D. Y. PATIL EDUCATION SOCIETY
DEEMED TO BE UNIVERSITY
SCHOOL OF ENGINEERING & MANAGEMENT
KASABA BAWADA, KOLHAPUR

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

SEMESTER I

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme Per Week			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBA L101	CC	Management Concepts	03	--	--	03	24MBAL 100	ISE	20		40
									MSE	20		
									ESE	60	24	
2	24MBA L102	CC	Principles of Accounting For Managers	03	--	--	03	24MBAL 100	ISE	20		40
									MSE	20		
									ESE	60	24	
3	24MBA L103	CC	Quantitative Techniques For Managers	04	--	--	04	24MBAL 100	ISE	20		40
									MSE	20		
									ESE	60	24	
4	24MBA L104	CC	Organizational Behavior	03	--	--	03	24MBAL 100	ISE	20		40
									MSE	20		
									ESE	60	24	
6	24MBA L105	CC	Business Economics	03	--	--	03	24MBAL 100	ISE	20		40
									MSE	20		
									ESE	60	24	
7	24MBA L106	CC	Legal Aspects Of Business	03	--	--	03	24MBAL 100	ISE	20		40
									MSE	20		
									ESE	60	24	
8	24MBA L107 (a&b)	AEC	Professional Communication Skills	02	--	--	02	50	ISE	50	20	40
			IT for Managers	02	--	-	02	50	ISE	50	20	40
9	24MBA L108	VAC	Universal human values	02	--	--	02	50	ISE	50	20	40
			Total	**23**	**01**	**02**	**25**	**750**	--	--		--

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

24MBAL101 **MANAGEMENT CONCEPTS** (Ver 0)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**WT**	**Pass %**	
3	-	-	3	Th(100)	ISE	20		Min 40
					MSE	20		
					ESE	60	Min 40	

Course Objectives:

1. To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management.
2. To make students aware historical development, theoretical aspects and practical application of managerial process.
3. To introduce students to modern concepts and trends in Management

Course Outcomes: Students will be able to	
1	Describe the concepts of Management
2	Understand various concepts, laws and theories related to management skills.
3	Apply the concept of organizing for the effective functioning of a management
4	Evaluate leadership style to anticipate the consequences of each leadership style
5	Apply the management functions to take appropriate business decisions
6	Evaluate new trends in management

Unit	Contents	Hours
I	Management: Concept - Definition, Scope, Nature and Importance; Management: Art and Science, Management Vs. Administration, Management Skills, Henry Mintzberg- Roles of a Manager, Levels of Management. Taylor and Scientific Management, Fayol 's Administrative Management, Hawthorne Experiments and Human Relations.	8
II	Evolution of Management: Classical Approach, Scientific Management Approach – Contribution of F.W. Taylor, Henri Fayol, Systems approach,– Peter Drucker (Drucker's MBO Philosophy), Characteristics of Management Today	8
III	Planning and Organizing: (15) Planning - Nature, Types- Standing plans- Objectives, Strategy, Policies, Procedures, Rules, and Single-use plans, Process and Importance of Planning, Limitations of Planning, Making Planning Effective.	8
IV	Organizing - Meaning, Process of Organizing. Organization Structure Principles, and Characteristics, Types- Mechanistic and Organic, Organization Structure and Culture, Departmentalization- on bases of Customer, Geographical area, product, process, function, Span Of	8

	Management- Factors considered while deciding span of management, Concept of Responsibility, Authority, Accountability and Delegation	
V	Directing, and Controlling: Directing- Definition, Characteristics and Importance. Decision Making – Process, Types of Decisions Leadership - Types, Qualities of Leader, Leader vs. Manager Controlling - Steps in Control Process – Need – Types of Control Methods– Benefits of controlling. Communication- Process and barriers of communication.	8
VI	New concepts and Trends in Management: Virtual Organizations- Characteristics, Advantages and Limitations Organizational Diversity- Factors responsible, Benefits and Barriers. Globalization – Forces, Opportunities and risks in Global Business, Culture in Global Organizations, Green management.	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed. 2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Sr. No.	Resources	Titles
1	Text books	1. Essentials Of Management – Koontz And Weinrich 2. Modern Management – Certo – Prentice Hall 3. Principles Of Management- Dr. KiranNerkar and Dr. Vilas Chopade 4. Principles Of Management – L.M. Prasad 5. Principles Of Management – R.M. Srivastava
2	Reference Books:	1. New Era of Management – Richard L. Daft 2. Essentials of Management – Peter Drucker 3. Management – Stephen P. Robins – Prentice Hall 4. Modern Business Administration and Management – S. A. Sherlekar - Himalaya Publication 5. Management Concept and Strategies – J. S. Chandra
3	Websites:	https://hbr.org/ http://www.managementstudyguide.com/
4	Journals:	• Prabandhan • Yojana • Business Perspectives and Research • Vision: Journal of Business Perspectives • Vikalpa
5	Supplementary Reading:	Magazines like: Time, Outlook
6	Practical Component	• Studying organizational structure of any company and classifying it into different types of organizations which are studied and justifying why such structure is chosen by that organization. • Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities. • Class debate on different basis of departmentalization • Identify any business leader and list his qualities that made him a good leader.

24MBAL102 PRINCIPLES OF ACCOUNTING FOR MANAGERS

(Ver 0)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**WT**	**Pass %**	
3	-	-	3	Th(100)	ISE	20		Min 40
					MSE	20		
					ESE	60	Min 40	

Course Outcomes: Students will be able to:

1 Apply basic accounting principles and concepts for preparation of financial statements

2 Recognize the importance of financial management from a strategic perspective

3 Assess funds from operation with the help of funds flow statement

4 Analyze the capital structure decisions through relevant models

5 Evaluate the financial position by preparing the financial statement as per Schedule-III

6

Unit	Contents	Hours
I	**Introduction to Accounting:** Introduction of Accounting Standards, Accounting as an information system, Concepts, Accounting Process, (Journal Entries and Ledger Accounts) convention and principles of Accounting, Types of Business Organizations, Role of accountant in an organization.	8
II	**Introduction Financial Accounting:** Financial accounting Meaning, Scope and Importance, Depreciation, Trial Balance, Preparation of Trading and Profit and Loss Accounts, Balance Sheet	8
III	**Introduction to Cost Accounting & Techniques:** Introduction to Cost Accounting, Elements of Cost and Cost Sheet, Use and Importance of Standard Costing, Materials and Labour Variances. Cost Control Techniques.	8
IV	**Overheads** Allocation of overheads, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads, valuation of Inventories	8
V	**Budget and budgetary control** Objectives- Advantages and limitations, Production budget - Sales budget-Cash budget and Flexible budget.	8
VI	**Marginal Costing**	8

	CVP Analysis, break even analysis, Decision involving alternative choices, fixation of selling price, make or buy decision.	

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed. 2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. S N Maheshwari "Introduction to Accountancy" S Chand Publication 2. Prof. V.A. Patil, Dr. P. M. Herekar, "Financial Accounting" Ajab Publication 3. S. C. Gupta, "Advanced Accounts" S Chand Publication. 4. M. G.Patkar, "Book Keeping & Accountancy" 5. G Sekar & B Sarvana Prasath, "CA Inter Padhuka Ready Referencer on Accounting", Padhuka's Publication
2	Reference Books:	1. Accountants' Guidebook: A Financial and Managerial Accounting Reference 2. Jae K. Shim, Joel G. Siegel, Nick Dauber CPA, Anique Qureshi; "Accounting handbook" 3. "A Dictionary of Accounting" Oxford Quick Reference Publication
3	Websites:	https://www.icai.org/ https://www.icsi.edu/home/
4	Journals:	• The Charted Accountant Journal. • The Charted Secretary Journal. • The Management Accountant Journal, Printer & Publisher, CMA Kaushik Banerjee, and Editor: CMA Dr Debaprosanna Nandy, ISSN: 09723528. • ICSI Journals • Finance India
5	Supplementary Reading:	• Financial Express • Economics Times • Business Standard
6	Practical Component	• Practical Problems on Schedule III • Practical Problems on Fund Flow and Cash Flow Statements • Practical Problems on Cost Sheet • Practical Problems on Standard Costing and Variance Analysis • Financial statement analysis using Prowess-IQ • Companies Financial Reports & Corporate case studies.

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

24MBAL103 QUANTITATIVE TECHNIQUES FOR MANAGERS (Ver 0)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass %	
3	-	-	3	Th(100)	ISE	20		Min 40
					MSE	20		
					ESE	60	Min 40	

Course Outcomes: Students will be able to;

1 Demonstrate[3] the statistical concept of data classifying, tabulating and presenting techniques used for decision making in organizations.
2 Explain[2] the statistical concept of measures of central tendency to solve business and management problems.
3 Apply[3] correlation and regression techniques to solve real life and/or business issues/variable.
4 Create[6] the business solutions by permutation and combinations.
5 Apply[3] concepts of time series and index numbers in solving the economic and/or business problems.
6 Hypothesize[6] the business prediction by developing the assumptions and tests.

Unit	Contents	Hours
I	**Basics of Quantitative Techniques:** IntroductiontoQuantitativeTechniques,ImportantTerminologyinStatisticsand Statistical Methods; Characteristics, Functions, Scope and Limitations of Statistics, Types of Data, Data Collection-Sources and Methods, Data Classification, Tabulation and Presentation, Presentation of Data: Bar Diagram, Pie Diagrams, Histograms, Frequency Polygons, OGIVE curve	**8**
II	**Measures of Central Tendency:** Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic Mean - Properties of arithmetic mean – Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, **Measures of Dispersion:** Appropriate Situations for the Use of Various Averages, Positional Averages, Dispersion – Range -Quartile deviations, Mean deviation, Standard Deviation –Properties of standard deviation, Coefficient of Variation.	**8**
III	**Simple Correlation:** Introduction, Correlation - Causation and Correlation - Types of Correlation -Measures of Correlation – Scatter diagram - Karl Pearson's correlation coefficient - Properties of Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient	**8**

	Regression: Regression analysis - Regression lines – Regression coefficient.	
IV	**Probability:** **Permutation & Combination:** Principles of counting, Permutations of n dissimilar objects taken r at a time (with and without repetitions), Properties, Combination of n objects taken r at a time, Properties, examples on Permutations and Combinations. **Probability Distribution:** Random variable, Probability mass function, Cumulative distribution function, Mathematical expectation, Variance, Definition and properties of Binomial, Poisson distribution-examples, Probability density function, Definition and properties of Normal distributions. Examples.	**8**
	Time Series and Index Number: Components of Time series, Secular Trend, Methods of Measuring Trend: Graphical, Semi Average, Moving Averages and Least Squares for Linear Path Method; **Index Numbers:** Importance and Uses of Index Numbers, Price Index Number & Quantity Index Number; Methods- Unweighted and Weighted - Laspeyre's Method, Paasche's Method, Fishers Ideal Method and Kelly’s Methods; Types of Index Numbers; Problems or Difficulties in the Construction of Index Number.	**8**
	Testing of Hypothesis: Introduction, Simple & Composite, Null & Alternate Hypothesis, Type I and Type II Error, Level of Significance, One Tail & Two Tail, General Procedure of Testing of Hypothesis, Parametric Test, Large Sample Z Test for – Population Mean, Difference of Population Means, Small Sample t Test for – Population Mean, Difference of Population Means, Non-Parametric – Chi Square Test of Independence	

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. S C Gupta, Fundamentals of Statistics 2. S C Gupta, Business Statistics 3. C R Kothari, Research Methodology – Methods Techniques
2	Reference Books:	1. N D Vohra, Business Statistics, Tata McGraw Hill 2. G C Beri, Business Statistics, Tata McGraw Hill 3. Devid M Levine etc, Business Statistics – A First Course, PearsonPublication. 4. Glyn Davis & Branko Pecar, Business Statistics Using Excel, OxfordUniversity Press. 5. Albrigh, Winston, Zappe, Decision Making Using Microsoft Excel, Cengage Learning.
3	Websites:	1. www.stattrek.com 2. www.statisticsbyjim.com 3. www.pinkmonkey.com/studyguides/subjects/stats/contents.asp

4	Journals:	• International Journal of Statistics & Management Systems • Calcutta Statistical Association Bulletin • Vikalpa: The Journal for Decision Makers
5	Supplementary Reading:	• Glyn Davis & Branko Pecar, Business Statistics Using Excel, Oxford UniversityPress.
6	Practical Component	• 1. Analyzing collected raw data or online available data. • 2. Finding relations among two or more variables and fitting regression equation to predict value of dependent variables.

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

24MBAL104 ORGANIZATIONAL BEHAVIOR (Ver 0)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**WT**	**Pass %**	
3	-	-	3	Th(100)	ISE	20		Min 40
					MSE	20		
					ESE	60	Min 40	

Course Outcomes: Students will be able to;

1. Describe the various aspects of Organizational Behavior.
2. Evaluate the aspects associated with organizational human behavior and its effect on organization.
3. Apply relevant theories, concepts and models to resolve organizational issues.
4. Develop Effective team-work and leadership skills.
5. Interpret the key concepts and theories with regard to group behaviour and apply these appropriately to specific situations.
6. Understand how organizational performance can be improved through the effective management of human resources.

