerial + applied)*

References

1. Marcos López de Prado – *Advances in Financial Machine Learning* (Wiley, 2018) *(selected chapters)*
2. Yves Hilpisch – *Artificial Intelligence in Finance* (O'Reilly, 2020)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE061CO1	3	2	1	2	2	1	0	0	1	1	0	1
MBADSE061CO2	2	3	2	2	2	1	0	0	1	2	1	1
MBADSE061CO3	2	3	3	2	2	1	0	0	1	2	1	1
MBADSE061CO4	2	2	2	2	2	3	1	1	1	1	0	2
MBADSE061CO5	2	3	3	2	3	1	1	1	1	2	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration			Semester		
Course Name	Insurtech (Insurance Technology)	L	T	P	C	Course Type
Course Code	MBADSE062	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of the insurance industry, regulatory environment, and digital transformation in insurance.
2	Explore the role of Artificial Intelligence and Machine Learning in underwriting, claims management, fraud detection, and pricing.
3	Examine digital and IoT-enabled insurance models such as P2P, on-demand, usage-based, and aggregator platforms.
4	Analyze future pathways of InsurTech including sustainability, ESG compliance, and global adoption trends.
5	Apply data analytics and visualization tools to real-world InsurTech case studies and innovations.

Course Outcomes:

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

CO	Outcome	Level
MBADSE062CO1	Explain the fundamentals of insurance, regulatory frameworks, and drivers of InsurTech adoption.	L1
MBADSE062CO2	Summarize AI/ML for underwriting, claims prediction, customer support, and fraud detection in insurance.	L2
MBADSE062CO3	Relate digital and IoT-enabled insurance models including P2P, on-demand, telematics, and aggregator platforms.	L3

MBADSE062CO4	Analyze InsurTech innovations, ESG compliance, regulatory challenges, and global adoption pathways.	L4
MBADSE062CO5	Implement insurance data analytics and visualize the data using case studies.	L5

Syllabus:

Unit-1	Fundamentals of Insurance and Technology	Contact Hours: 9

- Overview of insurance industry: life, health, general insurance
- Traditional insurance vs digital insurance
- Regulatory landscape for insurance in India and abroad
- Importance of digital transformation in insurance
- InsurTech adoption drivers

Unit-2	AI and ML in Insurance	Contact Hours: 9

- AI-based underwriting and risk assessment
- Predictive claims management using ML
- Chatbots for customer service and support
- Fraud detection with machine learning
- Personalized pricing and premium calculation

Unit-3	**Digital & IoT enabled Insurance Models**	Contact Hours: 9

- Peer-to-peer insurance models
- On-demand and micro-insurance products
- Usage-based insurance (telematics, IoT-enabled policies)
- Digital-only insurance companies (Neo-insurers)
- Aggregators and comparison platforms

Unit-4	**Future Pathway of InsurTech**	Contact Hours: 9

- Trends in InsurTech innovation (AI, IoT, blockchain, big data)
- Sustainable insurance and ESG compliance
- Regulatory challenges and opportunities
- Global outlook for digital insurance adoption
- InsurTech 2030 vision and its implications
- Career opportunities in InsurTech

Unit-5	**Tools & Applied Case Studies**	Contact Hours: 9

Insurance data analytics using BI & visualisation tools (claims prediction), Usage-based insurance (Pay-as-you-drive)., IoT-enabled health insurance personalization, Case studies: Lemonade, Acko, PolicyBazaar

Suggestive Readings:

Textbooks

1. Bernardo Nicoletti – *Insurance 4.0: Digital Transformation in Insurance* (Palgrave, 2017)
2. Pierfrancesco Basile – *InsurTech: A Legal and Regulatory View* (Springer, 2021)

References

1. Michael Naylor – *Insurance Transformed: Technological Disruption* (Routledge, 2021)
2. PwC & CB Insights – *InsurTech Global Reports* (Industry Whitepapers)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels

Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE062CO1	3	1	0	0	1	2	1	0	2	0	1	1
MBADSE062CO2	2	2	2	2	3	1	0	0	1	2	1	1
MBADSE062CO3	2	1	2	0	3	1	1	1	2	3	1	1
MBADSE062CO4	2	3	3	2	1	3	1	1	3	2	1	2
MBADSE062CO5	2	3	3	3	3	1	0	1	1	2	2	2

3. **1 = Low**, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Digital Banking and Beyond	L	T	P	C	Course Type
Course Code	MBADSE063	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of the evolution of digital banking and its global and Indian adoption trends.
2	Familiarize students with digital payment systems, settlement mechanisms, and the role of CBDCs.
3	Explore strategies for enhancing customer experience through AI, personalization, gamification, and omnichannel banking.
4	Analyze cybersecurity risks, legal provisions, and regulatory frameworks for secure digital banking operations.
5	Apply case studies to evaluate digital banking models, UPI adoption, and CBDC initiatives.

Course Outcomes:

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

CO	Outcome	Level
MBADSE063CO1	Explain the evolution of digital banking, emergence of neo-banks, and role of FinTech startups in financial inclusion.	L1
MBADSE063CO2	Discuss digital payment systems, real-time settlements, and innovations such as UPI and CBDCs.	L2
MBADSE063CO3	Assess customer engagement strategies using AI, chatbots, gamification, and data-driven personalization.	L3
MBADSE063CO4	Interpret cybersecurity risks, IT Act provisions, and RBI/global regulatory frameworks for secure banking.	L4
MBADSE063CO5	Apply analytical tools (Excel/Tableau) to analyze UPI trends, CBDC pilots, and neobank business models.	L5

Syllabus:

Unit-1	Evolution of Digital Banking	Contact Hours: 9
- Transition from traditional banking to e-banking and m-banking - Internet banking and mobile banking adoption in India and globally - Neo-banks and digital-only banks - Role of fintech startups in redefining banking services - Digital financial inclusion and rural banking outreach - Case studies: Monzo, N26, Kotak 811		
Unit-2	Digital Payments and Settlements	Contact Hours: 9
- Payment systems: cards, wallets, UPI, QR codes, NFC payments - Real-time settlement systems: NEFT, RTGS, IMPS - Cross-border remittances and SWIFT innovations - Payment gateways and merchant ecosystems - Central Bank Digital Currencies (CBDCs) in banking		
Unit-3	Customer Experience and Engagement	Contact Hours: 9
- Omnichannel digital banking strategies - AI-powered personalization in financial services - Gamification in banking apps - Chatbots and conversational banking interfaces - Data-driven customer insights and predictive analytics - Role of social media in banking engagement		
Unit-4	Cybersecurity in Digital Banking	Contact Hours: 9
Cyber threats and its types, Authentication: multi-factor & biometrics, Blockchain for secure transactions, **IT Act & cybersecurity provisions in India**, Section 4 & 5 → Legal recognition of electronic records & signatures, Section 66 → Cybercrimes, hacking, data theft, Section 72 → Privacy and confidentiality of information, RBI frameworks: UPI, e-KYC, Aadhaar-based payments, Global Connect : GDPR & PSD2 impact on Indian banks		
Unit-5	**Tools and Applied Case Studies**	Contact Hours: 9
Building digital banking dashboards using Tableau, UPI adoption and transaction trends and analysis using excel/Tableau, Case study: RBI's Central Bank Digital Currency (CBDC) pilot., Case study: Business models of Indian Neobanks (Jupiter, Niyo).		

Suggestive Readings:

Textbooks
1. Chris Skinner – *Digital Bank: Strategies to Launch or Become a Digital Bank* (Marshall Cavendish, 2014)
2. David Gyori et al. – *The FINTECH Book: Digital Banking Edition* (Wiley, 2016)

References
1. Chris Skinner – *ValueWeb: Digital Banking and Blockchain* (Marshall Cavendish, 2017)
2. Paolo Sironi – *FinTech Innovation: From Robo-Advisors to Gamification* (Wiley, 2016)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5

Assignment/ Case Study/ Project	☑		10			Group		Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE063CO1	3	1	0	0	1	1	0	1	2	2	1	1
MBADSE063CO2	3	2	1	0	2	1	0	1	2	2	1	1
MBADSE063CO3	2	2	2	1	3	1	1	2	1	3	1	1
MBADSE063CO4	2	2	1	1	2	3	1	1	2	1	1	1
MBADSE063CO5	2	3	3	2	3	1	0	1	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	Algorithmic and High Frequency Trading	L	T	P	C	Course Type
Course Code	MBADSE064	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Provide foundational knowledge of algorithmic trading, its evolution, and market microstructure.
2	Explore high-frequency trading strategies, infrastructure, and associated risks.
3	Introduce tools, technologies, and programming platforms (Python, R, MATLAB, APIs) used in algo trading.
4	Analyze risks, regulatory frameworks, and advanced ML/NLP-based strategies in algorithmic and HFT domains.
5	Apply analytical tools and case studies for back testing, time series modeling, and execution of trading strategies.