Unit	Contents	Hours
I	**Introduction to Organizational Behavior:** Concept of Organizational Behavior (OB), Nature and other similar fields of Study, Disciplines of Contributing to OB, Challenges in Organizational Behavior, Applying OB Knowledge in Management Practices, Role of OB, Management Functions and Roles, Management Skills	8
II	**Individual Perspective:** Personality – Concept and Determinants of personality, OB related Traits: - Locus of Control, Machiavellianism, Type A and Type B personality, Introversion- Extroversion. Big Five Model of personality. **Attitudes** – Meaning, Nature, Components of Attitude, Formation. Values and its Types.	8
III	**Motivation and Stress:** Motivation – Meaning, Importance – Types – Theories of motivation - Effects on Work Behavior; **Stress and Behavior:** Concept, Nature and Sources of Managerial Stress; Stress and Personality. Verbal and Non-Verbal Indicators of Stress - Assessment and Management.	8
IV	**Group and Team Dynamics:** Group and Individual: Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Interpersonal Communication and Its Impact on Group – Team building – Interpersonal	8

	relations – Communication – Control. **Conflict Management** – Nature of Conflict – Types of Conflict.	
V	**Leadership Theories:** Leadership Concept, Leadership Styles, Leadership Theories : Trait Theory, Behavioral Theory, Situational Theory, Managerial Grid, Fielder's Contingency Model, Hersey-Blanchard's Situational Model, Path- Goal Theory.	8
VI	**Organizational Structure and Design**: Organizational Structure and Design – Organization development – Organization Culture – Organization Change – Learning Organization - Current Trend in OB.	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. K. Aswathappa, Organizational Behavior, Himalaya Publications 2. P.Subba Rao, Organizational Behavior, Himalaya Publications 3. Rosy Joshy, Organizational behavior, Kalyani Publications 4. Stephen P. Robins, Organizational Behavior *illustrated*, PHI Learning / PearsonEducation, 18th edition, 2018.
2	Reference Books:	1. Fred Luthans, Organizational Behavior, McGraw Hill, 11th Edition, 2001. 2. Hellrigal, Slocum and Woodman, Organizational Behavior, Cengage Learning, 11th Edition 2007. 3. Ivancevich, Konopaske&Maheson, Organizational Behavior& Management, 10th edition, Tata McGraw Hill, 2013. 4. Mc Shane & Von Glinov, Organizational Behavior, 4th Edition, Tata McGraw Hill, 2007. 5. Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley, 9th Edition, 2008. 6. P G Aquinas, Organizational Behavior: concepts, realities, applications and challenges, Excel Books, 2006.
3	Websites:	https://www.iedunote.com/organizational-behavior https://www.yourarticlelibrary.com/ https://www.investopedia.com/terms/o/organizational-behavior.asp
4	Journals:	• Vikalpa: The Journal for Decision Makers • IUP Journal of Organizational Behavior • Effective Executive • IUP Journal of Management Case Studies.
5	Supplementary Reading:	1. Open Text Book Library- https://open.umn.edu 2. Fundamentals Organizational Behavior, India Edition – Slocum and Hell Riegel by Cengage learning. 2 3. Culture and Organizational Behavior Jai B.P. Sinha www. Sagepublications. com

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

6	Practical Component	1. Identifying a job profile and list the various types abilities required for that job and also the personality traits/attributes required for that job. 2. Management games on Team building will be conducted

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

24MBAL105 MANAGERIAL ECONOMICS (Ver 0)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**WT**	**Pass %**	
3	-	-	3	Th(100)	ISE	20		Min 40
					MSE	20		
					ESE	60	Min 40	

Course Outcomes: Students will be able to;

1 Demonstrate and describe micro and macroeconomic concepts of business and understand the demand and supply concepts.
2 Explain the Economic variables which influence managerial decision making process
3 Apply the Market Structure & Design Competition strategies to solve real life business issues
4 Create the business solutions by knowing the importance of various price and output determination in different Markets.
5 Apply and understand the concepts of National income and Economic Development
6 Understand Monetary ,Fiscal Policies, and Capital Markets Objectives and Instruments

Unit	Contents	Hours
I	**Managerial Economics and Demand Analysis:** Basic Economic Concepts, Nature And Scope Of Managerial Economics, Objectives Of The Firm And Constraints, Business Decision-Making Model, Tools Of Economic Analysis, Introduction to Consumer Behavior and Utility measurement, Demand Analysis Meaning, Types And Determinants Of Demand, Demand Function And Law Of Demand, Elasticities And Their Utilities In Managerial Decisions, Demand Forecasting- Meaning, Purpose And Methods, Law of Diminishing Marginal Utility, Basics of Ordinal Utility approach.	9
II	**Production & Cost Analysis for Business Decisions:** Production Analysis- Production Schedules, Production Functions-Short Run and Long Run, Returns to Scale Approach, Marginal Productivity of Inputs, Optimal Input Combination. Cost Concepts, Cost Function, Cost-Output Relationship, Short Run And Long Run Analysis	9
III	**Market Structure and Pricing Concepts:** Introduction to Market Competition and its Nature, Perfect Competition, Monopolistic Competition, Monopoly and Oligopoly etc.,	9
IV	**Pricing Concepts:** Price and Output Determination in different Markets, Pricing practices: Cost plus pricing, incremental pricing, multiple product pricing, product line pricing, specific pricing problems	9

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

V	**National Income and Macro-Economic Policies:** Introduction to National income, Basic Concepts, Estimation of NI and Difficulties, Circular Flow of Aggregate Income and Expenditure, NI as a Measure of Economic Development in Comparison with other Indicators.	9
VI	**Role and function of Money Market:** Composition and instruments. RBI role and functions. Capital Markets: Role and functions, Regulatory role of SEBI. **Objectives and Instruments** of Monetary And Fiscal Policies, Recent Issues In Monetary And Fiscal Policies	9

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.

2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. D.N. Dwivedi , Managerial Economics, Vikas Publication House, New Delhi 2. Dominick Salvatore, Siddhartha K. Rastogi Managerial Economics: Principles And Worldwide Applications, 9e (Adaptation) Perfect Paperback – Illustrated, 1 January 2023, Oxford University Press. 3. DevigaVengedasalam,Karunagaran Madhavan Principles of Economics (Third Edition) Oxford University Press, 2014 4. Mithani D M (2016)Managerial Economics : Theory And Applications, Himalaya Publishing House
2	Reference Books:	1. Economics (SIE) | 20th Edition Paperback – 28 October 2019 By Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri, Anindya Sen. 2. Managerial Economics, 3rd Edition by H. Craig Petersen, W. Cries Lewis Paperback – 22 August 2018. 3. H.L. Ahuja, 2017, Modern Micro Economics Theory and Practices, Ed.19,S.Chand, New Delhi. 4. Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
3	Websites:	https://www.rbi.org.in/home.aspx https://finmin.nic.in/ https://nptel.ac.in/ https://www.cmie.com/ https://www.epw.in/
4	Journals:	Journal of Applied Economics Indian-Economic-Journal International Journal of the Economics of Business Journal-of Indian-School-of-Political-Economy Agricultural-Economic-Research-Review
5	Supplementary Reading:	• Economics Times Daily • Business Standard Daily • Business Today Daily • Latest Monetary Policy Report • Latest Fiscal Policy Report

6	Practical Component	1. Visit to medium scale vendor at your near point. Collect data on a specific product sales and price. Estimate its elasticity 2. Meet a manufacturer and collect data on production inputs and prepare his short term and long term returns conditions. 3. List out the business as per market structure characteristics. Collect information on their product base 4. Collect data on national income from national income statistics and apply three methods of national income estimation and measure the trends in national income.

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

24MBAL106 LEGAL ASPECTS OF BUSINESS (Ver 0)

(Program Core, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	WT	Pass %	
3	-	-	3	Th(100)	ISE	20		Min 40
					MSE	20		
					ESE	60	Min 40	

Course Outcomes: Students will be able to:

1 Demonstrate perpetual base for understanding legal concepts and terminology related to management for achieving organizational goals.
2 Develop effective development, interpretation, and expression of ideas through written, oral, and visual communication in legal framework
3 Knowledge of procedural rules and evidentiary rules and understand the relationship between procedural rules and substantive law.
4 Inculcate creative thinking, innovation, inquiry and analysis, evaluation and syntheses of information.
5 Strengthen the ability to connect choices, actions, and consequences to ethical decision-making with the basic legal tools.
6 Explain regulation to information& information technology related act.

Unit	Contents	Hours
I	Introduction to Business Law & Contract: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law; Law of Contract – Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract.	8
II	Introduction to Business Law & Contract: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law; Law of Contract – Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract.	8
III	**Law of Negotiable Instruments:** Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, crossing of cheques, Paying banker;	8
IV	**Company's Act**: The Company's Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association,	8

	Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.	
V	**Intellectual Property Laws-** Intellectual Property Laws: Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright-its Ownership and Infringement of Copyright, Civil Remedies for Infringement, Trademarks and Designs;	8
VI	**Regulation to Information:** Introduction, Right to Information Act, 2005, Information Technology (Amendment) Act, 2008, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences.	8

Learning Resources		
1	Text books	1. Mercantile Law by N. D. Kapoor 2. Business Law by S. S. Gulshan & G. K. Kapoor
2	Reference Books:	1. Business Law by Kuchhal M. C. 2. Business Law by K. R. Bulchandani
3	Websites:	https://www.lawctopus.com/ https://indiacorplaw.in/
4	Journals:	1. India Law Journal 2. Corporate Law reporter 3. India Business Law Journal- Delhi High Court 4. IOSR Journals
5	Supplementary Reading:	1. Bare Acts on Consumer Protection Act 1986 2. Bare Act on Information Technology Act 2008
6	Practical Component	1. Case studies to be discussed on all the above topics 2. Seminars to be conducted on the above topics

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

24MBAL107(a) PROFESSIONAL COMMUNICATION SKILLS (Ver 0)

(Ability Enhancement Course, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	**Exam**	**WT**	**Pass %**
2	-	-	2	Th(100)	ISE	50	Min 40

Course Outcomes: Students will be able to

1 To familiarize learners with the mechanics of communication.
2 To develop students written expression of thought and build connections between content areas
3 To develop students oral communication skills by a variety of communication activities, from informal discussion to formal presentation
4 To build confidence to incorporate professionalism at work place

Unit	Contents	Hours
I	Effective Business Communication: • Meaning & Definition, Role of communication in today's business • Basic Grammar and how to use in English Communication • Personal Introductions, Facing Audience • Understand and use JoHari Window for self- development	8
II	Verbal and Non-Verbal Communication: • Non-verbal communication: Nonverbal Cues, Kinesics, Haptic and Proxemics Body language, Facial Expressions • How to carry yourself professionally • (grooming and dining etiquettes) • Public Speaking • Effective communication in Formal and Informal environment • Barriers to communication • Measures to overcome barriers to communication	8
III	Communication Technology: • Social Media Communication • Email Writing & Professional Writing • Presentations Skills • Group Discussion • Critical Thinking	9
IV	Professionalism at work: Introduction to business etiquette - The ABCs of etiquette Meeting and greeting scenarios. Making a good first impression, understanding the mechanics of human perception being aware of elements in image building, developing a culture of excellence basic understanding of	8

	acceptable attitudes and mannerisms at work, the role of Good Manners in Business.	

Learning Resources		
1	Reference Books:	1. Business Communication – Lesikar, Flatley, Rentz&Pande, 11/e, TMH, 2010 2. How to win Friends and Influence People by Dale Carnegie 3. Skill with People by Les Giblin 4. The Power of Communication: Skills to Build Trust, Inspire Loyalty, and Lead Effectively, by Helio Fred Garcia, 2012
2	Websites:	https://www.skillsyouneed.com/ https://www.psychologytoday.com/us https://www.dalecarnegie.com/en-gb https://www.themuse.com/
3	Journals:	• SAGE Publication Business and Professional Communication Quarterly (BPCQ) • Indian Journals. Com – the Journal of knowledge and communication • The IUP Journal of Soft Skills
4	Supplementary Reading:	• Business Communication - Sehgal M. K &Khetrapal V, Excel BOOKS. • Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

24MBAL107(b) **IT FOR MANAGERS** (Ver 0)
(Ability Enhancement Course, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
2	-	-	2	Th(100)	ISE	50	Min 40

Course Outcomes: Students will be able to:
1 Analyze industry data using MS-Excel
2 Develop an effective presentation using embedded software
3 Determine enterprise IT architecture for different domain areas.
4 Design conceptual models of a database using ER for real-life applications and also construct queries in Relational Algebra

Unit	Contents	Hours
I	Elements of Modern GUI, Information systems in HR, IT in Marketing, IT in Finance, I.T. Infrastructure, Storage Management, Security Management, Detection of computer frauds, Business Automation, I.S. Choices, MS-Word for Business Analysis. Basic Database Concept	7
II	Using Visual Aids in Business – Factors To Be Considered Before Creating a Presentation, visual media, Designing, setting up the room, advance delivery techniques, Question and answering techniques, Organizing and creating visuals, Personal appearance in Presentation, Creating Effective Presentations with PowerPoint	7
III	Relational Database Model, Characteristics Of RDBMS, Role, And Responsibilities Of DBA, Creating A Table, Updating A Contents Of A Table, Select Command, Range Searching, Pattern Matching, Modifying The Structure Of The Table, Deleting A Table, Grouping Data From A Table – Group By, Having Clause, Sorting Data In A Table – Order By Clause Computer Network, Network Topologies, e-Commerce– Introduction, Advantages of e-Commerce, Types of e-commerce, e-Governance	7
IV	Data Analysis and Business Module Through Excel – Using Excel Efficiency, Formatting Work Sheet, Naming Cells and Range, Advanced conditional Formatting, Data visualization using Spark lines and Excel Charts, Formula Functions and relative and absolute addressing, SUMIF, COUNT, COUNTIF, COUNTBLANK Functions, Amortization Tables, Basic Data Analysis – Sorting, Summarizing, Filtering, Validating Data, Subtotal.	7

Learning Resources		
1	Text books	1. Fundamentals of Computers – V. Rajaraman 2. Fundamentals of Computers – P.K Sinha 3. Excel 2020 Step by Step – Adam Ramirez Microsoft Press PHI
2	Reference Books:	1. Microsoft office 2013 - Schwartz 2. Information Technology for Management – Muthukumern – Oxford
3	Websites:	1. www.udemy.com 2. www.skillyouneed.com 3. www.forbase.com 4. https://nptel.ac.in/courses/106105175/6
4	Journals:	1. IUP Journal of Management Research 2. Express Computer 3. International Journal of Computer Science & Information Technology 4. Education World 5. Asian Journal of Management Cases (New Sub.)
5	Supplementary Reading:	1. Current affairs from newspapers (economic times, Times of India, and newsletters 2. Beyond the MBA – Sameer Kamat
6	Practical Component	1.Field Visit to Industries to learn about office automation in industries. 2. Hands-on experience through practical based on Ms-Excel, Word, and PowerPointSeminar and presentation on a given topic

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

24MBAL108 **UNIVERSAL HUMAN VALUES** (Ver 0)
(Value Addition Course, School of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)			
				Component	Exam	WT	Pass %
2	-	-	2	Th(100)	ISE	50	Min 40

Course Outcomes: Students will be able to
1 Understand the need for developing a holistic perspective of life.
2 Strengthen self-reflection.
3 Develop more confidence and commitment to understand, learn and act accordingly
4 Adapt to professional behavior

Unit	Contents	Hours
I	**Knowing human values:** To know universal values & its connection with human being. Rationality and rational values. Natural & verifiable values. All-encompassing values dimensions & levels. Right Understanding, Relationship and Physical Facility. Understanding the Human Being (As Co-existence of Self and Body). Understanding harmony in family.	8
II	**Applying human values:** Self-exploration & aspirations. Understanding harmony in nature & society. Harmony among the four orders, Physical, Bio , Animal, Human order Understanding Ways of fulfilling them with human values	8
III	**Harmony in the Family and Society:** Harmony in the Family – the Basic Unit of Human Interaction, 'Trust' – the Foundational Value in Relationship, 'Respect' – as the Right Evaluation, Other Feelings, Justice in Human-to Human Relationship, Understanding Harmony in the Society, Vision for the Universal Human Order	8
IV	**Implications of the Holistic Understanding**: A Look at Professional Ethics : Natural Acceptance of Human Values, Definitiveness of (Ethical) Human Conduct, A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order, Competence in Professional Ethics Holistic Technologies, Production Systems and Management Models-Typical Case Studies, Strategies for Transition towards Value-based Life and Profession	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

SYLLABUS FOR MASTER OF BUSINESSADMINISTRATION I (2024-25)

Learning Resources		
1	Text books	1. Naagarazan, R.S.Textbook On Professional Ethics & Human Values. New Delhi: New Age International (P) Ltd, Publisher's New Delhi, 2006. XIV; 137 P. 2. ISBN: 8122418554.174.4 NAA.57443 3. Modi, IshwarHuman Values and Social Change (Essays in Honour of Dr.T.K.N. Unnithan) Jaipur: Rawat Publications, 2000. 447 P.ISBN: 817033604X.303.4 MOD. 33829 4. Naagarazan, R.S.Textbook on Professional Ethics and Human Values. New Delhi: New Age International Publishers, 2008. ix; 169P.ISBN: 9788122419382.174 NAA. 5. Human Society in Ethics & Politics - Bertrand Russell (2015), Taylor and Francis 6. Ethical Philosophy of India - I.C. Sharma (1965)-Johnson publication
2	Reference Books:	1. Tuteja, M.M.Changing Human Values and Leadership Styles.- Jaipur: Printwell Publishers Distributors, 1999. 124 P.ISBN : 8170444950.658.3 TUT. 33317 2. Raghavan, M.P.Professional Ethics and Human Values.- Chennai: Scitech Publications (India) Pvt, Ltd., 2009. 1.1 to 5.36 P.ISBN : 9788183710329.174 RAG.64379 3. Gogate, S.B.Human Values and Professional Ethics.-Noida: Vikas Publishing House Pvt, Ltd., 2011. xvi; 326 P.ISBN : 9788125937135.174 GOG.64848 4. Bhola, PayalHuman Values & Professional Ethics.- Agra-02: Y.K.Publishers,, 2011. 223 P.ISBN 9789380668062.174 BHO/GAR.67967 5. Saxena, AbhayHuman Values and Professional Ethics.- New Delhi: Vayu Education of India, 2010. x; 170 P.ISBN : 9789380712437.174.9 SAX/SHA. 68765
3	Websites :	https://www.youtube.com/watch?v=kOJu1vj_BVk&ab_channel=FearlessSoul https://www.youtube.com/watch?v=a_GPgjnsMzY&ab_channel=DalaiLama https://www.youtube.com/watch?v=Ug4JIJxLSmk&ab_channel=Vidya-mitra https://www.facebook.com/Gurgaon.KIIT/videos/day-4-pt-1-aicte-sponsored-online- sttp-on-human-values-ethics-morals-behavioral-/365086154477360/ http://kierandonaghy.com/seven-best-short-films-introduce-values/ https://www.youtube.com/watch?v=KzqGJmTMY&ab_channel=MindToolsVideos
6	Practical Component	1. Field visits to orphanages, homes for elderly and children wings of hospitals. 2. Visit to village and understanding the concept of social entrepreneurship.

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

SEMESTER-II

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme Per Week			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 201	CC	Financial Management	03	--	--	03	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 202	CC	Marketing Management	03	--	--	03	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 203	CC	Human Resource Management	03	--	--	03	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
4	24MBAL 204	CC	Operation Management	03	--	--	03	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
5	24MBAL 205	CC	Business Environment and Sustainability	03	--	--	03	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
6	24MBAL 206	CC	Business Research Methods	03	--	--	03	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
7	24MBAL 207	AEC	Foreign Language: German	02	--	--	02	50	ISE	50	20	40%
8	24MBAL 208	AEC	R Programing for Managers	02	--	--	02	50	ISE	50	20	40%
9	24MBAL 209	AEC	Office Automation	02	--	--	02	50	ISE	50	20	40%
10	24MBAL 210	DSE	Event Management	02	--	--	02	50	ISE	50	20	40%
	24MBAL 211		Introduction to International Business									
Total				**24**	**--**	**04**	**26**	**800**	**--**	**--**		**--**

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL201 **FINANCIAL MANAGEMENT** (Ver 0)

(Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to

1. Understand the basic concept of financial management.
2. Use of different techniques for financial analysis.
3. Apply working capital management for business decision making.
4. Use of Capital budgeting in an organization.
5. Use of receivable and payable management for better cash management.
6. Understand the concept of dividend policy.

Unit	Contents	Hours
I	**Introduction to Finance:** Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial Analysis-Concepts and objectives,	7
II	**Tools of Financial Analysis:** trend analysis, common size statements, comparative statements: Concepts of Ratio Analysis, Interpretation of Ratio, Advantages and Limitations of Ratio Analysis, Analysis and Interpretation of Financial Statement Using the techniques of Ratio Analysis	7
III	**Working Capital Management:** Concept of Gross and Net Working Capital, Use and Importance of Working Capital, Working Capital Cycle, Influencing Factors, Requirement of Working Capital	8
IV	**Cost of Capital & Capital Budgeting:** Meaning; Factors Affecting Cost of Capital, Measurement of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital Concept and techniques of Capital Budgeting Decisions, Meaning and importance, Evaluation of different proposals under capital budgeting and use in decision making.	8
V	**Receivable and Payable Management** Meaning, objectives, Factors determining credit policy, approaches to evaluate credit policy, Payable Management: Meaning cost and benefits of trade credit, computation of cost of creditors	8
VI	**Dividend Policy:** Meaning, different theories of dividend policy, Forms of Dividends. Factoring	7

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.

2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

Learning Resources		
1	Text books	1. Kapil Sheeba, ―Financial Management" Pearson Publication House. 2. Jonathan Berk, Peter, "Financial Management" Pearson Publication House. 3.Sharan Vyuptakesh, ―Fundamentals of Financial Management" PearsonPublication. 4. James C Van harne, ―Financial Management & Policy" PearsonPublication House. 5. ICSI : Handbook on Mergers Amalgamations and takeovers
2	Reference Books:	1) Pandey I M - Financial Management (Vikas, 2004, 10th Ed.) 2) Van Horne - Financial Management and Policy (Prentice hall, 2003,12th Ed.) 3) Shapiro- Multinational Financial Management (Wiley Dreamtech) 4) Sheebakapil-Fundamental of financial management (Pearson) 5) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.) 6) Prasanna Chandra - Fundamentals of Financial Management (TMH,2004) 7) Knott G - Financial Management (Palgrave, 2004) 8)Lawrence J.Gitman – Principles of Managerial Finance (PearsonEducation, 2004) 9) Khan & Jain, ―Financial Management‖, Tata Mcgraw Hill, 6th edition. 10) R.P.Rustagi, ―Financial Management‖, PHI,10th edition.
3	Websites:	https://finshots.in/ https://www.livemint.com/ https://www.businesstoday.in/ https://www.magzter.com/ https://link.mail.bloombergbusiness.com/public/13091503
4	Journals:	• Prabhandan: Indian Journal of Management • IUP Journals • ICSI Journals • Finance India • Chartered Secretary • Indian Journal of Finance (New Sub.) • Journal of Accounting & Finance etc.
5	Supplementary Reading:	• Financial Express • Economics Times • Business Standard • Times of India • Indian Express.
6	Practical Component	• Practical Problems on Ratio Analysis • Practical Problems on capital budgeting • Practical Problems on working capital • Companies Financial Reports & Corporate case studies

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL202 **MARKETING MANAGEMENT** (Ver. 0)

(Program Core, Department of Management)

<table>
<tr><th rowspan="2">L</th><th rowspan="2">T</th><th rowspan="2">Pr</th><th rowspan="2">C</th><th colspan="5">Evaluation Scheme for (L T P)</th></tr>
<tr><th>Component</th><th>Exam</th><th>Max. Marks</th><th>Minimum Marks For Passing</th><th>Minimum Passing %</th></tr>
<tr><td rowspan="3">3</td><td rowspan="3">-</td><td rowspan="3">-</td><td rowspan="3">3</td><td rowspan="3">Th(100)</td><td>ISE</td><td>20</td><td rowspan="2"></td><td rowspan="3">40%</td></tr>
<tr><td>MSE</td><td>20</td></tr>
<tr><td>ESE</td><td>60</td><td>24</td></tr>
</table>

Course Outcomes: Students will be able to:

1. Demonstrate strong conceptual knowledge in the functional area of marketing management.
2. Identify functional areas of marketing management and its application.
3. Apply analytical skills in identification and resolution of problems pertaining to marketing management.
4. Analyze of various marketing strategies, pricing and channel decisions.
5. Explain integrated marketing communication strategies and evaluation of market performance and recent trends in marketing.
6. Use Marketing information and research to develop Marketing strategies.

Unit	Contents	Hours
I	**Introduction to Marketing & Demand Measurement** Definition – Importance and Scope – Core-concepts of Marketing –Company Orientation Towards Market place - Scanning the Marketing Environment Macro – Demographic, Economic, and Social– Cultural –Political –Legal- Technology-Natural and Microenvironment.	8
II	**Market Segmentation & Product Mix** Bases for market Segmentation, Segmentation of Consumer goods, Industrial goods and services. Effective segmentation criteria, Evaluating & Selecting Target Markets, differentiation, Positioning. Consumer and Business buying process. Concept of Product, Classification- Levels of Product– Product Life Cycle – New Product Development -Branding, Packaging and Labeling.	8
III	**Price, Place &Promotional Mix** Importance of pricing, Pricing Objectives, Price Determination, Procedure – Methods of Pricing. Importance, Functions of Distribution channels - Introduction to the various Channels of Distribution, Channel Management Decision. - Advertising, Sales, Promotion, Publicity and Personal Selling, Impact of Technology &Internet on Promotion.	8
IV	**Marketing Communications**: The Marketing Communication Process, The Promotion Mix, Factors Guiding the Selection of Promotion Mix, Advertising and Its Objectives, Developing The Advertising Campaign; Sales Promotion and Its Objectives, Tools of Sales Promotion, Public Relations and Major Tools; Events and Experiences. Personal Selling: Nature and Process, Direct Marketing.	8
V	**Marketing Planning &Control**	8

	Nature, Scope and Contents of Marketing Plan - Process of planning Concept – Importance- Techniques of control- Annual Plan Control – Profitability Control – Efficiency Control – Strategic Control.	
VI	**Contemporary topics in Marketing:** Marketing of Services, Rural Marketing, Societal Marketing, Direct and Online Marketing International Marketing, Digital Marketing and Green Marketing.	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. Kotler Philip, "Marketing Management 17th Edition 2018", Prentice Hall of India, New Delhi. 2. Saxena Rajan, "Marketing Management 6th Edition 2019", Tata McGraw Hill,New Delhi
2	Reference Books:	1. Station W.J. Etzel M.J., "Fundamentals of Marketing – 14th Edition 2017" , McGraw Walker B.J., Hill International Editions. 2. Srinivasan R., "Case Studies in Marketing", Prentice Hall, New Delhi, 2018 3. Kaushal H., "Case Study Solutions in Marketing", McMillan India 2016 4. V.S.Ramaswamy and S.Namakumari -Marketing Management – MacmilanBusiness Books 5. Arunkumar, M Meenakshi- Marketing Management-Vikas Publication
3	Websites:	https://www.ama.org/ https://www.academyofindianmarketing.org/ https://www.ima-india.com/ https://www.mrsi.co.in/ http://www.rmai.in/
4	Journals:	• Indian journal of marketing • Journal of digital marketing • Journal of Marketing: SAGE Journals
5	Supplementary Reading:	• Economics Times • Brand Equity • Business Standard • The Strategist.
6	Practical Component	1. Student will select any product of their choice and prepare a poster presentation oncore concept of Marketing applicable for the product. 2. Student will select any industry of their choice, identify the major companiesoperating in industry and compare the segmentation strategy used by companies. 3. Group Activity: Students will develop a conceptual new product, identify the targetmarket for the product and develop a marketing plan for the product. 4. Group Activity: Students will prepare an advertisement to promote the conceptual product developed to the target customer.