Course Outcomes:

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

CO	Outcome	Level
MBADSE064CO1	Explain the fundamentals of algorithmic trading, strategies, and regulatory requirements.	L1
MBADSE064CO2	Evaluate high-frequency trading practices including market making, statistical arbitrage, and latency advantages.	L2
MBADSE064CO3	Apply programming tools, APIs, and back testing methods to simulate algorithmic trading models.	L3
MBADSE064CO4	Analyze risks, ethical issues, and regulatory frameworks, and assess future AI/ML and quantum-based trading strategies.	L4
MBADSE064CO5	Demonstrate practical skills in time series analysis, trading simulations, and back testing momentum-based strategies.	L5

Syllabus:

Unit-1	Introduction to Algorithmic Trading	Contact Hours: 9

- Basics of algorithmic trading and its evolution
- Market microstructure and trading mechanisms
- Common algorithmic trading strategies
- Infrastructure requirements for algorithmic trading
- Regulatory requirements s for algo-trading

Unit-2	High-Frequency Trading (HFT)	Contact Hours: 9

- Characteristics of HFT and speed advantages
- Market making and liquidity provision
- Statistical arbitrage strategies
- Latency, Co-location and advance hardware
- Risks and criticisms of HFT

Unit-3	Tools and Technologies for Algo Trading	Contact Hours: 9

- Algo trading platforms & APIs
- Programming tools: Python, R, MATLAB
- Real-time market data management
- Backtesting & simulations
- Cloud & edge computing in trading

Unit-4	Risk, Regulation and Future Strategies	Contact Hours: 9

- Risks: manipulation, flash crashes, criticisms
- Risk control mechanisms & circuit breakers
- Regulatory frameworks (SEBI, SEC, MiFID II)
- Ethical concerns in algo/HFT
- Advanced ML/NLP strategies: ML models, sentiment trading, reinforcement learning
- Quantum computing & blockchain in trading
- Future trends in AI-powered trading

Unit-5	**Tools & Applied Case Studies**	Contact Hours: 9

- Time Series Analysis using Excel/Tableau
- Trading View to apply moving averages and generate Buy/Sell signals.
- High-frequency trading practices in NSE/BSE.
- Case study: Back testing momentum-based strategies.

Suggestive Readings:

Textbooks
1. Ernest P. Chan – *Algorithmic Trading: Winning Strategies and Their Rationale* (Wiley, 2013)
2. Robert Kissell – *The Science of Algorithmic Trading and Portfolio Management* (Academic Press, 2013)

References
1. Ernest P. Chan – Machine Trading (Wiley, 2017) (for applied cases)
2. Irene Aldridge – High-Frequency Trading (Wiley, 2013)

Assessment

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels

Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE064CO1	3	1	0	0	1	2	0	0	1	1	0	1
MBADSE064CO2	2	3	2	2	1	1	0	0	2	2	0	1
MBADSE064CO3	2	3	3	2	3	0	0	0	1	2	2	1
MBADSE064CO4	2	3	2	3	2	3	0	0	2	2	1	2
MBADSE064CO5	2	3	3	3	3	0	0	0	1	2	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Advanced Excel for Dashboarding, Forecasting & Budgeting	L	T	P	C	Course Type
Course Code	MBADSE065	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	Gain proficiency in advanced Excel tools for business analytics and decision-making.
2	Learn techniques for creating interactive dashboards to visualize business data.
3	Apply forecasting models using Excel for sales, demand, and financial planning.
4	Develop budgeting and variance analysis models for managerial decision-making.
5	Integrate Excel-based analysis into real-world business scenarios.

Course Outcomes:

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

CO	Outcome	Level
MBADSE065CO1	Demonstrate mastery of advanced Excel formulas, functions, and data tools.	L1
MBADSE065CO2	Understand dynamic dashboards for managerial reporting and decision-making.	L2
MBADSE065CO3	Apply statistical and forecasting techniques in Excel for predicting business outcomes.	L3
MBADSE065CO4	Prepare and analyze budgets with scenario and sensitivity analysis.	L4
MBADSE065CO5	Evaluate real-world business cases using Excel-based dashboards and financial models.	L5

Syllabus:

Unit-1	**Excel Foundations**	Contact Hours: 9

- Introduction to Excel interface and workbook structure,
- Basic formatting, sorting, and filtering,
- Essential formulas: SUM,
- AVERAGE, MIN, MAX, IF, Lookup functions: VLOOKUP,
- HLOOKUP, INDEX-MATCH (step-by-step approach),
- Data validation and conditional formatting

Unit-2	**Data Handling & Visualization**	Contact Hours: 9

- Cleaning data (remove duplicates, text-to-columns, find & replace)
- PivotTables: summarizing and grouping data
- Charts: bar, line, pie, combo charts
- Sparklines and trendlines
- Case Study: Monthly Sales Analysis

Unit-3	**Dashboard Design**	Contact Hours: 9

- Basics of dashboard design (clarity, simplicity, relevance)
- Linking PivotTables and charts
- Adding slicers and timelines for interactivity
- Creating a single-sheet dashboard
- Case Study: Sales Dashboard

Unit-4	**Forecasting with Excel**	Contact Hours: 9

- Adding trendlines in charts
- Moving averages (simple and weighted)
- Forecast Sheet in Excel (step-by-step)
- Case Study: Demand/Sales Forecasting

Unit-5	**Budgeting & Business Applications**	Contact Hours: 9

- Preparing a simple sales budget and operating budget
- Budget vs. actual comparison using variance analysis
- Linking budget numbers with charts for visualization
- Case Study: Annual Budget Report

Suggestive Readings:

Text Book
- Data Analysis and Business Modelling Using Microsoft Excel – Manohar Hansa Lysander, PHI Learning Pvt. Ltd.

Reference Books:
1. Excel Dashboards and Reports for Dummies – Michael Alexander, Wiley India Pvt. Ltd.
2. Mastering Financial Modelling in Microsoft Excel – Alastair Day, Pearson Education
3. Microsoft Excel 2013 Data Analysis & Business Modeling – Wayne Winston, Pearson Education

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive	☑	3hr	50			Traditional	Levels 1 to 5

Exam | | | | | | | | | | | |
Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE065CO1	2	1	1	1	3	0	0	1	0	1	1	1
MBADSE065CO2	2	2	3	1	3	0	1	2	1	2	1	1
MBADSE065CO3	2	3	3	3	2	0	0	1	1	2	1	1
MBADSE065CO4	3	3	3	2	2	1	1	1	1	2	1	1
MBADSE065CO5	3	3	3	2	2	1	1	2	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	**Basic Econometrics**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE066**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

The course is designed to enable students to

1	To introduce the basic concepts and role of econometrics in business and economics.
2	To provide students with practical skills to apply regression and correlation techniques using Excel/SPSS.
3	To develop the ability to test hypotheses and interpret statistical results.
4	To prepare students to use econometric models for simple forecasting and decision-making.
5	To encourage application of econometric tools through case studies in business and economics.

Course Outcomes:

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

CO	Outcome	Level
MBADSE066CO1	Explain the role of econometrics in business decision-making.	L1
MBADSE066CO2	Apply simple linear regression and correlation using Excel/SPSS.	L2
MBADSE066CO3	Conduct hypothesis testing (t-test, F-test) in econometric models.	L3
MBADSE066CO4	Interpret results of regression outputs and forecasting models.	L4
MBADSE066CO5	Solve small case studies in marketing, finance, and economics using econometric tools.	L5

Syllabus:

Unit-1	Introduction to Econometrics	Contact Hours: 9

Definition & Scope: Understanding econometrics as the integration of economic theory, mathematics, and statistical inference.

The Methodology: Learning the workflow from hypothesis formulation to data collection and model estimation.

Econometrics vs. Statistics: Distinguishing how econometrics focuses specifically on testing economic theories and estimating causal relationships.

Business Importance: Using empirical data to inform decision-making, such as price elasticity or policy impact analysis.

Applications: Exploring use cases like labor market analysis, consumer behavior, and macroeconomic forecasting.

Unit-2	Data & Tools for Econometrics	Contact Hours: 9

Data Structures: Differentiating between **Cross-sectional** (one point in time), **Time Series** (sequential), and **Panel Data** (mixed).

Software Proficiency: Getting started with Excel or SPSS for data entry, cleaning, and basic model execution.

Descriptive Analysis: Summarizing variables to ensure data quality before running complex regressions.

Correlation: Measuring the strength of linear association between economic variables.

Data Visualization: Using scatterplots to visually inspect relationships and potential outliers in economic data.

Unit-3	Simple Linear Regression	Contact Hours: 9

OLS Framework: Mastering **Ordinary Least Squares** to find the line of best fit by minimizing the sum of squared residuals.

Assumptions: Understanding the Gauss-Markov assumptions required for OLS to be the "Best Linear Unbiased Estimator" (BLUE).

Coefficient Estimation: Calculating the intercept (β_0) and the slope (β_1) to quantify the effect of X on Y.

Hypothesis Testing: Using **t-tests** for individual significance and **F-tests** for overall model validity.

Goodness of Fit: Interpreting the R^2 to determine what percentage of variation is explained by the model.

Unit-4	Multiple Regression Basics	Contact Hours: 9

Model Expansion: Moving from one predictor to multiple independent variables to control for "omitted variable bias."

Multicollinearity: Identifying issues when independent variables are too highly correlated with each other.

Heteroskedasticity: Recognizing when the "spread" of residuals is not constant, affecting the reliability of tests.

Autocorrelation: Understanding when error terms are correlated over time, a common issue in time-series data.

Sales Forecasting: Conducting a case study to predict revenue based on price, advertising spend, and competitor activity.

Unit-5	Applications & Case Studies	Contact Hours: 9

Demand Analysis: Applying econometric models to estimate how price changes affect quantity

demanded in marketing.

Finance Applications: Using regression to analyze the relationship between interest rates and stock market returns.

Macro Forecasting: Building simple models to predict GDP growth based on investment or consumption patterns.

Interpretation: Developing the skill to translate statistical coefficients into "plain English" business insights.

Project Presentation: Synthesizing findings from a chosen case study into a final report or presentation.

Suggestive Readings:

Text Book

Gujarati, D.N. & Porter, D. (Indian Edition). Basic Econometrics. McGraw Hill Education.

Reference Books:
1. Koutsoyiannis, A. Theory of Econometrics. Macmillan.
2. Dougherty, C. Introduction to Econometrics. Oxford University Press.
3. Maddala, G.S. Introduction to Econometrics. Wiley India.
4. Gujarati, D.N. Econometrics by Example. McGraw Hill/Palgrave.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE066CO1	3	2	1	2	1	0	0	0	1	0	0	1
MBADSE066CO2	2	3	2	3	3	0	0	0	1	0	1	1
MBADSE066CO3	2	3	2	3	2	0	0	0	1	0	1	1
MBADSE066CO4	2	3	3	3	2	0	0	1	1	0	1	2
MBADSE066CO5	3	3	3	2	2	1	1	1	1	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	**Structured Query Language – SQL**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE067**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

The course is designed to enable students to

1	To introduce basic database and SQL concepts.
2	To provide hands-on skills to write basic SQL queries.
3	To enable data retrieval, filtering, and summary from business databases.
4	To help students apply SQL in business scenarios like sales, inventory, and CRM.
5	To develop confidence in using SQL with practical exercises.

Course Outcomes:

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

CO	Outcome	Level
MBADSE067CO1	Explain the role of databases and SQL in business systems	L1
MBADSE067CO2	Write SQL queries to retrieve and filter data	L2
MBADSE067CO3	Use SQL for basic data analysis (aggregation, sorting, joins)	L3
MBADSE067CO4	Apply SQL on case studies involving sales, inventory, and customer data	L4
MBADSE067CO5	Demonstrate SQL usage through hands-on practice with sample business datasets	L5

Syllabus:

Unit-1	Introduction to Databases & SQL	Contact Hours: 9
Fundamentals: Defining what a database is and how it differs from a simple spreadsheet. Business Context: Exploring how relational databases power modern inventory and CRM		

systems.

SQL Overview: Understanding Structured Query Language as the standard for data communication.

Architecture: Mastering the hierarchy of Databases → Tables → Rows → Columns.

Primary Keys: Introduction to unique identifiers that maintain data integrity in every table.

Unit-2	Basic SQL Queries	Contact Hours: 9

Core Syntax: Using SELECT to choose columns and FROM to specify the source table.
Filtering: Applying the WHERE clause to extract specific data based on conditions.
Sorting: Organizing output using ORDER BY for ascending or descending sequences.
Aliases: Using AS to rename columns or tables for cleaner, more readable results.
Logical Operators: Combining multiple filters using AND, OR, and NOT.

Unit-3	Data Aggregation & Grouping	Contact Hours: 9

Aggregate Functions: Performing calculations like SUM, AVG, COUNT, MIN, and MAX.
Grouping Data: Using GROUP BY to collapse rows into summary categories (e.g., sales by region).
Filtering Groups: Utilizing HAVING to filter results after an aggregation has occurred.
Distinct Values: Using DISTINCT to identify unique entries within a dataset.
Null Handling: Understanding how aggregation functions treat missing or null values.

Unit-4	Joins & Subqueries	Contact Hours: 9

Relational Logic: Combining data from multiple tables based on a related column.
INNER JOIN: Retrieving only the records that have matching values in both tables.
LEFT JOIN: Keeping all records from the primary table and matching entries from the secondary.
Subqueries: Nesting a query inside another to perform multi-step data retrieval.
WHERE Subqueries: Using a subquery to filter data based on a dynamic list of values.

Unit-5	Business Use Cases & Mini Project	Contact Hours: 9

Customer Segmentation: Writing queries to categorize users by purchase frequency or spend.
Sales Summaries: Building reports that calculate monthly revenue and top-performing products.
Inventory Management: Tracking stock levels and identifying items that need reordering.
Case Studies: Working with sample business datasets to solve real-world data requests.
Mini Project: Building a comprehensive script that joins, aggregates, and filters data for a final report.

Suggestive Readings:
Text Book
Learning SQL, Alan Beaulieu, O'Reilly Media

Reference Books:
SQL in 10 Minutes, Ben Forta, Pearson
Head First SQL, Lynn Beighley, O'Reilly Media

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels

Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE067CO1	3	1	0	1	2	0	0	0	0	0	0	1
MBADSE067CO2	2	2	1	1	3	0	0	0	0	0	1	1
MBADSE067CO3	2	3	2	2	3	0	0	0	0	1	1	1
MBADSE067CO4	3	3	3	2	3	0	1	1	1	1	3	1
MBADSE067CO5	2	2	2	1	3	0	1	1	0	1	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	**HR Analytics**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE068**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

This course ensures that the students understand how:

1	To understand the concept, scope, and importance of HR Analytics in data-driven decision-making.
2	To analyze the various metrics and models used for measuring HR effectiveness and efficiency.
3	To comprehend the application of analytics in key HR functions like recruitment, training, and performance management.
4	To evaluate the role of predictive analytics and statistical tools in workforce planning and retention.
5	To develop skills in visualizing HR data and creating dashboards for strategic insights.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE068CO1	**Explain the fundamental concepts and frameworks of HR Analytics.**	**L2**
MBADSE068CO2	**Apply HR metrics to measure the efficiency of recruitment, training, and compensation.**	**L3**
MBADSE068CO3	**Analyze workforce data using descriptive and predictive analytics techniques.**	**L4**
MBADSE068CO4	**Evaluate the impact of HR interventions on business performance using ROI analysis.**	**L5**
MBADSE068CO5	**Create HR dashboards and reports to communicate insights to stakeholders.**	**L6**

Syllabus:

Unit-1	
Introduction to HR Analytics: Definition, Evolution, and Importance of HR Analytics; Levels of Analytics (Descriptive, Diagnostic, Predictive, Prescriptive); The HR Analytics Value Chain; Challenges in HR Analytics.	
Unit-2	
HR Metrics and Measurement: Designing HR Metrics; Key Metrics for Recruitment (Time to Hire, Cost per Hire), Training (Training ROI), Performance (Performance Ratings), and Compensation (Compa-ratio); Benchmarking.	
Unit-3	
Functional HR Analytics: Workforce Planning Analytics (Supply and Demand Forecasting); Talent Acquisition Analytics; Learning and Development Analytics; Performance Management Analytics; Retention Analytics (Churn/Attrition Analysis).	
Unit-4	
Predictive Analytics in HR: Introduction to Predictive Modelling; Regression Analysis in HR; Predicting Employee Turnover; Predicting Performance; Correlation and Causation in HR Data.	
Unit-5	
Data Visualization and Reporting: Principles of Data Visualization; Creating HR Dashboards; Storytelling with Data; Ethical Issues in HR Analytics (Data Privacy, Bias); Future of HR Analytics (AI and Machine Learning).	

Suggestive Readings:

Text Books:
1. Bhattacharyya, Dipak Kumar, "HR Analytics: Understanding Theories and Applications", Wiley India.
2. Soundararajan, R., and Singh, K., "Winning on HR Analytics: Leveraging Data for Competitive Advantage", SAGE Publications.
3. Fitz-enz, Jac, "The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments", AMACOM.

Reference Books:
1. Pease, Gene, "Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset", Wiley.
2. Marr, Bernard, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", Kogan Page.
3. Edwards, Martin R., and Edwards, Kirsten, "Predictive HR Analytics: Mastering the HR Metric", Kogan Page.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE068CO1	3	1	0	1	1	1	0	0	0	0	0	1

MBADSE068CO2	2	2	2	2	2	1	0	1	0	1	1	1
MBADSE068CO3	2	3	2	3	3	1	0	1	0	1	1	1
MBADSE068CO4	2	3	3	2	2	2	1	1	0	1	2	1
MBADSE068CO5	2	2	2	2	3	1	1	0	0	1	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	**Marketing Analytics**	L	T	P	C	Course Type
Course Code	**MBADSE069**	3	0	0	3	**MBADSE**

Course Objectives:
This course ensures that the students understand how:

1	To understand the role of marketing analytics in data-driven decision-making and strategy formulation.
2	To analyze customer data to derive insights for segmentation, targeting, and positioning.
3	To comprehend the metrics and models used for measuring marketing performance and ROI.
4	To evaluate the effectiveness of digital marketing campaigns using web and social media analytics.
5	To examine predictive modeling techniques for sales forecasting and customer lifetime value estimation.

Course Outcomes:
Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBADSE069CO1	Explain the fundamental concepts and tools of marketing analytics.	L2
MBADSE069CO2	Apply statistical techniques to segment markets and profile customers effectively.	L3
MBADSE069CO3	Analyze marketing mix effectiveness using regression and attribution modeling.	L4
MBADSE069CO4	Evaluate customer value and churn risk using predictive analytics models.	L5
MBADSE069CO5	Create a marketing dashboard to visualize key performance indicators and	L6

	insights.	