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL203 HUMAN RESOURCE MANAGEMENT (Ver. 0)

(Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to:

1. Effectively manage and plan key human resource functions within organizations
2. Competency to recruit, train, and appraise the performance of employees
3. Determine the solutions for HR related issues in the organization.
4. Contribute to employee performance management and organizational effectiveness.
5. Rational design of compensation and salary administration
6. Ability to handle employee issues and maintain sound industrial relations

Unit	Contents	Hours
I	**Human Resource Management Concepts** Meaning, Objectives, Scope, Functions, Difference between personnel Management and Human Resource Management, Job Analysis, Job Description and Job Specification,, Concept of Human Resource Planning and its Process,	8
II	**Employee Procurement** Recruitment: - Definition, Sources of Recruitment, Employee Selection – Essential and Process. Concept of Placement and Orientation. Mobility of Employees: - Internal and External.	8
III	**Employee Development:** Training and Development: Importance and Objectives of Training – Assessment of training needs – Methods of Training – Executive Development – Methods and techniques of Executive Development	8
III	**Performance and Career Management:** Career Planning- Benefits of Career Planning, Career Anchor, Career stages, Suggestions for effective career development. Basic Concepts In Performance Appraisal, Methods Of Performance Appraisal,Problems And Solution of Performance Appraisals	8
IV	**Compensation Management and Maintenance of Human** Compensation Management: - Concept, Factors To Be Considered for Fixing Compensation, Components of compensation. Incentive Plans – Types of Incentive Plans – Profit Sharing - Job evaluation - Fringe benefits and services	8
VI	**Industrial Relations:** Concept, Objectives and approaches – Causes and measures for industrial relations - Factors influencing industrial relations - - Role of Trade unions – Collective Bargaining - Workers' participation in management.	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video case and Documentary Films relating to the syllabus to be exhibited in the class

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

Learning Resources		
1	Text books	1. K. Ashwathappa, Human Resource Management. 2. Bohlander And Snell, Managing Human Resources 16th Edition, Cengage Learning. 3. David A. Decenzo, Stephen P. Robbins, Personnel / HRM (11th Edition), Prentice Hall Of India, New Delhi. 4. S. C. Srivastava ,Industrial Relations and Labour Laws, Vikas Publishing House
2	Reference Books:	1. Gary Dessler, Human Resource Management Prentice Hall Of India,NewDelhi, Tenth Edition. 2. Mathis, Jackson, Tripathy, Human Resource Management: A South-AsianPerspective, Cengage Learning. 3. S. D. Punekar, Labour Welfare, Trade Unions and Industrial Relations By(13thEdition), Himalaya Publishing House. 4. N.D.Kapoor—Commercial Law—Sultan Chand publishers, NewDelhi.
3	Websites:	https://www.citehr.com/ https://www.peoplematters.com/es http://www.hrmguide.net/
4	Journals:	1. Indian Journal of Training and Development 2. Indian Journal of Human Development 3. Personnel Today 4. Manpower Journal
5	Practical Component	1. Visit an organization and prepare Job analysis report of any position. 2. Prepare advertisement as part of recruitment for given position. 3. Debate Pros and cons of different training methods

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL204 OPERATIONS MANAGEMENT (Ver. 0)

(Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to:

1. Illustrate basic terms and concepts related to Production & Operations Management
2. Plan effective plant location & layout for the organization.
3. Solve numerical on selective Inventory Control Techniques to Identify the best suitable technique for organization.
4. Design a typical Supply Chain Model for a product / service and analyze its linkages with Customer Issues and Business Issues in a real world context.
5. Develop the quality standards for the products and services by considering its dimensions.
6. Identify the technological gaps in the industries and develop the solutions.

Unit	Contents	Hours
I	**An Overview Of Operations Management** Concept of Operations Management, Types of Production System, Objectives & Scope of Operations Management, Operations in Service Sector, Manufacturing Operations (Goods) versus Service Operations, Decisions in Operations Management. Recent Trends in Operations Management: JIT, Lean Management	8
II	**Operations System Design** Facility Location: Importance, Procedure of Finalizing Location Decisions, Factors Affecting Location Decision. Facility Layout: Objectives, Importance, Types, Factors Influencing Plant Layout. Material Handling: Objectives, Scope, Principles of Material Handling, Classification of MH Equipment, Selection of MH Equipment.	8
III	**Production Planning & Materials Management** Meaning, Objectives, Functions of Production Planning & Control. Make or Buy Decision. Inventory Management: Meaning, Types of Inventory, Objectives of Inventory Management, Selective Inventory Control Techniques: EOQ, ABC, HML, FSN, VED, SOS, GOLF (Numerical Treatment on Basic EOQ Model, ABC)	8
IV	**Supply Chain & Quality Management** Logistics: Introduction, Logistics Activities, Types of Logistics, Service Logistics (3PL, 4PL). Supply Chain Management: Concept, Definition of SC, Evolution of SCM, Functions and Activities of SCM, Logistics Vs SC.	8
V	**Quality Management**	8

	Meaning & Definitions of Quality Dimensions of Quality, Quality control and Quality assurance, Quality Control Tools, Quality Standards, ISO Quality Certifications.	
VI	**Advance Manufacturing Technologies** Role of AI in Manufacturing, Industry 4.0, JIT, LEAN, Agile & Flexible Manufacturing Technologies, Lean and Green manufacturing, Technology advancements and usage in Operations and SCM.	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. Alan Muhjemenn, John Oakland And Keith Lockyer: Production And Operations Management, (Sixth Edition), Pearson Education 2. S.A.Chunawalla And D. R. Patel: Production And Operations Management, Himalaya Publishing House, Mumbai. 3. R. Paanneerselvam, Production And Operations Management, Eastern Economy Edition, New Delhi 4. John O Mcclain And L.Joseph Thomas: Operations Management- Production of Goods And Services, Prentice Hall India, New Delhi.
2	Reference Books:	1. N.D. Vohra: Quantitative Techniques in Management (2021), Tata MacGraw Hill 2. J.K. Sharma: Operations Research Problems and Solutions (2017), Macmillan India. 3. Hamdy A. Taha: Operations Research (2019), Pearson Education.
3	Websites:	https://www.knowledgehut.com/blog/project-management/operations-research https://www.yourarticlelibrary.com/ergonomics/operation-research/operation-research-applications-methodology-and-tools/90745
4	Journals:	1. IUP Journal of Operations Management 2. Journal of Operations & Strategic Planning (New) 3. Vikalpa: The Journal for Decision Makers
5	Supplementary Reading:	1. Operation Research: Theory and application J. K. Sharma Trinity press 2. "Introduction to Operations Research" by F S Hiller and G J Leiberman
6	Practical Component	1. Role play to understand role of operations management department in organization 2. Studying Production process of any local manufacturing organization and classifying it into different types of production. 3. Identifying and visiting any local business to study its Location & Layout Strategies. 4. Library Exercise on Recent Trends in Operations Management undertaken by any one company of your choice.

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL205 BUSINESS ENVIRONMENT AND SUSTAINABILITY (Ver 0)

(Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to:

1. To understand the concept of people, Planet and profit and its relation to business
2. To know the complexity of sustainability, and understand the jargons of sustainability
3. To research about the challenges to achieve sustainable development and study the innovative solutions to challenges.
4. Correlate Sustainability and Strategic Management
5. To design the solutions for dealing with dynamic changes and finding the opportunities for the business
6. To evaluate the global initiative taken for business sustainability

Unit	Contents	Hours
I	**Conceptual framework**: Meaning of sustainability, History of global sustainability, importance for business, the factor that induced the concept of sustainability, the environment and sustainability, ethical issues in sustainable development. Review of contemporary examples of known corporate companies.	7
II	**Business and sustainability:** Social concern regarding sustainability of the world and its impact on business. Sustainability and globalization. The need for sustainable development in respect to environmental issues. The people and profit relation to sustainability. The role of leaders, community, consumers, regulators and employers in developing sustainable business world.	8
III	**World and sustainability:** The concept of sustainability in various developed countries. Their approach to sustainable development, the ethics of business of various developed countries. Ethical decision for applying strategies of sustainability. Indian ethics in business.	7
IV	**Aspects of Merger & Acquisition:** Sustainable development and its role in mergers and acquisition, reorganization, rationalization & redundancy, challenges in following guidelines for sustainable development.	8
V	**Conserving Environment:** Issues related to conserving environment, utilization of resources, pollution and carbon emission and safe guarding communities and biodiversity with respect to running industries.	8
VI	**Global Initiatives**: Sustainability Audit- triple bottom line, the concept of carbon credit. United Nations Agenda for Sustainable Development for 2030 and, the Seventeen Sustainable Development Goals (SDGs). Sustainability and corporate social responsibility.	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. Principles of responsible management: Global Sustainability, Responsibility and ethics by Oliver Laasch and Roger N Conaway. 2. Strategy for Sustainability: A Business Manifesto, by Adam Werbach (2009) 3. CSR, Sustainability, Ethics & Governance) Samuel O. Idowu, René Schmidpeter, Liangrong Zu 4. The Future of the UN Sustainable Development Goals_ Business Perspectives for Global Development in 2030-Sp 5. Sustainable excellence: The future of business in a fast -changing world, by Aron Cramer and Zachary 6. Kaeabell (2010) Sustainability concept in developing countries.
2	Reference Books:	Business and Environmental Sustainability: Foundations, Challenges and Corporate Functions: By Sigrun M. Wagner - Routledge and CRC Press ISBN 9781138632424 (2020) Sustainability of Business in the Context of Environmental Management - by Kamlesh Pritwani ISBN-13 978-1032653884 (2019)
3	Websites:	https://ceerapub.nls.ac.in/business-environment-and-sustainability-reporting-in-india-a-note-on-the-sebi-guideline/ https://sustainabledevelopment.un.org/memberstates/india
4	Supplementary Reading:	1. International Journal of Environment and Sustainable Development. 2. IIMBG Journal of Sustainable Business and Innovation.

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL206 **BUSINESS RESEARCH METHODS** (Ver 0)

(Program Core, Department of Management)

<table>
<tr><th rowspan="2">L</th><th rowspan="2">T</th><th rowspan="2">Pr</th><th rowspan="2">C</th><th colspan="5">Evaluation Scheme for (L T P)</th></tr>
<tr><th>Component</th><th>Exam</th><th>Max. Marks</th><th>Minimum Marks For Passing</th><th>Minimum Passing %</th></tr>
<tr><td rowspan="3">3</td><td rowspan="3">-</td><td rowspan="3">-</td><td rowspan="3">3</td><td rowspan="3">Th(100)</td><td>ISE</td><td>20</td><td rowspan="2"></td><td rowspan="3">40%</td></tr>
<tr><td>MSE</td><td>20</td></tr>
<tr><td>ESE</td><td>60</td><td>24</td></tr>
</table>

Course Outcomes: Students will be able to:

1. Define[2] the Types of Research and the Process of Research in detail.
2. Develop[6] research design as per the objective of the research.
3. Describe[2] the various Methods of Research Design in detail and Describe Sampling design
4. Illustrate[3] the Primary & Secondary Sources of data collection and demonstrate
5. Analyze[4] the collected data for better decision making.
6. Design[6] Research Report & Presentation.

Unit	Contents	Hours
I	**Foundations of Business Research:** Meaning, Objectives of Research; Types of Research; Research Process; Features of a Good Research Study. Research Application in Business Management. Identification of Research/Management problem	9
II	**Research Design:** Concept and importance of research design, Types of research design, Features of good Design, Sampling Design steps in sample Design, determining size of sample. Statistical design. Review of Literature, Setting of Objectives, Framing of Hypothesis	9
III	**Measurement & Scaling Techniques:** Concept of Measurement, Problems in Measurement in Management Research; Levels of Measurement - Nominal, Ordinal, Interval, Ratio. Concept of Scale, Scaling Techniques. Requisites of a Good Questionnaire, Designing a Questionnaire.	9
IV	**Data Collection and Preparation:** Primary and Secondary data, Methods and tolls of data collection. Construction of good questionnaire, Editing, Coding, Classification, Tabulation, Graphical representation.	9
V	**Processing and Analyzing data:** Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis („t" test, Chi- Square test, F test), Testing of hypothesis, Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excel and SPSS for data analysis, descriptive and inferential statistics	9
VI	**Types and Layouts of Report:**	9

	Layout of Research Paper. Precautions in preparing reports; Drawing suggestion & conclusion; APA & MLA, Citation, Bibliography and Annexure in the Report-it's Significance, Report Writing.	