Syllabus:

Unit-1	
Introduction to Marketing Analytics: Definition, Evolution, and Importance; Data Sources for Marketing (Internal, External, Digital); The Marketing Analytics Process (Data Collection, Cleaning, Analysis, Visualization); Role of Analytics in Marketing Strategy.	
Unit-2	
Customer Analytics: Customer Segmentation (Cluster Analysis); Customer Profiling; Recency, Frequency, Monetary (RFM) Analysis; Customer Lifetime Value (CLV) Calculation; Churn Prediction Models.	
Unit-3	
Product & Pricing Analytics: New Product Forecasting (Conjoint Analysis); Product Positioning (Perceptual Mapping); Pricing Analytics: Price Elasticity, Optimization, and Revenue Management; Market Basket Analysis (Association Rules).	
Unit-4	
Advertising & Digital Analytics: Measuring Advertising Effectiveness; Media Mix Modeling; Attribution Modeling (First-touch, Last-touch, Multi-touch); Web Analytics (Google Analytics key metrics); Social Media Sentiment Analysis.	
Unit-5	
Sales & Predictive Analytics: Sales Forecasting Methods (Time Series, Regression); Predictive Analytics in Marketing; A/B Testing for Marketing Optimization; Marketing Dashboards and Visualization; Future Trends in Marketing Analytics (AI/ML).	

Suggestive Readings:

Text Books:
4. Winston, Wayne L., "Marketing Analytics: Data-Driven Techniques with Microsoft Excel", Wiley.
5. Venkatesan, Rajkumar, Farris, Paul, and Wilcox, Ronald T., "Cutting Edge Marketing Analytics", Pearson Education.
6. Grigsby, Mike, "Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques", Kogan Page.

Reference Books:
4. Jeffery, Mark, "Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know", Wiley.
5. Hemann, Chuck, and Burbary, Ken, "Digital Marketing Analytics", Pearson.
6. Lilien, Gary L., and Rangaswamy, Arvind, "Marketing Engineering", Trafford Publishing.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Group	Levels 1 to 5
Assignment/ Case Study/ Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

MBADSE069CO1	3	1	0	1	1	0	0	0	1	0	0	1
MBADSE069CO2	2	3	2	3	2	0	0	0	1	1	1	1
MBADSE069CO3	2	3	3	3	2	0	0	0	1	1	1	1
MBADSE069CO4	2	3	3	3	2	1	0	0	1	2	1	1
MBADSE069CO5	2	2	3	2	3	0	1	2	1	2	2	1

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Statistics using R	L	T	P	C	Course Type
Course Code	MBADSE070	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	To introduce the basics of statistics through R programming.
2	To develop skills in using R for data summarization and visualization.
3	To enable students to perform basic probability and hypothesis testing.
4	To understand correlation and regression in business data analysis.
5	To apply statistical analysis using real-world business datasets.

Course Outcomes:

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

CO	Outcome	Level
MBADSE070CO1	Explain statistical concepts using R	L1
MBADSE070CO2	Perform descriptive statistics and visualization	L2
MBADSE070CO3	Apply hypothesis tests using R	L3
MBADSE070CO4	Analyze relationships through correlation and regression	L4
MBADSE070CO5	Interpret and present statistical results	L5

Syllabus:

Unit-1	Introduction to R and Data Types	Contact Hours: 9
Setup: Installing R/RStudio and navigating the four-pane interface.		

Syntax: Understanding variable assignment (`<-`), comments (`#`), and case sensitivity.		
Basic Types: Differentiating between numeric, character, and logical data.		
Structures: Using **Vectors** (1D), **Matrices** (2D), and **Data Frames** (tabular).		
Lists: Learning to store heterogeneous objects in a single flexible container.		
Unit-2	Descriptive Statistics	Contact Hours: 9
Center: Calculating **Mean**, **Median**, and finding the **Mode**. **Spread:** Using `sd()` and `var()` to measure data volatility and dispersion. **Range:** Identifying minimum, maximum, and interquartile ranges (IQR). **Summary:** Executing `summary()` for an instant statistical snapshot of datasets. **Missing Data:** Handling `NA` values using the `na.rm` argument in functions.		
Unit-3	Data Visualization	Contact Hours: 9
Base R: Generating quick `hist()` and `plot()` visuals for exploration. **Boxplots:** Visualizing quartiles and detecting statistical outliers. **ggplot2:** Applying the "Grammar of Graphics" (Data + Aesthetics + Geoms). **Chart Types:** Building professional bar charts and scatterplots with `geom_point()`. **Styling:** Adding labels, titles, and themes to make plots presentation-ready.		
Unit-4	Probability and Hypothesis Testing	Contact Hours: 9
Distributions: Working with Normal and Binomial curves using `d/p/q/r` functions. **T-Tests:** Comparing means between groups to check for significant differences. **Chi-Square:** Testing the independence of two categorical variables. **Inference:** Interpreting **p-values** and setting significance levels (alpha). **Confidence:** Calculating intervals to estimate population parameters.		
Unit-5	Correlation and Regression	Contact Hours: 9
Correlation: Using `cor()` to find the strength and direction of relationships. **Linear Model:** Using `lm()` to predict a response variable (Y) based on a predictor (X). **Output:** Interpreting the **Regression Table** (Intercept and Slope). **Goodness of Fit:** Analyzing R^2 to see how well the model explains the data. **Diagnostics:** Plotting residuals to verify that model assumptions hold true.		

Suggestive Readings:

Text Book
1. Hands-On Programming with R, https://rstudio-education.github.io/hopr/, O'Reilly
2. OpenIntro Statistics, Diez, Barr, Çetinkaya-Rundel
3. R for Data Science, https://r4ds.hadley.nz/, O'Reilly

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5

Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE070CO1	3	1	0	2	2	0	0	1	0	0	0	1
MBADSE070CO2	2	2	1	2	3	0	0	2	0	0	1	1
MBADSE070CO3	2	3	2	3	3	0	0	1	0	0	1	1
MBADSE070CO4	2	3	3	3	3	0	0	1	0	1	1	1
MBADSE070CO5	2	2	3	2	2	0	1	3	0	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration				Semester		
Course Name	**Statistics using Python**	**L**	**T**	**P**	**C**	**Course Type**	
Course Code	**MBADSE071**	**3**	**0**	**0**	**3**	**MBADSE**	

Course Objectives:

The course is designed to enable students to

1	To introduce the use of Python in basic statistical analysis.
2	To enable students to use Python libraries for data manipulation and visualization.
3	To apply descriptive and inferential statistics using Python.
4	To perform basic probability distributions and hypothesis testing.
5	To interpret statistical results using real business data.

Course Outcomes:

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

CO	Outcome	Level
MBADSE071CO1	Explain key statistical concepts using Python	L1
MBADSE071CO2	Perform descriptive analysis using Python libraries	L2
MBADSE071CO3	Apply hypothesis testing on datasets	L3
MBADSE071CO4	Use Python to conduct correlation and simple regression	L4
MBADSE071CO5	Interpret results and create basic reports	L5

Syllabus:

Unit-1	Introduction to Python and Data Types	Contact Hours: 9

- Installing Python, Jupyter, and Anaconda
- Basic syntax, lists, dictionaries
- Importing libraries: NumPy, pandas

Unit-2	Descriptive Statistics	Contact Hours: 9

- Measures of central tendency and dispersion
- Summarizing data with pandas
- Using describe(), value_counts()

Unit-3	Data Visualization	Contact Hours: 9

- Histograms, bar charts, boxplots
- Matplotlib and Seaborn basics
- Plotting distributions and trends

Unit-4	Probability and Hypothesis Testing	Contact Hours: 9

- Random module and simulations
- t-tests, z-tests, chi-square using SciPy
- Confidence intervals

Unit-5	Correlation and Regression	Contact Hours: 9

- Scatter plots and correlation matrix
- Simple linear regression using statsmodels
- Interpreting regression output

Suggestive Readings:

Text Book
1. Think Stats, Allen B. Downey, https://greenteapress.com/wp/think-stats/
2. Python for Data Analysis, Wes McKinney, https://wesmckinney.com/book/
3. Python Data Science Handbook, Jake Vander, https://jakevdp.github.io/PythonDataScienceHandbook/

Suggested Course

Intro to Stats in Python, Univ. of Michigan, https://www.coursera.org/specializations/statistics-with-python

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE071CO1	3	1	0	2	1	0	0	0	0	0	0	1
MBADSE071CO2	2	2	1	2	3	0	0	1	0	0	1	1
MBADSE071CO3	2	3	2	3	2	0	0	1	0	0	1	1
MBADSE071CO4	2	3	3	3	3	0	0	1	0	1	1	1

MBADSE071CO5	2	2	2	2	2	1	0	2	0	1	1	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Business Intelligence Tools - Power BI & Tableau	L	T	P	C	Course Type
Course Code	MBADSE072	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	To introduce the concepts and applications of business intelligence (BI).
2	To build basic dashboards using Power BI and Tableau.
3	To use BI tools to summarize and visualize business data.
4	To understand data connections, transformations, and visual storytelling.
5	To enable students to apply BI tools to real business problems.

Course Outcomes:

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

CO	Outcome	Level
MBADSE072CO1	Explain the concepts of Business Intelligence (BI), data-driven decision-making, BI lifecycle, and its strategic importance in modern organizations.	L2
MBADSE072CO2	Apply Power BI tools to connect, clean, transform, and model data using Power Query and appropriate data connectivity modes (Import/DirectQuery).	L3
MBADSE072CO3	Develop interactive dashboards and visual reports using Power BI and Tableau by implementing charts, slicers, calculated fields, and filtering techniques.	L3
MBADSE072CO4	Analyze business data across domains (Retail, Finance, HR, Supply Chain) to identify trends, KPIs, inefficiencies, and actionable insights.	L4
MBADSE072CO5	Evaluate and present BI dashboards by comparing Power BI and Tableau tools, justifying	L5

	design choices, and communicating insights effectively to stakeholders.	