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. C.R. Kothari Research Methodology Methods And Techniques, Wiley Eastern. 2. G.C. Beri: Marketing Research Tata Mcgraw Hill Publishing Company Limited, New Delhi, 2020
2	Reference Books:	1. Goode And Hatt : Methods In Social Research, Mc-Graw Hill, Kogakusha Ltd., New York. 2. V.P. Michael: Research Methodology In Management, Himalaya Publishing House, Mumbai, 1985. 3. Kerllnger. Fred N.: Foundations Of Behavioral Research, New York, Holt, Rinehart And Winston, 1973. 4. Dorald S. Tull, Del I Hawkins: Marketing Research, Prentice Hall Of India, New Delhi, 1996. 5. Hans Raj: Theory And Practice In Social Research, Surjeet Publications, Delhi
3	Websites:	1. https://www.spss-tutorials.com/basics/ 2. https://www.nielsen.com/in/en/
4	Journals:	1. The Journal for Decision Makers - Vikalpa 2. Indian journal of marketing
5	Supplementary Reading:	1. Journal of Business Research – Elsevier 2. https://www.iresearchservices.com 3. Economics Times, 4. Business Standard
6	Practical Component	1. Students will actually conduct research and submit the research report using following guidelines. 2. Identify the research problem of your choice. 3. Formulate it into a Research title. 4. Collect at least five published research paper and conduct the review of that research paper. 5. Identify different variables that can be studied in the stated research problem. 6. Prepare at least five hypotheses on the research problem. 7. Suggest Research design to conduct the research on the problem. (Sampling Design and Data Collection method). 8. Collection, analysis and interpretation of data. 9. Writing a detail research report using citation and bibliography

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL207 **FOREIGN LANGUAGE GERMAN** (Ver 0)

(Ability Enhancement Course, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	-	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to:

1 Use basic words & sentences in German Language
2 Develop basic vocabulary in German Language.
3 Develop skills to understand spoken German and engage in simple conversations
4 Practice reading and writing basic German texts

Unit	Contents	Hours
I	Unit 1: Greetings and Introductions: Basic phrases, introducing oneself and others. Alphabet and Pronunciation: German alphabet, pronunciation rules. Numbers: Counting, telling time dates.	7
II	Unit 2: Everyday Life Family and Friends: Vocabulary related to family members, describing people. Daily Activities: Common verbs, daily routines, hobbies. Shopping: Vocabulary for shopping, asking for prices, making purchases.	8
III	Unit 3 : Grammar Talk about your daily routine and discuss the weather Make appointments and arrange meetings Write, revise and proofread short texts in German Pronounce German words correctly Use German grammar with ease and fluency	7
IV	Unit 4: Theme: In the city / naming places and buildings, means of transport, basic directions / Grammar: definite and indefinite. Directions: Asking for and giving directions, understanding maps. Transportation: Vocabulary for different modes of transport, buying tickets.	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	NETZWERK Deutsch als Fremdsprache A1
2	Reference Books:	Schulz-Griesbach: Deutsch als Fremdsprache. Grundstufe in einem Band (for Grammar)
3	Websites:	https://www.goethe.de/en/spr/kup/prf/prf/sd1/ueb.html http://www.deutschkurse-

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL208 R PROGRAMING FOR MANAGERS (Ver 0)

(Ability Enhancement Course, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	-	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to:

1 Analyze4 the fundamentals of R Programming.
2 **Apply3** the concepts of R data types and logical operators.
3 **Use3** the different R-functions & different arrays and matrices
4 **Apply3** the knowledge of data frames & file handling systems.

Unit	Contents	Hours
I	**Introduction to R** Concept and purpose of R, Advantages of R over Other Programming Languages, R Studio: R Command Prompt, R Script File, comments- Handling Packages in R: Installing a R Package, Few Commands to get started: installed. packages(), package Description(), help(), find. package(), library() - Input and Output – Entering Data from keyboard – Printing Fewer Digits or More Digits –Special Values Functions : NA, Inf and –inf.	7
II	**R Data Types** Vectors, Lists, Matrices, Arrays, Factors, Data Frame – R - Variables: Variable assignment, Data Types of Variable, Finding Variable ls(), Deleting Variables, R Operators: Arithmetic Operators, Relational Operators, Logical Operator, Assignment Operators, Miscellaneous Operators - R Decision Making: If Statement, If -Else Statement, If – Else If Statement, Switch Statement – R Loops: Repeat Loop, While Loop, For Loop - Loop Control Statement: Break Statement, Next Statement.	8
III	**R-Function** Function definition, Built in functions: mean(), paste(), sum(), min(), max(), seq(), userdefined, function, calling a function, calling a function without an argument, calling a function with argument values - R-Strings – Manipulating Text in Data: substr(), strsplit(), paste(), grep(), toupper(), tolower(),R Matrices – Accessing Elements of a Matrix, Matrix. Computations: Addition, subtraction, Multiplication and Division- R Arrays: Naming, Columns and Rows,	7
IV	**Data Frames and Loading and handling Data in R** Create Data Frame, Data Frame Access, Understanding Data in Data Frames: dim(), nrow(), ncol(), str(), Summary(), names(), head(), tail(), edit() functions - Extract Data from Data, Loading and handling Data in R:	8

	Getting and Setting the Working Directory – getwd(),setwd(), dir() - R-CSV Files - Input as a CSV file, Reading a CSV File, Analyzing the CSV File: summary(), min(), max(), range(), mean(), median(), apply() -	

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	• Andrie de Vries, Joris Meys, R for Dummies A Wiley Brand, 2nd Edition, John Wiley and Sons, Inc, 2015.
2	Reference Books:	• Sandip Rakshit, R Programming for Beginners, McGraw Hill Education (India), 2010. • Seema Acharya, Data Analytics using R, McGrawHill Education (India), 2010. • Tutorials Point (I) simply easy learning, Online Tutorial Library (2018), R Programming, Retrieved from https://www.tutorialspoint.com/r/r_tutorial.pdf.
3	Websites:	https://www.r-project.org/about.html https://www.w3schools.com/r/ https://en.wikipedia.org/wiki/R_(programming_language)
4	Supplementary Reading:	R : a first course in programming and statistics The Art of R Programming
5	Practical Component	Using R execute the basic commands, array, list and frames Vector Creation Using Colon Operator Vector Creation Using Colon Operator R – Matrices Getting Structure of Data Frame Create a Matrix using R and Perform the operations addition, subtraction, multiplication, transpose, inverse

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

241MBA209 **OFFICE AUTOMATION** (Ver 0)

(Ability Enhancement Course, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	-	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to:

1. Understand basic concepts and computer terminology and Use operating system features
2. Prepare proper documents
3. Prepare effective presentation
4. Analyze any data with the help of spreadsheets.

Unit	Contents	Hours
I	**Introduction to Computer, Concept of Operating System & Word Processing** Definition of Computer, Characteristics & Limitations of Computer, Generations of Computer, Block Diagram of Computer, Concept of Hardware and Software, **Operating System:** Function of Operating System, Types of O.S., Features of Windows Operating System, Default Icons on Desktop – My Computer, Recycle Bin, My Network Places and Internet Explorer, Important Terms in Windows – Icons, Desktop, Folder, Star Button, Concept of Cut, Copy and Paste operation, Concept of Start Button	**10**
II	**MS-Word:** Component of MS-Word window, Page-Setup in MS-Word, How of Print Document, Formatting the Document, Inserting & Formatting table, Inserting various objects in the document, Mail-Merge Utility, Cursor Control Keys,	**7**
III	**Data Analysis Through Excel and Presentation Techniques**. MS-Excel: Features of Excel, Formatting Work Sheet- Formatting cell, conditional formatting, Lookup Functions, IF, SUM, SUMIF, SUMIFS, COUNT, COUNTIF, COUNTIFS, COUNTBLANK Functions, Function for Financial Decision – PV, FV, PMT, PPMT, IPMT Functions, TEXT Functions, Date and Time Functions, Decision Making Using – Goal Seek, Scenario Manager, Basic Data Analysis – Sorting, Summarizing, Filtering, Validating Data, Summarizing Data with Chart, Describe Data Using Pivot Table	**7**
IV	**MS-PowerPoint:** Factors to Be Considered Before Creating a Presentation, Creating and setting Presentations with PowerPoint, Applying Animation Effects, Slide Transition Effects, Views in PowerPoint, Use of Text, Images, ClipArt's, Hyperlinks, Video and Audio and Action Buttons in Presentation. Opening, Viewing, Creating and Printing slides, applying auto layouts, adding custom animation, using slide transitions, graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.	**6**

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	1. Computer Fundamentals by P. K. Sinha&PritiSinha, 5th edition, BPB pub. 2. Computer Fundamentals by Balguruswami 3. Microsoft Office 2013 All-In-One For Dummies By Peter Weverka, Wiley India Pvt Ltd, ISBN 10: 812654175X 4. Microsoft Office 2010 Digital Classroom by AGI Creative Team John Wiley & Sons; Pap/Psc edition (1 March 2011) ISBN-10: 0470577770 5. Operating System Concepts: International Student Version By Silberschatz Wiley; Eighth edition (20 April 2009) ISBN- 10: 8126520515
2	Reference Books:	1. Microsoft Office 2010 Bible By John Walkenbach Wiley India Private Limited (28 September 2010) ISBN-10: 8126528397 2. Microsoft Windows Operating System Essentials By Tom Carpenter John Wiley & Sons (9 February 2012) ISBN- 10: 1118195523 3. Microsoft Windows Operating System Essentials By Tom Carpenter ISBN: 978-1-118-19552-9 4. Fundamentals Of Computers 5Ed By V. Ra
3	Practical Component	1. Working with Documents, Opening and Saving files, editing text documents, Inserting, Deleting, Cut, Copy, Paste, Undo, Redo, Find, Search, Replace, formatting page and setting Margins. 2. Working with Spread Sheet and its Application, Menus, Main Menu, Opening Spreadsheet, Spread Sheet Addressing, Entering and Deleting Data, Inserting Functions, Formatting and Setting Formula. 3. Working with Power Point, Creating and opening presentations, Slides and Layouts, Formatting a presentation , Animation and Effects using PowerPoint, Adding effects to the presentation and Transition effect.

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL210 EVENT MANAGEMENT AND PUBLIC RELATIONS MANAGEMENT (Ver 0)

(Discipline Specific Elective, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	-	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to:

1 Explain the role of event management in overall marketing activity of the company.
2 Elaborate detailed structure of event management organization.
3 Evaluate opportunities of corporate branding and image building through event.
4 Explain the process of event management plan.
5 Explain event as communication and marketing tool.
6 Evaluate the emerging trends in event management.

Unit	Contents	Hours
I	**Principles of Event Management** Review of changing Indian event industry .Historical Perspective, Introduction to Event Management, Size and Type of Event, Event Team, Code of Ethics) Principles of Event Management, Concept and Designing, Feasibility, Keys to Success, SWOT.	7
II	**Event Planning and Team Management** Aim Of Event, Develop A Mission, Establishing Objectives, Event Proposal, Planning Tools, Protocols, Dress Codes, Staging, Staffing, Leadership, Traits And Characteristics decision making process in event industry.	8
III	**Event Marketing, Advertising with Public Relations Management** Nature and Process of Marketing, Mix, Sponsorship, Image, Branding, Advertising Publicity PR, Nature and process of PR, Social media used in EM sect oral applications. Written And Oral Communication Of Event	7
IV	**Event, Safety Security Logistics, Evaluation Assessment & Trends-** Security, Occupational, Safety, Crowd Management, Major Risks And Emergency Planning, Incident Reporting, Emergency Procedures, Fabrications, Light Sound And Vender Handling., Evaluation and Impact Assessment: Concept, Techniques and Application, Monitoring and Controlling the Event, Emerging Trends in Event Management, Careers in Event Management	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

Learning Resources		
1	Text books	Lynn Van Der Wagen and Brenda R. Carlos- Event Management: For Tourism, Culture, Business, and Sporting Event- Pearson
2	Reference Books:	1. Swarup K. Goyal- Event Management – Adhyayan Publication 2. Sandhya A. Kale – Event Management - Gaurav Publication 3. Mittal, R- EventmanagementIn Leisure and Toursm- New Delhi, Rajat Publication 4. Mohan,S- Event Management and Public Relation- New Delhi, Enkay Publication House 5. Sharma,D- Event Planning and Management- New Delhi, Deep andDeep Publication
3	Websites:	www.wizcraftworld.com www.360x.agency www.procam.in
4	Supplementary Reading:	India Today- Magazine Trade Show News Network Event Marketer
5	Practical Component	1. Voluntarily participate in any three events and write a report on it. 2. Prepare event sponsorship proposal for any two actual event happing in Kolhapur. 3. Design event plan and executive it under the guidance of professional experts 4. Design ATL and BTL promotional activity of event

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

24MBAL211 INTRODUCTION TO INTERNATIONAL BUSINESS (Ver 0)

(Discipline Specific Elective, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	-	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to:

1 Recognize2International market to understand an organization's international business decision-making.
2 Appraise4 the environment to evaluate the impact of world issues on an organization's international business opportunities.
3 Identify4 and interpret3 relevant international financial documents, and evaluate financial strategies that support an organization's integrative trade initiatives.
4 Evaluate6 the impact of statutory and regulatory compliance on an organization's integrative trade initiatives

Unit	Contents	Hours
I	**International Business** Introduction to International Business, Importance, Nature and Scope of International Business; Modes of entry into International Business; Internationalization Process and Managerial Implications; Multinational Corporations and Their Involvement in International Business.	7
II	**International Business Environment** International Financial Organizations and Environmental framework - Role of GATT, WTO,IMF and World Bank, EPRG, Framework; International Business Environment: Economic, Political, Cultural, Legal and Economic Environments in International Business.	8
III	**Global Trading and Investment Environment** World Trade in Goods and Services – Major Trends and Developments; World Trade and Protectionism – Tariff and Non-Tariff Barriers; Foreign Investments- Pattern, Structure and Effects; Movements in Foreign Exchange and Interest Rates and Their Impact on Trade and Investment Flow	7
IV	**Development in Monetary Scenario** Breeton Woods System to EURO and its Implications, SAARC, G7, G20 and BRIC countries, Country Risk Analysis. Foreign Exchange Rate and Market - Types of Exchange Rate.	8

Note: 1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.
2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class

CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (2024-25)

Learning Resources		
1	Text books	K Aswathappa,International Business, 5th Ed., Mcgraw Hill Education, 2012.
2	Reference Books:	1. Francis Cherunilam, International Business : Text and Cases, 5th Ed., PHI Learning Pvt. Ltd-New Delhi, 2010. 2. Rakesh Mohan Joshi, International Business, 1st Ed., Oxford University Press, USA, 2009. 3. Sharan, International Business : Concept, Environment and Strategy, Pearson India, 2010. 4. Justin Paul, International Business, 6Ed., PHI Learning Pvt. Ltd-New Delhi, 2010.
3	Websites:	https://open.umn.edu/opentextbooks/textbooks/72 https://www.measiim.edu.in/myweb/uploads/2022/05/PMFEB.pdf
4	Supplementary Reading:	Business World Trade Show News Network International Business Reports
5	Practical Component	1. Voluntarily participate in all activates in the classroom. 2. Prepare posters for various multinational business organizations

D.Y. PATIL EDUCATION SOCIETY

(DEEMED TOBE UNIVERSITY), KOLHAPUR

SCHOOL OF ENGINEERING AND MANAGEMENT

DEPARTMENT OF MANAGEMENT

CURRICULUM

FOR

MASTER OF BUSINESS ADMINISTRATION

For the Scheme 2024-25

SEMESTER-III & IV

With the effect from Academic Year 2025-26

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

SEMESTER-III

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme L	T	P	Credits	Total Marks	Evaluation Scheme Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 301	CC	Strategic Management	2	1	--	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 302	CC	Business Ethics and Governance	2	1	--	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 303	CC	Management Information System	2	1	--	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
4	24MBAL 304XXXX & 24MBAL 304XXXX	DSE	Discipline Specific Elective Courses (3x2=6*2=12)	12	--	--	12	100*4	MSE	20		40%
									ESE	60		
									ESE	60	24	
5	24MBAL 305	VAC	Discipline Specific MOOC	--	2	--	2	50	ISE	50	20	40%
6	24MBAL 306	CC	Mini Project	--	2	--	2	50	ISE	50	20	40%
7	24MBAL 307	SEC	Domain Specific Event	--	--	2	1	50	ISE	50	20	40%
				18	**7**	**2**	**26**	**850**	**Total Credit=26 Total Cont HR=27**			

Note: *Note- Student has to earn minimum 50% of ISE marks to be eligible for ESE.