Syllabus:

Unit-1	Introduction to Business Intelligence (BI)	Contact Hours: 9

Data-Driven Decision Making: Understanding how BI transforms raw data into actionable insights to drive corporate strategy.

BI vs. Traditional Reporting: Comparing static, historical spreadsheets with modern, interactive, and real-time dashboards.

Strategic Benefits: Exploring how BI reduces "time-to-insight" and identifies hidden market trends or operational inefficiencies.

The BI Lifecycle: Mastering the flow of data from ingestion and transformation to visualization and distribution.

Business Use Cases: Analyzing BI impact across departments, from tracking marketing ROI to optimizing supply chains.

Unit-2	Getting Started with Power BI	Contact Hours: 9

Environment Setup: Installing Power BI Desktop and navigating the Report, Data, and Model views.

Data Ingestion: Connecting to common business sources like Excel workbooks, CSV files, and web data.

Power Query Basics: Using the "Transform Data" window to clean, pivot, and format datasets without changing the source.

Data Types & Profiling: Identifying and fixing data quality issues such as null values or incorrect formatting during import.

Loading Data: Understanding the difference between "Import" and "DirectQuery" modes for data connectivity.

Unit-3	Creating Visuals and Dashboards in Power BI	Contact Hours: 9

Fundamental Visuals: Building bar charts for comparisons, line charts for trends, and "Cards" for Key Performance Indicators (KPIs).

Interactive Filtering: Implementing **Slicers** and report-level filters to allow users to customize their view of the data.

Dashboard Composition: Arranging multiple visuals into a cohesive, one-page story that answers a specific business question.

Formatting: Customizing themes, colors, and tooltips to enhance user experience and brand alignment.

Publishing: Learning the workflow to share reports via the Power BI Service for organizational collaboration.

Unit-4	Tableau for Business Users	Contact Hours: 9

Interface Navigation: Mastering the "Show Me" card, Shelves (Rows/Columns), and the Marks card to build visuals.

Dimensions vs. Measures: Understanding the fundamental difference between categorical data (Blue) and quantitative data (Green).

Worksheets & Dashboards: Building individual charts in worksheets before combining them into interactive dashboards.

Calculated Fields: Writing simple logical and mathematical formulas to create new data

	points (e.g., Profit Margin).	
	Interactive Filters: Using the "Filter" shelf to allow end-users to drill down into specific regions, dates, or products.	
Unit-5	Case Study and Dashboard Project	Contact Hours: 9

Domain Analysis: Applying BI techniques to solve specific problems in Retail (Inventory), Finance (Revenue), or HR (Attrition).

Tool Comparison: Evaluating the strengths of **Power BI** (integration, cost) versus **Tableau** (visual flexibility, complex data).

Requirement Gathering: Practicing how to interview stakeholders to define what KPIs truly matter before building a report.

Mini Project: Developing an end-to-end dashboard that takes raw data through cleaning, modeling, and final visualization.

Presentation: Defending design choices and explaining data insights to a non-technical business audience.

Suggestive Readings:

Text Book and Resources

1. Tableau Free Training Videos, Tableau, Official Tutorials, https://www.tableau.com/learn/training/20201
2. Power BI Documentation, Microsoft, Free Docs, https://learn.microsoft.com/en-us/power-bi/
3. Makeover Monday Dataset Library, Community, Open Dataset, https://www.makeovermonday.co.uk
4. *Introducing Microsoft Power BI,* Microsoft Press, https://download.microsoft.com/download/0/8/1/0816F8D1-D1A5-4F60-9AF5-BC91E18D6D64/Microsoft_Press_ebook_Introducing_Power_BI_PDF_mobile.pdf?utm_source=chatgpt.com

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE072CO1	3	1	1	1	1	0	0	1	1	1	0	1
MBADSE072CO2	2	2	2	1	3	0	0	1	0	1	1	1
MBADSE072CO3	2	2	3	1	3	0	1	3	1	2	2	1
MBADSE072CO4	2	3	3	2	2	1	1	2	1	2	2	2
MBADSE072CO5	2	3	3	2	2	1	1	3	1	2	2	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	**Time Series Analysis and Forecasting**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBADSE073**	**3**	**0**	**0**	**3**	**MBADSE**

Course Objectives:

The course is designed to enable students to

1	To introduce students to the basic concepts of time series data.
2	To apply techniques for analyzing trends, seasonality, and cyclicity.
3	To learn forecasting models using spreadsheets and programming tools.
4	To evaluate the accuracy of forecasting models.
5	To develop the ability to apply time series analysis to real business problems.

Course Outcomes:

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

CO	Outcome	Level
MBADSE073CO1	Explain the fundamental concepts of time series data, including its components (trend, seasonality, cyclic, irregular), stationarity, data frequency, and real-world business applications.	L2
MBADSE073CO2	Apply graphical techniques and smoothing methods such as moving averages and simple exponential smoothing to identify patterns and reduce noise in time-dependent data.	L3
MBADSE073CO3	Analyze time series data using additive and multiplicative decomposition models, compute seasonal indices, and perform seasonal adjustment using tools like Excel or R.	L4

MBADSE073CO4	Evaluate forecasting models (Naïve, Average, Drift) using appropriate accuracy metrics such as MAE, RMSE, and MAPE, and select the best model using time-series validation techniques.	L5
MBADSE073CO5	Develop an end-to-end forecasting report by applying time series techniques to real business datasets and translate statistical outputs into actionable managerial recommendations.	L5

Syllabus:

Unit-1	Introduction to Time Series	Contact Hours: 9
Data Nature: Defining time-dependent data where the order of observations is critical. **Domain Applications:** Real-world use cases in stock market trends, workforce planning, and supply chain. **Structural Components:** Breaking data into **Trend** (long-term), **Seasonality** (fixed periods), **Cyclic** (fluctuations), and **Irregular** (noise). **Stationarity:** A brief look at why consistent mean and variance matter for forecasting. **Data Frequency:** Handling daily, monthly, and quarterly intervals in datasets.		
Unit-2	Graphical Representation and Smoothing Techniques	Contact Hours: 9
Visual Tools: Mastering line plots to identify patterns and seasonal plots to compare cycles. **Moving Averages:** Using simple moving averages (SMA) to reduce noise and highlight trends. **Exponential Smoothing:** Introduction to Simple Exponential Smoothing (SES) for data without clear trends. **Weighting:** Understanding how smoothing parameters prioritize recent versus historical data. **Lag Analysis:** Identifying the relationship between an observation and a previous time point.		
Unit-3	Forecasting Using Decomposition	Contact Hours: 9
Model Types: Choosing between **Additive** (constant seasonal fluctuations) and **Multiplicative** (proportional fluctuations) models. **Trend Extraction:** Isolating the underlying growth or decline from the raw data. **Seasonal Adjustment:** Removing seasonal effects to see the "deseasonalized" version of data. **Software Tools:** Practical application of decomposition steps using Excel or R packages like stats. **Estimation:** Calculating seasonal indices to adjust future expectations.		
Unit-4	Forecasting Models and Accuracy	Contact Hours: 9
Baseline Models: Implementing **Naïve** (last value), **Average**, and **Drift** (trend-line) methods. **Error Metrics:** Measuring performance using **MAE** (absolute error) and **RMSE** (squared error). **Relative Accuracy:** Using **MAPE** to understand error as a percentage of actual values. **Validation:** Introduction to time-series cross-validation (rolling window) instead of standard random splits. **Model Selection:** Determining the best fit based on minimizing forecast bias and error.		
Unit-5	Case Study and Application Project	Contact Hours: 9
Retail/Sales Data: Applying seasonal models to predict consumer demand and inventory needs.		

Financial Analysis: Modeling historical price data or revenue streams for future planning.
Operations: Forecasting production requirements based on historical machine output.
Interpretation: Translating statistical forecasts into actionable business recommendations.
Mini-Project: Designing an end-to-end forecast report and presenting findings to stakeholders.

Suggestive Readings:

Text Book

1. Forecasting: Principles and Practice, Rob J. Hyndman & George Athanasopoulos, Free Open Book, https://otexts.com/fpp3/
2. Introduction to Time Series Forecasting, Jason Brownlee (Free chapters), Practical Guide, https://machinelearningmastery.com/start-here/#timeseries
3. Time Series Data in R, RStudio Tutorials, Online Guide, https://otexts.com/fpp3/tsibook.html
4. OpenIntro Statistics, Diez, Çetinkaya-Rundel, Background Stats, https://www.openintro.org/book/os/

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE073CO1	3	1	0	1	0	0	0	0	0	0	0	1
MBADSE073CO2	2	2	1	2	2	0	0	0	0	1	0	1
MBADSE073CO3	2	3	2	3	3	0	0	0	0	1	1	1
MBADSE073CO4	2	3	3	3	2	0	0	0	0	2	1	1
MBADSE073CO5	2	3	3	2	2	0	1	3	0	2	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration	Semester				
Course Name	Predictive Analytics	L	T	P	C	Course Type
Course Code	MBADSE074	3	0	0	3	MBADSE

Course Objectives:

The course is designed to enable students to

1	To introduce the principles of predictive analytics and its relevance in business.
2	To understand and apply basic predictive models using spreadsheets and tools.
3	To develop skills in exploring patterns and relationships in historical data.
4	To evaluate model performance using key metrics.
5	To apply predictive techniques to solve real-world problems in marketing, HR, and finance.

Course Outcomes:

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

CO	Outcome	Level
MBADSE074CO1	Explain the concepts, scope, and business applications of predictive analytics, including the analytics spectrum (descriptive, predictive, prescriptive), model categories, lifecycle, and ethical considerations.	L2
MBADSE074CO2	Prepare and explore datasets by performing data cleaning, handling missing values, conducting exploratory data analysis (EDA), correlation analysis, and visualization using tools like Excel or Power BI.	L2
MBADSE074CO3	Apply regression techniques (simple and multiple linear regression) to develop predictive models, interpret coefficients, evaluate model fit using R^2, and perform residual analysis.	L3
MBADSE074CO4	Develop and evaluate classification models using logistic regression, confusion matrix metrics (accuracy, precision, recall), and interpret results for business decision-making in real-world scenarios.	L4

| MBADSE074CO5 | Design and implement an end-to-end predictive analytics project by selecting a business problem, building and validating a model using Excel/R/Python, and presenting actionable managerial recommendations. | L5 |

Syllabus:

Unit-1	Introduction to Predictive Analytics	Contact Hours: 9

Business Role: Leveraging historical data to forecast future events and mitigate organizational risks.

Analytics Spectrum: Distinguishing between **Descriptive** (what happened), **Predictive** (what will happen), and **Prescriptive** (how to make it happen).

Model Categories: Overview of **Regression** (predicting numbers) and **Classification** (predicting categories).

Predictive Lifecycle: Understanding the workflow from defining business goals to model deployment and monitoring.

Ethics and Privacy: Brief discussion on the importance of data bias and ethical considerations in automated forecasting.

Unit-2	Data Preparation and Exploration	Contact Hours: 9

Data Cleaning: Identifying and handling "dirty data," including duplicates, outliers, and formatting inconsistencies.

Missing Values: Learning strategies for imputation (filling in gaps) or deletion to maintain dataset integrity.

Exploratory Data Analysis (EDA): Using summary statistics to understand the underlying distribution of variables.

Correlation Analysis: Identifying relationships between features to determine which inputs are the best predictors.

Visualization: Creating trend lines and heatmaps in Excel or Power BI to spot patterns before modeling begins.

Unit-3	Regression-Based Prediction	Contact Hours: 9

Simple Linear Regression: Modeling the relationship between a single independent variable and a continuous outcome.

Multiple Regression: Expanding models to include several predictors to capture complex real-world dynamics.

Coefficient Interpretation: Understanding how a one-unit change in a predictor impacts the final forecast.

Model Fit (R^2): Using the Coefficient of Determination to evaluate how much variance the model successfully explains.

Error Analysis: Examining residuals (the difference between actual and predicted values) to check for model bias.

Unit-4	Classification Basics	Contact Hours: 9

Logistic Regression: Mastering the primary tool for predicting binary outcomes (e.g., Yes/No, Success/Failure).

The Sigmoid Function: Understanding how linear inputs are converted into probabilities between 0 and 1.

Confusion Matrix: Evaluating model performance using **True Positives, False Positives, Precision, and Recall.**

Business Metrics: Calculating **Accuracy** and understanding why it can be misleading in imbalanced datasets.

Industry Use Cases: Applying classification to identify **Customer Churn** (attrition) or **Loan Default** risks.

Unit-5	Application Project	Contact Hours: 9

Problem Selection: Choosing a specific business challenge from the retail, finance, or marketing domains.

Model Implementation: Using Excel, R, or Python to build a predictive model based on the techniques learned in Units 3 and 4.

Validation: Testing the model against a "hold-out" dataset to ensure it performs well on unseen data.

Interpretation: Converting statistical output into a clear business narrative and actionable recommendations.

Presentation: Delivering a final report that justifies the chosen model and explains the expected business impact.

Suggestive Readings:

Text Book
1. Think Stats, Allen B. Downey, Open Book, https://greenteapress.com/wp/think-stats/
2. Forecasting: Principles & Practice, Hyndman & Athanasopoulos, Open Book, https://otexts.com/fpp3/
3. Data Science Handbook, Jake VanderPlas, Open Book, https://jakevdp.github.io/PythonDataScienceHandbook/

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Mid-Term	☑	1hr	30			Traditional	Levels 1 to 5
Assignment/ Case Study/Project	☑		10			Group	Levels 1 to 5
Quiz	☑	1hr	10			Group	Levels 3 to 5
Comprehensive Exam	☑	3hr	50			Traditional	Levels 1 to 5

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBADSE074CO1	3	1	1	2	1	2	1	0	1	1	0	1
MBADSE074CO2	2	3	2	3	3	1	0	1	0	1	1	1
MBADSE074CO3	2	3	3	3	2	0	0	1	0	1	1	1

MBADSE074CO4	2	3	3	3	2	1	0	1	0	1	2	1
MBADSE074CO5	3	3	3	3	3	1	2	3	1	2	3	3

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration			Semester		
Course Name	Internship Report	L	T	P	C	Course Type
Course Code	MBACAP001	0	0	0	4	CAP

Course Objectives:

The course is designed to enable students to

1	To provide exposure to real-world organizational environment and industry practices.
2	To integrate theoretical knowledge with practical business applications.
3	To develop analytical, managerial, and decision-making competencies.
4	To enhance professional communication, teamwork, and leadership skills.
5	To foster ethical responsibility and professional work culture awareness.

Course Outcomes:

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

CO	Outcome	Level
MBACAP001CO1	Explain organizational structure, business processes, and functional operations of the host organization.	L2
MBACAP001CO2	Apply management theories, analytical tools, and business models in real workplace situations.	L2
MBACAP001CO3	Analyze operational, financial, marketing, or HR-related problems	L3

	encountered during internship.	
MBACAP001CO4	Evaluate business strategies, performance metrics, and managerial decisions using industry data.	L4
MBACAP001CO5	Develop practical solutions, project reports, and professional presentations demonstrating managerial competence.	L5

Table of Contents
(With page numbers)
1 Chapter-wise Report Structure
Chapter 1.1 : Introduction to the Organization
- Company Background
- Vision & Mission
- Nature of Business
- Products/Services
- Organizational Structure
- Industry Overview
- SWOT Analysis

Chapter 1.2: Objectives of the Internship Study
- Primary Objectives
- Secondary Objectives
- Scope of Study
- Research Methodology (if applicable)
- Data Sources (Primary/Secondary)
- Limitations

Chapter 1.3: Internship Work Profile
- Department Assigned
- Roles & Responsibilities
- Daily/Weekly Activities
- Tools & Software Used
- Projects Undertaken
- Skills Acquired

Chapter 1.4: Project Work / Study Analysis
(Depending on specialization)
Examples:
- HR: Recruitment Analysis / Training Need Analysis
- Marketing: Consumer Survey / Digital Campaign Study
- Finance: Ratio Analysis / Working Capital Study
- Operations: Process Optimization Study
- Analytics: Data Analysis / Dashboard Development

Include:
- Problem Statement
- Data Collection
- Analysis
- Interpretation

- Findings

Chapter 1.5: Findings & Observations
- Key Insights
- Learning Outcomes
- Business Challenges Identified
- Industry Practices Observed

Chapter 1.6: Suggestions & Recommendations
- Strategic Suggestions
- Operational Improvements
- Innovation Scope
- Risk Mitigation Measures

Chapter 1.7: Conclusion
- Summary of Internship Experience
- Learning Reflection
- Career Relevance
- Professional Growth

2. Learning Reflection (Mandatory for PG Level)
- Managerial Skills Developed
- Leadership Exposure
- Ethical Considerations Observed
- Digital Tools Exposure
- Industry Readiness Assessment

3. Bibliography
APA / MLA format

4. Annexures
- Internship Completion Certificate
- Questionnaire (if any)
- Financial Statements
- Screenshots / Data Outputs
- Attendance Sheet
- Daily Log Book (Optional but recommended)

Evaluation Components (Suggested for 4 Credits)

Component	Weightage
Industry Evaluation	20%
Internship Report	40%
Presentation / Viva	30%
Attendance & Logbook	10%

Suggested Internship Logbook Format

Date Activity Performed Learning Outcome Supervisor Signature

Suggested Viva Questions (For PG Level)
- What was the strategic relevance of your project?
- Which analytical tools did you use?
- What were the managerial implications?
- How does your project contribute to organizational performance?

Credit Justification (As per NBA/UGC Norms)
- 4 Credits

- 45 Days (6 Weeks approx.)
- Equivalent to 120–150 Hours of structured engagement
- Includes Project + Report + Presentation

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBACAP001CO1	3	1	1	0	0	1	1	1	1	0	2	1
MBACAP001CO2	3	2	2	1	2	1	1	1	1	1	3	1
MBACAP001CO3	2	3	2	2	2	1	1	1	1	1	3	1
MBACAP001CO4	2	3	3	3	2	1	1	1	1	2	3	2
MBACAP001CO5	2	2	3	2	2	1	2	3	1	2	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration			Semester		
Course Name	**Community Engagement & Outreach**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBACAP002**	**2**	**0**	**4**	**4**	**CAP**

This course develops managerial capability to design, implement, and evaluate community-based interventions aligned with corporate strategy, sustainability, and inclusive development. It integrates CSR, ESG, stakeholder engagement, and impact measurement into practical field projects.