L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age

CC: Core Course, DSE: Discipline Specific Elective, AEC: Ability Enhancement Course, SEC: Skill Enhancement Course, VAC: Value Added Course, MDE: Multi-Disciplinary Elective course

ISE: Internal Student Evaluation, MSE- Mid Semester Evaluation, ESE End Semester Examination FEP : Faculty Evaluation Practical, POE : Practical Oral Examination. OE- Oral Examination

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

Domain Specific Electives

MARKETING MANAGEMENT

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 304MM1	DSE	Consumer Behavior	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 304MM2	DSE	Sales and Distribution Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 304MM3	DSE	Marketing Research	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

FINANCIAL MANAGEMENT

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 304FM1	DSE	Security Analysis and Portfolio Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 304FM2	DSE	Banking and Insurance	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 304FM3	DSE	Management of Financial Markets and Institutions	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

HUMAN RESOURCE MANAGEMENT

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1		DSE	Strategic Human Resource	3	-	-	3	100	ISE	20		40%
									MSE	20		

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

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	24MBAL 304HR1		Management						ESE	60	24	
2	24MBAL 304HR2	DSE	Learning and Development	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 304HR2	DSE	Compensation and Benefits Administration	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

INFORMATION TECHNOLOGY AND ANALYTICS

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 304IT1	DSE	Database Management System	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 304IT2	DSE	Cyber Security	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 304IT3	DSE	Data Visualization Tools – Tableau	2	-	2	3	100	ISE	50		40%
									POE	50	20	

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 304OM1	DSE	Logistics Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 304OM2	DSE	Purchase and Vendor Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 304OM3	DSE	Warehouse Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL301	**STRATEGIC MANAGEMENT** (Ver.1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
2	1	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] basic concepts of strategic management, generic strategic alternatives and its process.
CO2	Explain[2] the basic concepts of strategic management, generic strategic alternatives and its process.
CO3	Apply[3] the various methods used for the analysis for better market understanding.
CO4	Correlate[5] Sustainability and Strategic Management objectives for green practices.
CO5	Develop[6] skills to evaluate the alternate solutions of business problems.
CO6	Connect[3] industry with social responsiveness and strategic collaboration.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1				
CO2	1		2			1
CO3	1				2	
CO4		1			1	
CO5		1	1			
CO6				2		1

Unit	Content	Hours
I	**Introduction to Strategic Management** Strategy, concept, relevance and benefits, Strategic Management Process, Levels of Strategy, Approaches to Strategic Decision Making, Strategic Intent, Vision, Mission, Goals and Objectives, Strategy and Corporate Governance.	7
II	**Strategic Decision Making** understanding strategic management frameworks, analyzing internal and external environments, generating and evaluating alternative solutions, and implementing and monitoring decisions.	7
III	**Corporate Level Strategies**	7

DEPARTMENT OF MANAGEMENT

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MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

	Stability Strategy – BCG portfolio model, Generic strategies; Expansion strategies – Ansoff Matrix, Integration Strategies, Diversification Strategies, Cooperative Strategies ; Retrenchment Strategies.	
IV	**Strategic Analysis** Corporate Portfolio Analysis- SWOT Analysis, BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix, PESTLE Analysis, Porter's Five Forces & Value Chain Analysis.	8
V	**Management for Sustainability** Corporate Sustainability for Strategic management – Profit Maximization vs Sustainability, Triple Bottom Line, Three Types of Capital, Sustainable Strategic Management.	8
VI	**CSR and Strategic management** Differing views on Social Responsibility, CSR and Sustainability, Social Responsiveness and Strategic Management	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Business Policy and Strategic Management (Text and Cases) , Subba Rao, P 2010. 2. Strategic Management Michael Hitt, Ireland, Hoskission, 2010, Cengage Learning, NewDelhi.
2	Reference Books:	1. Strategic Management: An Integrated Approach – By Charles Hill and Gareth Jones, biztantra Publication 2. Strategic Planning formulation for Corporate Strategy – By Namakumari and Ramaswami
3	Websites:	1. https://strategicmanagementinsight.com/ 2. https://str.aom.org/home
4	Journals:	1. Prabandhan : Indian Journal of Management 2. Wiley online library Strategic Management Journal
5	Supplementary Reading:	1. Strategic Management Research in Management Journals
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20	√					
Assessment 2 – Project based Learning			√	√	√		
Assessment 3 – Hands on practice / Simulation / Seminars							
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).			√				

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24MBAL302	**BUSINESS ETHICS AND GOVERNANCE** (Ver. 1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
2	1	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Understand[1] the foundational concepts of business ethics and its relevance in managerial decision-making.
CO2	Analyze[4] ethical issues in various business contexts and apply ethical principles to resolve them.
CO3	Evaluate[5] corporate governance frameworks and the role of regulatory bodies.
CO4	Examine[4] the responsibilities of corporations toward stakeholders and society at large.
CO5	Assess[5] real-world case studies on corporate misconduct and ethical best practices.
CO6	Integrate[2] governance mechanisms into strategic management and organizational processes.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3			2		
CO2	3		2	2		
CO3	3			2		2
CO4	2		3			
CO5	3		2	2		
CO6	3	1	2			2

Unit	**Content**	**Hours**
I	**Introduction to Business Ethics:** Definition, nature and objectives of ethics, Business ethics and corporate governance, Ethical dilemmas in business, Ethical decision-making frameworks, Ethical issues in Indian business culture and family-run enterprises, Role of traditional Indian philosophy (Gandhian ethics, Arthashastra principles) in shaping ethical thinking	8
II	**Corporate Governance Frameworks:** Concepts and importance of corporate governance, principles and practices of good governance, Regulatory framework in India (SEBI, Companies Act) SEBI's LODR Regulations (Listing Obligations and Disclosure Requirements) Board structure and committees, Role of Ministry of Corporate Affairs (MCA) in enforcing corporate discipline	8

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III	**Stakeholder Management and Social Responsibility:** Stakeholder theory, Corporate Social Responsibility (CSR), Section 135 of the Indian Companies Act, 2013 – CSR mandate for Indian companies, Triple Bottom Line, Ethical issues in marketing, finance, and HRM.	8
IV	**Corporate Misconduct and Whistleblowing:** Fraud, insider trading, bribery and corruption, Whistleblower protection and ethics hotlines, Case studies of ethical lapses in India and globally.	7
V	**Ethics in Global Business:** Cross-cultural ethics, International codes of ethics (UNGC, OECD Guidelines), Sustainable and inclusive business practices. Case studies for comparisons among countries.	7
VI	**Governance and Strategic Management:** Ethical leadership, risk management and governance, Business ethics audits and reporting, ESG integration and governance rating, ESG Reporting Practices as per Business Responsibility and Sustainability Reporting (BRSR) guidelines by SEBI	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:		
1	Text books	1. Fernando, A.C., Business Ethics: An Indian Perspective, Pearson Education 2. Ghosh, B.N., Business Ethics and Corporate Governance, Tata McGraw-Hill
2	Reference Books:	1. Velasquez, M.G., Business Ethics: Concepts and Cases, Pearson 2. Crane, A., and Matten, D., Business Ethics, Oxford University Press
3	Websites:	1. www.ethics.org 2. www.globalreporting.org 3. www.cii.in 4. www.sebi.gov.in
4	Journals:	1. Journal of Business Ethics 2. Corporate Governance: An International Review
5	Supplementary Reading:	1. Harvard Business Review articles on ethics and leadership 2. Case studies from The Economist, McKinsey Insights
6	Practical Component	1. **Case Analysis:** Infosys' response to whistleblower allegations or TATA Group's handling of ethical disputes. 2. **Stakeholder Mapping Exercise:** Conduct a stakeholder analysis for an Indian company undertaking a new project (e.g., Adani's green energy initiatives). 3. **Ethical Reporting Simulation:** Draft an anonymous whistleblower report for a fictional ethical violation.

		4. **Documentary Analysis:** Watch and reflect on films like *The Corporation*, *Inside Job*, or *Bad Boy Billionaires* (Netflix – Indian context).

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20	√					
Assessment 2 – Project based Learning			√	√	√		
Assessment 3 – Hands on practice / Simulation / Seminars							
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).			√				

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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL303	**MANAGEMENT INFORMATION SYSTEM** (Ver.1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	1		3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Discuss[2] basics of Management Information System for achieving organizational goals.
CO2	Interpret[3] various types of information system on different levels.
CO3	Design[6] Information System as per organization requirements.
CO4	Evaluate[5] factors for success and failures of Information system
CO5	Apply[4] suitable ERP system
CO6	Assess[4] suitable ERP package from ERP market.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1			2		
CO2		1				
CO3	1		1			
CO4	2				1	
CO5		2		1		
CO6			1	1		1

Unit	Content	Hours
I	**Information System in Business Organization** Introduction to data, information and knowledge concept system, introduction to Information System, Components of Information System The role of information system Importance of information system. characteristics of system The place of information systems in the organization MIS- resource of an organization. **Tutorial** Case Study – Role and importance of Information System	8
II	**Major Types of Information Systems** Types of Information Systems Information needs of different organization levels. Major types of information system in organization and relationship between them, TPS_ transaction processing system, KWS _ knowledge work system OAS _ office automation system DSS _ decision support system **Tutorial** Case Study- Significance of different types of Information system in the organization	8
III	**Design and Development of Information System**	8

	Building information systems: Contemporary approaches. Systems as a planned organizational change. Overview of SDLC. SDLC phases Implementation of Information System, Implementation issues of Information System, Alternative system building methods – system life cycle, proto typing, application of software packages, end user development and outsourcing. **Tutorial** Case Study – Design and develop Information System for any organization	
IV	**Information System Success and Failure** Major problem areas in information system, causes of information system success and failure, evaluation of success of information systems. Principle causes of information system failure, appropriate strategies to implement the process. **Tutorial** Case Study – causes of information system success and failure	7
V	**ERP Introduction** Introduction to ERP, need for ERP, Stages of ERP Evolution advantages, disadvantages of ERP, modules of ERP, IS Success and Failure, ERP selection criteria, different phases of ERP implementation **Tutorial** Case Study – ERP selection criteria	7
VI	**ERP Market** SAP - Evolution of SAP, SAP – Modules Financial Accounting (FI) Financial Supply Chain Management (FSCM) Controlling (CO) Materials Management (MM) Sales and Distribution (SD) Logistics Execution (LE) Production Planning (PP) Quality Management (QM) Plant Maintenance (PM) Project System (PS) Human Resources (HR) SAP, Architecture SAP, Project Lifecycle, Career in SAP **Tutorial** Case Study – SAP – Modules as per requirement	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:		
1	Text books	1. Management of Information systems – Gordon B. Davis & Margreth H.Olson 2. Management of Information systems – Jawadekar W.S. 3. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
2	Reference Books:	1. Management of information systems – James A. O'Brien 2. Information system concepts for management – 4th edition Lucas 3. Management of information systems – 2nd edition – Kroenke David. 4. Management of information systems – Organisation and Technology by
3	Websites:	1. https://csus.libguides.com/ 2. https://www.ebsco.com/
4	Journals:	1. Journal of Management Information Systems: JMIS.

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		2. Journal of Information Systems Engineering and Management
5	Supplementary Reading:	Information Systems: Foundation of E-Business: United States Edition" by Steven Alter
6	Practical Component	Individual Activity: students will work on case studies in each tutorial session Group Activity: Students will work in a team for field work

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	**20**		√	√	√		
Assessment 2 – Project based Learning						√	√
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

Marketing Management

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24MBAL 304MM1	**CONSUMER BEHAVIOR** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Describe[2] the role of consumer behavior in shaping marketing strategies.
CO2	Analyze[4] the psychological, personal, and cultural factors that influence buying decisions.
CO3	Evaluate[5] the decision-making process of consumers in different buying contexts.
CO4	Apply[3] consumer behavior concepts to segment markets and position products effectively.
CO5	Interpret[2] consumer insights using qualitative and quantitative research techniques.
CO6	Develop[6] marketing strategies grounded in behavioral understanding.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2			
CO2		2		1		1
CO3	2					
CO4			1		1	
CO5	2		1			
CO6				1	1	

Unit	Content	Hours
I	**Introduction to Consumer Behavior** Definition, scope, and importance, Evolution of consumer behavior, Consumer behavior and marketing strategy, Interdisciplinary nature of consumer behavior, Customer value, satisfaction and loyalty	7
II	**Consumer Research and Market Segmentation** Consumer research process and methodologies, Primary vs secondary research, Quantitative vs qualitative research, Consumer segmentation, targeting and positioning, VALS framework and lifestyle segmentation.	7
III	**Psychological Influences on Consumer Behavior** Perception: Process and factors, Learning: Behavioral and cognitive approaches, Motivation and involvement, Personality and self-concept, Attitudes and attitude change strategies.	7
IV	**Social and Cultural Influences**	8

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	Role of family, reference groups, opinion leaders, Social class and its impact, Culture and subculture, Cross-cultural consumer behavior, Role of digital and social media in group influence	
V	**Consumer Decision-Making Process** Types of buying decisions: Complex, habitual, variety-seeking, Stages in the decision-making process, Post-purchase behavior and dissonance, Consumer decision rules and heuristics, Influence of risk and uncertainty.	8
VI	**Applications and Emerging Trends** Organizational buying behavior vs. individual behavior, Ethical and legal issues in consumer behavior, Green and sustainable consumer behavior, Online and digital consumer behavior, Neuro-marketing and behavioral economics	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Schiffman, L.G., Wisenblit, J., & Kumar, S. (2020). Consumer Behavior. Pearson Education. 2. Solomon, M.R. (2020). Consumer Behavior: Buying, Having, and Being. Pearson.
2	Reference Books:	1. Hawkins, D. I., & Mothersbaugh, D. L. (2021). Consumer Behavior: Building Marketing Strategy. McGraw-Hill. 2. Loudon, D. L., & Della Bitta, A. J. (2002). Consumer Behavior: Concepts and Applications. Tata McGraw-Hill.
3	Websites:	1. https://www.consumerpsychologist.com 2. https://www.mckinsey.com
4	Journals:	1. Journal of Consumer Research 2. Journal of Retailing and Consumer Services
5	Supplementary Reading:	1. Articles from Harvard Business Review (HBR) on consumer insights and marketing psychology.
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

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Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20				√	√	√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL304MM2	**SALES AND DISTRIBUTION MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Define[1] sales management, personal selling, and the integration of these into marketing strategy for organizational goal attainment.
CO2	Compare[4] the structure, roles, and responsibilities in a sales organization and evaluate how effective sales executives and inter-departmental relationships add to performance.
CO3	Apply[3] sales force management principles such as recruitment, training, motivation, and compensation to improve sales team effectiveness.
CO4	Assess[5] sales forecasting, budgeting, territory management, and key account strategies to track and manage sales performance.
CO5	Comprehend[4] the structure, functions, and behavioral dimensions of marketing channels and the intermediary's role in value creation and delivery.
CO6	Create[6] proper channel strategies such as electronic channels, member selection, and target market alignment to maximize distribution efficiency.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2	1		1		
CO2		1	2		1	
CO3	2		2		2	
CO4	2	2				
CO5	1			1		
CO6		2				2

Unit	Content	Hours
I	**Personal Selling and Marketing Strategy:** Sales Management and Business Enterprise, Sales Management, Personal Selling & Salesmanship, Setting Personal Selling Objectives, Theories of Selling, Determining Sales-Related Marketing Policies, Formulating Personal - Selling Strategy.	7
II	**Organizing the Sales Effort:** The Effective Sales Executive, the Sales Organization, Sales Department Relations, Distributive - Network Relations.	7

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III	**Sales Force Management:** Personnel Management in Selling field, Recruiting Sales Personnel, Selecting Sales Personnel, Planning, Executing and Evaluating Sales Training Program, Motivating Sales Personnel, Compensating Sales Personnel, Managing Expenses of Sales Personnel, Sales Meetings and Sales Contests, Controlling Sales Personnel.	7
IV	**Controlling the Sales Efforts:** Forecasting Sales & Developing the Sales Budget, Quotas, Sales Territories, Sales Control and Cost Analysis, Key Accounts Management.	8
V	**Marketing Channel Systems:** Marketing Channel Concepts, Five Flows in Marketing Channel, Channel Participants, Environment of Marketing Channels, and Behavioral Process of Marketing Channels, Bull-Whip Effect, and Negotiations in Value Chain.	8
VI	**Developing Marketing Channel:** Strategy in Marketing Channels, Designing the Marketing Channel, Electronic Marketing Channel, Selecting the Channel Members, Target Markets and Channel Design Strategy.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Still, R.R. & Cundiff et al., Sales Management, Decision Strategies & Cases, Pearson
2	Reference Books:	1. Bert Rosenbloom, Marketing Channels, Thomson Publications 2. Pingali Venugopal, Sales and Distribution Management, An Indian Perspective, Sage Publishing 3. Robert Cavin, Sales Management, McGraw Hill education.
3	Websites:	1. https://www.tcsion.com/courses/tcsion/sales_and_distribution_management/
4	Journals:	1. Journal of Personal Selling & Sales Management: Taylor and Francis. 2. Journal of Personal Selling and Sales Management (JPSSM)
5	Supplementary Reading:	1. Tapan Panda, Sunil Sahadev, Sales and Distribution Management, Oxford University Press
6	Practical Component	1. **Individual Activity:** As part of the activity, students will develop a comprehensive distribution strategy. 2. **Case Study:** Students will work on case studies involving real-life business problems, applying theoretical knowledge to develop well-reasoned strategies and recommendations. 3. **Sales Forecasting:** Students will be required to prepare a sales forecast for a given product or business scenario by analyzing historical data, market trends, and influencing factors to estimate future sales and support strategic planning.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL 304MM3	**MARKETING RESEARCH** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Explain[2] the role and importance of marketing research in business strategy.
CO2	Identify[4] and define marketing problems and develop appropriate research designs.
CO3	Apply[3] suitable data collection methods for various marketing research needs.
CO4	Apply[3] statistical tools and software to analyze marketing data.
CO5	Design[6] and conduct a basic marketing research based on consumer research.
CO6	Design[6] and conduct a basic marketing research based on industry research.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2			
CO2	1		1		1	1
CO3			1		2	1
CO4		1				
CO5	1					1
CO6			1		2	

Unit	Content	Hours
I	**Introduction to Marketing Research** Definition, scope, and significance of marketing research, Marketing research process, Applications of marketing research in decision-making, Ethical considerations in marketing research and Emerging trends: AI, big data, digital analytics	7
II	**Research Design and Formulation** Defining research problems and objectives, Types of research design: Exploratory, descriptive, and causal, Hypothesis formulation, Variables: Independent, dependent, control and Designing a research plan	7
III	**Data Collection Methods** Primary vs. secondary data, Qualitative techniques: Focus groups, in-depth interviews, projective techniques, Quantitative techniques: Surveys, questionnaires, observation, Sampling design, procedures for conducting market research and Sample size determination.	7

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IV	**Measurement and Scaling Techniques** Concepts of measurement: Reliability and validity, Types of scales: Nominal, ordinal, interval, ratio, Attitude measurement scales: Likert & Semantic differential, Questionnaire design principles & Pretesting and refining questionnaires.	8
V	**Applications of Marketing Research-I** Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research,	8
VI	**Applications of Marketing Research-II** Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Malhotra, N. K., & Dash, S. (2020). Marketing Research: An Applied Orientation. Pearson Education. 2. Berenson, M. L., Levine, D. M., & Krehbiel, T. C. (2012). Basic Business Statistics: Concepts and Applications. Pearson.
2	Reference Books:	1. Berenson, M. L., Levine, D. M., & Krehbiel, T. C. (2012). Basic Business Statistics: Concepts and Applications. Pearson. 2. Kinnear, T. C., & Taylor, J. R. (1996). Marketing Research: An Applied Approach. McGraw-Hill.
3	Websites:	1. https://www.marketingresearch.org 2. https://www.esomar.org
4	Journals:	1. Journal of Marketing Research 2. International Journal of Market Research
5	Supplementary Reading:	1. McKinsey Insights & Reports – https://www.mckinsey.com – Marketing analytics, trends, and consumer research studies.
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

Evaluation Scheme:

Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

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Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Assessment 1 – Case Study	**20**				√	√	√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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CURRICULUM FOR
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Financial Management

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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL304FM1	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks for Passing	Minimum Passing %
3	-	-	-	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Understand[2] the Indian financial system and also about Investment
CO2	Analyze[4] portfolio with risk and returns.
CO3	Understand[1] bond valuation and management
CO4	Understand[1] the relevance of equity valuation of cash market and derivatives.
CO5	Understand[1] the derivatives markets in India.
CO6	Identify[4] the need for mutual funds in India.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1				
CO2	3		1	2	2	2
CO3	3		1	1	2	2
CO4	3		1	1	2	2
CO5	1			1		
CO6			2			2

Unit	Content	Hours
I	**Introduction to Investment** Introduction to Indian Financial System and Structure, Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment, Securities Market of India.	7
II	**Portfolio Analysis** Risk and Return Analysis, Markowitz Portfolio Theory, Mean – Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory	7
III	**Bond Valuation** Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding Period Return, Bond Pricing Theorems, Bond Duration, Modified Duration.	7
IV	**Equity Valuation**	8

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	Intrinsic Value versus Market Value, Equity Valuation Models-Discounted Cash Flow Techniques, Dividend Discount Models (DDM), Growth Rate cases for DDM, Free Cash Flow Valuation Approaches, Relative Valuation Techniques, Fundamental Analysis and Technical Analysis.	
V	**Derivatives** Overview of Indian Derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future Markets, Mechanics of Trading.	8
VI	**Performance Evaluation** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models: Sharpe Model, Treynor Model, Jensen Model.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class. 3. Problems will be covered on Unit II, III, IV	

Learning Resources:		
1	Text books	1. Ronald Fisher & Jordan (2009). Investment Management. New Delhi. Tata McGraw Hill Publication. 2. Punithavathy & Pandian (2008). Security Analysis and Portfolio Management. New Delhi. Vikas Publishing House Pvt. Ltd.
2	Reference Books:	1. Prasanna Chandra, Investment Analysis and Portfolio Management, 4th Edition, Tata McGraw Hill 2. M. Ranganathan and R. Madhumathi (2010). Investment Analysis and Portfolio Management. New Delhi. Pearson Education Press 3. V. A. Avadhani (2005). Security Analysis and Portfolio Management (7th ed.). New Delhi. Himalaya Publication. 4. V. K. Bhalla (2009). Security Analysis and Portfolio Management. New Delhi. Sultan Chand Publisher.
3	Websites:	1. https://www.acecollege.in/CITS_Upload/Downloads/Books/1078_File.pdf 2. https://mu.ac.in/wp-content/uploads/2023/05/MMS-Security-Analysis-and-Portfolio-Management-1.pdf
4	Journals:	1. The Journal of Portfolio Management 2. The Journal of Financial and Quantitative Analysis (JFQA) 3. The Journal of Investing
5	Supplementary Reading:	1. Economics Times 2. Business Standard 3. Times of India

6	Practical Component	1. Practical Problems on portfolio analysis 2. Practical Problems on Bond valuation 3. Practical Problems on Equity valuation

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Assessment 1 – Case Study	**20**		√	√	√		
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√		√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing				√	√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL304FM2	**BANKING AND INSURANCE** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks for Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Understand[1] the fundamental concepts, types, and roles of banks and insurance in the economy.
CO2	Analyze[4] the operations and services provided by commercial banks and central banks.
CO3	Evaluate[5] different types of insurance policies and principles governing insurance contracts.
CO4	Apply[3] knowledge of banking and insurance products to real-world financial decision-making.
CO5	Interpret[2] regulatory and legal frameworks related to banking and insurance in India.
CO6	Demonstrate[2] awareness of emerging trends and technology in banking and insurance sectors.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2		3	2
CO2	1		1		1	2
CO3			3		2	1
CO4			3		2	
CO5	1				2	1
CO6			1		2	

Unit	Content	Hours
I	**Introduction to Banking:** Meaning, nature and importance of banking, Evolution and types of banks (Commercial banks, Cooperative banks, Development banks, Payment banks), Functions of banks: Primary and secondary functions, Role of banks in economic development.	7
II	**Central Banking and Monetary Policy:** Reserve Bank of India: Organization and functions, Credit control measures, Monetary policy tools, Role of RBI in regulation and supervision of banks, Financial Inclusion and Priority Sector Lending.	7
III	**Banking Services and Financial Innovations:** Retail and wholesale banking, E-banking and its types, Core Banking Solutions (CBS), KYC norms and anti-money laundering (AML), Recent developments: Digital banking, Fintech, Neo-banks.	7

IV	**Introduction to Insurance:** Meaning, nature, and scope of insurance, Principles of insurance: Utmost good faith, Insurable interest, Indemnity, Subrogation, Contribution, Proximate cause, Types of insurance: Life, Health, Motor, Fire, Marine, Travel, Role of insurance in risk management.	7
V	**Life and General Insurance:** Life Insurance: Term plans, Endowment plans, ULIPs, Money-back policies, General Insurance: Health, Motor, Property and Liability insurance, Insurance claim procedure and settlement, Bancassurance – Concept and models.	9
VI	**Regulatory Framework and Emerging Trends:** IRDAI: Structure, functions, and role, Regulatory framework of banks (RBI Act, Banking Regulation Act), Regulatory framework of insurance (Insurance Act, IRDAI Act), Challenges and future of banking and insurance sectors in India, Green banking, ESG in insurance, Cybersecurity and data protection.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Prof. E. Gordon & P.K. Gupta (2025). Banking and Insurance, Himalaya Publishing House 2. N.R. Mohan Prakash (2016). SBanking, Risk and Insurance Management, Vikas Publishing House Pvt. Ltd.
2	Reference Books:	1. Saptarshi Ray, Banking and Insurance, Pearson Education. 2. C. Satyadevi (2009). Financial Services Banking and Insurance, S Chand Publishing 3. O.P. Agarwal Principles and Practices of Banking and Insurance, Himalaya Publication.
3	Websites:	1. https://www.geektonight.com/banking-and-insurance-notes/ 2. https://btechgeeks.com/banking-and-insurance-notes/
4	Journals:	1. The Journal of Finance 2. Journal of Financial Economics 3. Journal of Banking & Finance
5	Supplementary Reading:	1. Banking Frontiers 2. Business Today 3. The Economist
6	Practical Component	1. Types of Insurance and its use and coverage 2. Use of different bank accounts for different business