Course Objectives:
The course is designed to enable students to

1	Understand the strategic role of community engagement in business and society.
2	Apply stakeholder analysis and needs assessment tools in real-world contexts.
3	Design community intervention projects aligned with SDGs and ESG priorities.
4	Evaluate social impact using qualitative and quantitative frameworks.
5	Develop ethical, inclusive, and sustainable outreach models.

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

CO	Outcome	Level
MBACAP002CO1	Analyze community needs using structured assessment tools.	L4
MBACAP002CO2	Design and implement a field-based outreach project.	L2

MBACAP002CO3	Apply ESG/CSR frameworks in community development contexts.	L3
MBACAP002CO4	Evaluate social impact using outcome-based metrics.	L5
MBACAP002CO5	Prepare a professional impact assessment and reflection report.	L5

Unit-1	Foundations of Community Engagement	Contact Hours: 6
Concept and evolution of community engagement		

Concept and evolution of community engagement

Service-learning and experiential pedagogy

Business–Society interface

CSR and sustainability linkages

Legal framework of CSR in India (Companies Act, Schedule VII overview)

SDGs and corporate alignment

Case Discussion: Indian corporate outreach models

Unit-2	Stakeholder & Community Analysis	Contact Hours: 6

Stakeholder theory and mapping

Participatory Rural Appraisal (PRA) tools

Needs assessment methodologies

Social capital and trust building

Gender and inclusivity in community projects

Risk assessment in outreach initiatives

Field Activity: Community diagnostic survey

Unit-3	Designing Outreach Interventions	Contact Hours: 6

Project planning framework (Logical Framework Model)

Budgeting for social projects

NGO–Corporate partnerships

Communication strategies for outreach

Behavioral change communication

Technology-enabled community engagement

Workshop: Design a pilot intervention proposal

Unit-4	Social Impact Measurement & ESG	Contact Hours: 6

Logistic Regression: Mastering the primary tool for predicting binary outcomes (e.g., Yes/No, Monitoring & Evaluation (M&E)

Impact assessment models (SROI, Balanced Scorecard adaptation)

ESG metrics and reporting

Sustainability reporting frameworks

Ethical considerations in outreach

Activity: Develop an impact measurement dashboard.

Unit-5	**Field Immersion Project**	Contact Hours: 30

Students will work in teams with:

Local NGOs

Panchayats / Urban local bodies

CSR wings of companies

Social enterprises

Schools / SHGs / Healthcare centers

Deliverables:

1. Community Needs Assessment Report
2. Intervention Design Proposal
3. Implementation Summary
4. Impact Assessment Report
5. Reflective Learning Journal
6. Presentation & Viva

Suggested Readings

Core Readings

- Kotler, P. & Lee, N. – Corporate Social Responsibility
- Porter, M. & Kramer, M. – Creating Shared Value
- UN Sustainable Development Goals Documentation

Indian Context

- CSR Guidelines – Ministry of Corporate Affairs, Government of India
- ESG Reporting Framework – SEBI

Assessment

Component	Weightage
Field Project Report	30%
Community Intervention Implementation	20%
Impact Assessment & Analytics	15%
Presentation & Viva	15%
Reflective Journal	10%
Class Participation	10%

Specialization Integration

Specialization	Community Application
HR	Employee volunteering, engagement models
Finance	CSR budgeting & impact financing
Marketing	Social marketing campaigns
Operations	Supply chain sustainability
Analytics	Impact data dashboard
Entrepreneurship	Social enterprise model

Course Outcomes – Program Outcomes (CO – PO) Articulation Matrix

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBACAP002CO1	2	3	2	2	1	2	2	1	2	1	2	1
MBACAP002CO2	2	3	3	1	1	3	3	2	2	2	3	2
MBACAP002CO3	2	2	2	1	1	3	2	1	2	2	2	1
MBACAP002CO4	2	3	3	3	2	3	1	2	2	2	3	2
MBACAP002CO5	2	2	2	2	1	2	1	3	1	1	3	2

1 = Low, **2 = Moderate**, **3 = High** contribution

Program	Master of Business Administration		Semester			
Course Name	**Market Survey Project**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBACAP003**	**0**	**0**	**0**	**4**	**CAP**

Course Objectives:

This course ensures that the students understand how to:

1	Conduct market research
2	Enhance analytical abilities
3	Understand consumer behavior
4	Improve report writing and presentation skills
5	Apply marketing theories to real-world scenarios

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBACAP003CO1	Ethical & Research Design Competence: Apply ethical principles and research methodologies in designing market surveys, including the formulation of research objectives, the selection of appropriate tools, and the development of valid survey instruments.	L3
MBACAP003CO2	Data Collection & Team-Based Execution: Apply appropriate primary data collection techniques (online surveys, interviews, focus groups) and demonstrate collaborative teamwork skills in planning and executing market survey projects.	L3
MBACAP003CO3	Data Analysis & Interpretation: Analyze and interpret survey data using statistical tools such as Excel, SPSS, and other analytical software to derive	L4

	meaningful insights into consumer behavior and market trends.	
MBACAP003CO4	Evaluation & Strategic Insight Development: Evaluate survey findings by comparing them with existing trends and industry benchmarks to generate evidence-based conclusions for managerial decision-making.	L5
MBACAP003CO5	Strategic Application & Professional Communication: Create actionable marketing strategies and professionally structured reports and presentations that effectively communicate survey outcomes to stakeholders and support real-world business decisions.	L6

Experiential Learning Syllabus and Manual:

1. Introduction to Market Surveys
   - Understand what a market survey is and why it's important.
   - Learn how businesses use surveys to make decisions.
   - Form teams to work on the project.
2. Creating Survey Questions
   - Learn how to write good questions for your survey.
   - Choose the right types of questions (multiple choice, rating scales, etc.).

3. Choosing Your Target Audience
   - Decide who you want to survey (customers, specific age groups, etc.).
   - Learn how to choose the right number of people to survey.
   - Understand different sampling methods (random, convenience sampling, etc.).
4. Collecting Data
   - Use tools like Google Forms or SurveyMonkey to collect survey responses.
   - Learn how to handle in-person, phone, or online surveys.
   - Make sure you follow ethical guidelines (ask for permission, ensure privacy).

5. Analyzing the Data
   - Use Excel or SPSS to analyze the data you collect.
   - Learn basic statistics like averages, and percentages, and how to spot trends.
   - Understand how to organize and clean the data for analysis.
6. Understanding the Results
   - Learn how to interpret the results from your data.
   - Identify important trends, patterns, or insights about your audience.

7. Writing the Report
   - Learn how to write a clear and simple report on your survey findings.
   - Include sections like introduction, methods, findings, and recommendations.
   - Use charts, tables, and graphs to make the data easy to understand.
8. Presenting the Results
   - Create a presentation using PowerPoint or another tool.
   - Learn how to communicate your findings to others clearly and effectively.

9. Applying the Results
- Understand how your survey results can help businesses make decisions.
- Learn how to use survey findings to improve products, services, or marketing strategies.
- Discuss real-life examples of how businesses have used market surveys.

10. New Trends in Market Surveys
- Learn about modern tools like mobile surveys and online data collection.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels
Survey Design (Questionnaire)	☑		15				Levels 3 to 6
Data Collection	☑		20				Levels 3 to 6
Data Analysis	☑		20				Levels 3 to 6
Survey Report	☑		25				Levels 3 to 6
Presentation & Viva	☑		20				Levels 3 to 6

Course Objectives – Course Outcomes Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBACAP003CO1	2	2	1	3	1	3	1	1	1	1	2	2
MBACAP003CO2	1	2	1	2	2	1	3	1	1	1	3	1
MBACAP003CO3	2	3	2	3	3	1	1	1	1	1	3	2
MBACAP003CO4	2	3	3	2	2	1	1	1	1	2	3	2
MBACAP003CO5	2	2	3	1	2	1	2	3	1	3	3	2

Program	Master of Business Administration			Semester		
Course Name	**Field Study Report**	**L**	**T**	**P**	**C**	**Course Type**
Course Code	**MBACAP004**	**1**	**0**	**6**	**4**	**CAP**

Course Objectives:

This course ensures that the students:

1	Understand the process and significance of field-based research in management.
2	Identify and define real-world managerial problems or sectoral issues.
3	Apply appropriate research methodologies and data collection tools.
4	Analyze field data using quantitative and/or qualitative techniques.
5	Prepare a structured professional field study report with actionable recommendations

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBACAP004CO1	Conduct systematic field investigation in an organizational or sectoral setting.	L2
MBACAP004CO2	Apply research design and data analysis tools to interpret field findings.	L3
MBACAP004CO3	Critically evaluate operational, financial, HR, marketing, or strategic practices.	L5
MBACAP004CO4	Develop evidence-based recommendations for organizational or sectoral improvement.	L2
MBACAP004CO5	Present professional research reports and defend findings effectively.	L5& L6

Unit-1	Introduction to Field Research	Contact Hours: 3
	Nature and scope of field study in management	
	Difference between internship, project, and field research	
	Research ethics and professional conduct	
	Problem identification and proposal preparation	
Unit-2	Research Design & Methodology	Contact Hours: 4
	Types of research design	
	Sampling techniques	

Questionnaire/interview design		
Observation methods		
Secondary data sources		
Ethical clearance and consent		
Unit-3	Data Collection & Analysis	Contact Hours: 4
Field survey techniques		
Interview protocols		
Data coding and tabulation		
Statistical tools (Descriptive statistics, Correlation, Regression)		
Qualitative data interpretation		
Use of SPSS / Excel / Analytical tools		
Unit-4	Report Writing & Presentation	Contact Hours: 4

Structure of field study report

- Introduction
- Literature background
- Objectives & Hypotheses
- Methodology
- Data Analysis
- Findings
- Recommendations
- Conclusion

Referencing style (APA format)

Plagiarism guidelines

Viva preparation

Unit-5	**Field Work Component**	Contact Hours: 45

Students shall undertake field study in:

1. Corporate organizations
2. MSMEs
3. Banks / Financial institutions
4. NGOs
5. Government departments
6. Startups
7. Industry cluster

Assessment Pattern (4 Credits)

Component	Weightage
Field Study Report	40%
Data Analysis & Interpretation	20%
Presentation	15%
Viva Voce	15%
Supervisor Evaluation	10%

Course Outcomes – Program Outcomes (CO – PO) Mapping

PO→ CO↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBACAP004CO1	2	2	1	3	2	1	1	1	1	1	3	2
MBACAP004CO2	2	3	2	3	3	1	0	1	0	1	3	2
MBACAP004CO3	3	3	2	2	2	2	1	1	1	1	3	2
MBACAP004CO4	2	3	3	2	2	2	1	2	1	2	3	2
MBACAP004CO5	1	2	2	1	1	1	2	3	1	1	3	2

Program	Master of Business Administration				Semester			
Course Name	**Entrepreneurship Report**	**L**	**T**	**P**	**C**	**Course Type**		
Course Code	**MBACAP005**	**0**	**0**	**0**	**4**	**CAP**		

Course Objectives:

This course ensures that the students:

1	Gain practical knowledge of establishing and managing a startup or small business.
2	Foster entrepreneurial thinking and the ability to identify business opportunities.
3	Develop skills in creating business models, planning, and strategy formulation.
4	Enhance capability to manage operational, financial, and marketing functions in a new business.
5	Cultivate ethical decision-making and social responsibility in entrepreneurship.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBACAP005CO1	Identify, assess, and validate viable business opportunities through market research, customer feedback, and feasibility analysis.	L4 & L6
MBACAP005CO2	Design and develop comprehensive business plans and innovative business models incorporating strategy, operations, and competitive positioning.	L3 & L6
MBACAP005CO3	Apply financial management principles including budgeting, cash flow management, funding strategies, and financial projections in startup ventures.	L3
MBACAP005CO4	Manage startup operations effectively by utilizing digital marketing, sales strategies, resource allocation, and human resource management practices.	L3
MBACAP005CO5	Demonstrate ethical decision-making, corporate social responsibility, and professional pitching skills while presenting business ideas to stakeholders and investors.	L5& 6 L6

Experiential Learning Syllabus:

Unit 1: Introduction to Entrepreneurship and Idea

   Generation Topics Covered:

- Fundamentals of entrepreneurship and the entrepreneurial mindset.
- Identifying business opportunities and problem-solving.
- Creative thinking and innovation in business idea generation.
- Feasibility analysis and market potential

  assessment. Activities:

1. Brainstorming sessions on business ideas.
2. Individual or team projects to explore market gaps.

Unit 2: Business Model Development and Validation

   Topics Covered:

- Business models: Lean startup, Business Model Canvas, and traditional frameworks.
- Value proposition and customer segmentation.
- Developing prototypes or MVPs (Minimum Viable Products).
- Validating business models through customer feedback and iteration.

   Activities:

- Create a Business Model Canvas for the startup.
- Conduct market research and customer surveys for validation.

Unit 3: Financial Planning and Funding Strategies

   Topics Covered:

- Introduction to financial management for startups: cash flow, revenue models, and cost structures.
- Financial forecasting, budgeting, and break-even analysis.
- Sources of startup funding: bootstrapping, venture capital, angel investors, and crowdfunding.
- Pitching to investors and securing funding.

   Activities:

- Prepare a financial plan and forecast for the startup.
- Pitching practice sessions with mentors or peers.

Unit 4: Marketing and Sales Strategies

   Topics Covered:

- Understanding the startup marketing funnel: from awareness to conversion.
- Digital marketing strategies: social media, SEO, content marketing, and email marketing.
- Sales strategies and building customer relationships.
- Branding and customer acquisition for new ventures.

   Activities:

- Develop a marketing and sales strategy for the startup.
- Create an online presence (website or social media) and track engagement.

Unit 5: Business Operations and Scaling

   Topics Covered:

- Managing day-to-day business operations: logistics, supply chain, and human resources.
- Building an entrepreneurial team and leadership development.
- Scaling the business: growth strategies, partnerships, and expanding operations.
- Ethical considerations and corporate social responsibility for entrepreneurs.

   Activities:

- Plan for operational processes in the startup.
- Develop a scaling and growth strategy, including potential partnerships.

Assessment Scheme:

Component	Adopted for this Course	Duration	Weightage	Date & Time	Venue	Remarks	Levels

Business Idea Presentation and Feasibility Study: (Initial presentation of the business idea, including problem identification, market analysis, and feasibility assessment)	☑		15							Levels 3 to 6
Business Model and Market Validation Report: (Submission of a validated business model, customer feedback, and market research report.)	☑		20							Levels 3 to 6
Financial Plan and Investor Pitch: (Detailed financial plan with projections and a pitch to potential investors or mentors.)	☑		20							Levels 3 to 6
Marketing Strategy and Customer Acquisition Plan: (Marketing and sales strategy, including digital marketing channels and customer acquisition plans.)	☑		15							Levels 3 to 6
Final Business Plan and Scaling Strategy: (Comprehensive business plan submission, including operational, financial, and scaling strategies.)	☑		20							Levels 3 to 6
Final Presentation and Viva: (Oral defense and presentation of the business project, including Q&A with faculty or external evaluators.)	☑		10							Levels 3 to 6

Course Outcomes – Program Outcomes (CO – PO) Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBACAP005CO1	2	3	2	2	1	1	1	1	1	3	2	1
MBACAP005CO2	3	2	3	1	1	1	2	2	1	3	2	1
MBACAP005CO3	3	2	3	2	1	1	0	1	0	2	2	1
MBACAP005CO4	2	2	2	1	3	1	2	2	1	3	3	1
MBACAP005CO5	1	1	2	1	1	3	3	3	2	2	2	2

Program	Master of Business Administration	Semester				
Course Name	**Live Project Report**	L	T	P	C	Course Type
Course Code	MBACAP006	1	0	6	4	CAP

Course Objectives:

This course ensures that the students:

1	Identify real-time business challenges in organizational settings.
2	Apply managerial theories and analytical tools to solve live industry problems.
3	Collect and analyze primary and secondary data relevant to organizational decision-making.
4	Develop feasible and strategic solutions aligned with organizational objectives.
5	Prepare and present a professional Live Project Report with actionable recommendations.

Course Outcomes:

Towards the end of the course, the students will be able to:

CO	Outcome	BT Level
MBACAP006CO1	Diagnose complex business problems in dynamic industry environments.	L2
MBACAP006CO2	Use analytical, financial, HR, marketing, or operational tools to evaluate business situations.	L3 & L4
MBACAP006CO3	Integrate cross-functional knowledge to recommend evidence-based solutions.	L5
MBACAP006CO4	Demonstrate professional communication and presentation skills in corporate settings.	L2
MBACAP006CO5	Exhibit ethical judgment, accountability, and reflective learning through real-world engagement.	L5& L6

Unit-1	Understanding Live Projects	Contact Hours: 3
	Concept and importance of Live Projects	
	Industry–Academia collaboration	
	Difference between Internship, Field Study, and Live Project	
	Scope identification and proposal drafting	
	Ethical and professional conduct	

Unit-2	Project Planning & Research Design	Contact Hours: 4
	Problem statement formulation	
	Objective setting	
	Industry consultation	
	Research methodology (quantitative/qualitative/mixed)	
	Data collection strategy	
	Risk assessment	

Unit-3	Data Analysis & Business Tools	Contact Hours: 4
	Analytical tools (SWOT, PESTLE, Financial ratios, HR metrics, etc.)	
	Statistical techniques (Descriptive stats, Correlation, Regression)	
	Dashboard development (Excel/Power BI/SPSS)	
	Interpretation of results	

Strategic recommendation framework		
Unit-4	Professional Reporting & Corporate Presentation	Contact Hours: 4

Structure of Live Project Report

- Executive Summary
- Industry Profile
- Problem Statement
- Methodology
- Data Analysis
- Findings
- Recommendations
- Implementation Plan
- Conclusion

APA referencing

Corporate presentation skills

Viva preparation

Unit-5	Industry Engagement Component	Contact Hours: 45

Students shall undertake field study in:

- Corporates
- MSMEs
- Banks / NBFCs
- Consulting firms
- Startups
- NGOs
- CSR divisions

Assessment Pattern (4 Credits)

Component	Weightage
Field Study Report	35%
Data Analysis & Interpretation	15%
Presentation	15%
Viva Voce	15%
Supervisor Evaluation	10%

Course Outcomes – Program Outcomes (CO – PO) Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
MBACAP006CO1	2	3	2	2	1	0	1	1	1	1	3	1
MBACAP006CO2	3	3	2	2	2	0	1	1	0	1	3	1
MBACAP006CO3	3	2	3	2	1	1	2	2	1	2	3	1
MBACAP006CO4	1	1	2	1	1	0	2	3	1	1	3	1
MBACAP006CO5	1	1	1	1	0	3	2	2	1	1	3	3