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE 1
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20		√	√	√		
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√		√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing			√	√	√	√	
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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25MBAL104	**MANAGEMENT OF FINANCIAL MARKETS AND INSTITUTIONS** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] the structure and functioning of financial markets and institutions, including the role of central banks and the impact of interest rate movements.
CO2	Analyze[4] the structure and operation of debt markets, including money markets, bond markets, and the primary issuance process with associated regulatory frameworks.
CO3	Examine[4] the functioning of equity markets, including market participants, pricing mechanisms, regulations and the role of intermediaries and institutional investors.
CO4	Interpret[3] the structure and strategies involved in derivative markets such as futures, options, swaps and foreign exchange derivatives.
CO5	Evaluate[5] the operations, regulation, and performance metrics of commercial banks through financial analysis and management principles.
CO6	Identify[5] the types, operations, and strategies of non-banking financial institutions, including mutual funds, insurance firms, pension funds and finance companies.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1		1			1	
CO2					2	
CO3	1		2			1
CO4						
CO5	1			1	1	
CO6			2		2	

Unit	Content	Hours
I	**Overview of the Financial Environment:** Role of Financial Markets and Institutions, Interest Rates, Interest Rates Change, effect of Interest Rates on Risk and Term structure, Functions of the Central bank, Monetary Policy.	7
II	**Debt Security Markets:** Money Markets, Bond Markets, Mortgage Markets, Primary market: Process Issue of Capital, Regulations, Legalities, Pricing of Issue, Methods of Issue, Book-building,	7

	Road-show, Intermediaries: Commercial Banks, Development Banks, Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc. Rating Agencies, etc.	
III	**Equity Market:** Stock Offerings and Investor Monitoring, Market Microstructure and Strategies, Basics of Pricing Mechanism, Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags, Stock Exchange Regulations, Stock Exchange Board, Stock Indices, Role of FIIs, MFs and Investment Bankers, Regulations for Primary Markets & Secondary Markets	7
IV	**Derivative Security Markets:** Financial Futures Markets, Options Markets, Swap Markets, Foreign Exchange Derivative Markets, Strike price, Interest rate, Time to expiration, Basic Option strategies.	8
V	**Commercial Banking:** Commercial Bank Operations, Bank Regulation, Bank Management, Financial Statement Analysis and Bank Performance Measurement	8
VI	**Non-Bank Operations:** Thrift Operations, Finance Company Operations, Mutual Fund Operations, Securities Operations, Insurance and Pension Fund Operations, their status, types, working and strategies for commercial viability.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Madura, J. (2020). Financial markets and institutions (12th ed.). Cengage Learning.
2	Reference Books:	1. Mishkin, F. S., & Eakins, S. G. (2018). Financial markets and institutions (9th ed.). Pearson. 2. Howells, P., & Bain, K. (2007). Financial markets and institutions (5th ed.). Prentice Hall. 3. Bhole, L. M., & Mahakud, J. (2011). Financial institutions and markets (5th ed.). Tata McGraw-Hill Education. 4. Pathak, B. V. (2014). The Indian financial system (4th ed.). Pearson Education.
3	Websites:	1. https://www.investopedia.com/ 2. https://www.bseindia.com/ 3. https://www.ncfm-india.com/ORE/ORElоginPage.jsp
4	Journals:	1. Journal of International Financial Markets, Institutions and Money: Science Direct 2. Journal of Banking & Finance: Science Direct
5	Supplementary Reading:	1. Kaur, P. (2024). *Financial markets and institutions*. Sultan Chand & Sons.

6	Practical Component	1. **Individual Activity – Financial Institution Mapping:** Students will choose a financial institution (e.g., RBI, SBI, LIC, SEBI, HDFC MF) and create a report mapping its functions, regulatory framework, market role, and recent developments. 2. **Case Study – Impact of Interest Rate Changes:** Analyze a case involving a central bank policy decision (like a repo rate hike by RBI). Students will assess its impact on debt markets, equity markets, and financial institutions.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20				√	√	√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√			√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing			√	√	√	√	
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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Human Resource Management

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24MBAL304HR1	**STRATEGIC HUMAN RESOURCE MANAGEMENT (**Ver. 1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[1] the evolution, models, and strategic importance of HRM in achieving long-term organizational goals.
CO2	Analyze[4] and apply strategic workforce planning and talent management practices to build a future-ready organization.
CO3	Design and evaluate[5] performance management, compensation, and learning systems aligned with business strategy.
CO4	Examine[4] legal, ethical, and diversity-related challenges in implementing strategic HR practices.
CO5	Formulate[6] HR strategies for managing organizational change, mergers, acquisitions, and downsizing initiatives.
CO6	Develop[6] and apply global HR strategies in a digital and culturally diverse business environment.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	1		2			
CO2		1			2	
CO3	1			1		
CO4	1	1		2		
CO5	1		2			1
CO6					1	

Unit	Content	Hours
I	**Foundations of Strategic HRM** Concept, evolution and need for SHRM, Traditional HRM vs Strategic HRM, Strategic fit and role of HR in strategic planning, Models: Harvard, Michigan, Guest, and RBV (Resource-Based View),Strategic roles of HR Manager in a VUCA environment.	8

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II	**Strategic Workforce & Talent Planning** HR forecasting (demand & supply); talent acquisition; job design/redesign; strategic staffing; succession planning, Talent strategy alignment, EVP, employer branding.	8
III	**Performance & Learning Strategy** Linking performance management with KPIs/OKRs, Strategic use of L&D for competency development, High-potential (HiPo) identification, ROI of training, Strategic performance management systems.	8
IV	**Legal, Ethical & Diversity Issues** Strategic compliance with labor laws, Workplace ethics and DEI strategy, Code of conduct and grievance Redressal, Managing diverse workforce, Global and domestic employment law; managing diversity & inclusion; health & safety, industrial relations.	7
V	**Strategic Change, M&A, Downsizing** Managing change, restructuring, mergers/acquisitions, strategic retention, layoffs/downsizing, HR in M&A, restructuring and cultural integration, Talent retention and outplacement, Reskilling & organizational realignment, Downsizing ethics.	7
VI	**Global HRM & Future Trends** Cross-border talent and performance management; International labor mobility, Expatriate management and global HR practices, Hybrid and virtual work strategies, HR in sustainability and ESG, Quiet quitting, wellbeing, AI in HR.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Mello, J.A. – *Strategic Human Resource Management*, Cengage 2. Charles R. Greer – *Strategic Human Resource Management*, Pearson 3. Wright, P. – *Strategic HRM*, Cambridge
2	Reference Books:	1. Bamberger, Biron & Meshoulam – *Human Resource Strategy*, Routledge 2. Bailey et al. – *Strategic Human Resource Management*, Oxford 3. Dave Ulrich – *HR from the Outside In*, McGraw-Hill
3	Websites:	1. www.shrm.org 2. www.cipd.co.uk 3. www.hbr.org
4	Journals:	1. Human Resource Management Review 2. Strategic HRM Journal
5	Supplementary Reading:	1. Goleman, Daniel – *Emotional Intelligence* 2. Dave Ulrich – *HR Champions*

6	Practical Component	1. **Case Study Analysis**: Strategic HR decisions at companies like Google, Tata, Netflix 2. **Simulation/Project**: Create an SHRM strategy map for a startup or MNC 3. **Role Play/Workshop**: M&A negotiation and integration from HR perspective 4. **Field Research**: Interview HR leaders on strategic interventions in their companies

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	**20**	√	√	√	√		√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars				√		√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).			√	√	√	√	

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24MBAL304HR2	**LEARNING AND DEVELOPMENT (**Ver. 1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] basic concepts of learning & development its role in HRM.
CO2	Analyze Framework of Human Resource Development.
CO3	Apply[3] the Evaluating HRD programs Models. Assessing the Impact of HRD Programs.
CO4	Develop[6] and implement Employee counseling and wellness services & Counseling as an HRD Activity.
CO5	Explore[3] the role Workforce Reduction, Realignment and Retention & Impact of Globalization on HRD understanding Diversity of Workforce
CO6	Connect[4] to HRM challenges, regulatory frameworks, customs procedures and emerging trends.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	1				1	
CO2				1		
CO3		2	2			
CO4	1			2		1
CO5			1			1
CO6	2				2	

Unit	Content	Hours
I	**Human Resource Development** Evolution of HRD, Relationship with HRM, Human Resource Development Functions, Roles and Competencies of HRD Professionals, Challenges to Organization and HRD professionals, Employee Behavior, External and Internal Influence.	8
II	**Framework of Human Resource Development** HRD Processes Assessing HRD Needs, HRD Model, Designing Effective HRD Program, HRD Interventions, Creating HRD Programs, Implementing HRD programs, Training Methods, Self-Paced/Computer Based/ Company Sponsored Training, On-the-Job and Off-the-Job - Brainstorming.	8

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III	**Evaluating HRD programs** Models and Framework of Evaluation, Assessing the Impact of HRD Programs , Human Resource Development Applications, Fundamental Concepts of Socialization -Realistic Job Review , Career Management and Development.	8
IV	**Management Development** Employee counseling and wellness services, Counseling as an HRD Activity, Counseling Programs, Issues in Employee Counseling-Employee Wellness and Health Promotion Programs, Organizational Strategies Based on Human Resources.	7
V	**Workforce Reduction, Realignment and Retention** HR Performance and Benchmarking , Impact of Globalization on HRD - Diversity of Workforce- HRD programs for diverse employees, Expatriate & Repatriate support and development.	7
VI	**Trends, Technology, and Future of L&D** Digital learning platforms, AI and analytics in learning and development, Micro learning and gamification, Learning agility and continuous learning culture, Career development and succession planning	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Training & Development for Dummies by Elaine Biech 2. Training and Development in Organizations by Stanley Ross
2	Reference Books:	1. American Society for Training and Development. (1976). Training and development handbook: A guide to human resource development (2nd ed.). New York: McGraw-Hill. 2. American Society for Training and Development. (1982). Compensation in human resource development. Baltimore: ASTD Publishing Services.
3	Websites:	1. Training Magazine (www.trainingmag.com) 2. SHRM Reports on L&D – www.shrm.org eBooks and resources from LinkedIn Learning, Coursera, Ted X
4	Journals:	1.The International Journal of Human Resource Management 2.Harvard Business Review – Learning and Development articles 3.International Journal of Training and Development
5	Supplementary Reading:	Rae, L. – Planning and Designing Training Programmes Mankin, D. – Human Resource Development, Oxford University Press
6	Practical Component	1. Individual Activity; Student will analyze the real life case study 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:							
Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE *(Minimum 3 and Max. 5 tools)*							
Formative Assessment Tools/Methods	**Total Marks**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Assessment 1 – Case Study	**20**				√		√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

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24MBAL304HR3	**COMPENSATION AND BENEFITS ADMINISTRATION** (Ver. 1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[1] the fundamental concepts, components, and strategic relevance of compensation and benefits in organizational effectiveness.
CO2	Apply[3] job evaluation techniques and compensation survey data to design equitable and competitive pay structures.
CO3	Analyze[4] wage and salary administration practices in alignment with legal compliance and organizational policies.
CO4	Evaluate[5] the integration of performance appraisal systems with incentive and variable pay plans.
CO5	Examine[4] employee benefits and total rewards frameworks to enhance employee engagement and retention.
CO6	Design[6] compensation strategies for executives and global employees considering legal, cultural, and fiscal implications.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2		2			
CO2	3		1			
CO3		2			2	
CO4					1	3
CO5		2			1	
CO6				1		

Unit	**Content**	**Hours**
I	**Compensation Fundamentals:** Concept and significance of compensation, Objectives of compensation management, Theories of wages: Subsistence theory, Standard of living theory, Marginal productivity theory, Bargaining theory**,** Strategic fit of compensation with business and HR strategy**,** Internal and external equity in compensation	8
II	**Job Evaluation and Pay Structure Design:** Job analysis and its role in compensation, Job evaluation methods: Ranking, Classification, Point-factor, Factor	8

	comparison, Designing base pay structures: Pay grades, pay ranges, broad banding, Benchmarking and market pricing techniques, Role of compensation surveys (e.g., Aon Hewitt, Mercer)	
III	**Wage and Salary Administration:** Components of salary: Basic, DA, HRA, Incentives, Allowances, Pay progression and merit matrices, Individual vs group incentive plans, Designing pay for different employee categories (blue collar, white collar, sales, executives), Legal aspects: Minimum Wages Act, Payment of Wages Act, Equal Remuneration Act	8
IV	**Performance-Linked Compensation:** Designing variable pay plans: Bonus, profit sharing, gain sharing, ESOPs, Performance Appraisal methods linked to rewards: MBO, 360°, BARS, Key Performance Indicators (KPIs) and Objectives & Key Results (OKRs), Pay-for-performance philosophy, Linking performance metrics with compensation decisions	7
V	**Employee Benefits and Total Rewards:** Types of employee benefits: Statutory (PF, ESI, Gratuity) and voluntary (healthcare, insurance, wellness) Retirement benefits and pension schemes, Cafeteria approach to flexible benefits, Total Rewards Model: Compensation, Benefits, Work-life, Recognition, Development Cost-benefit analysis of employee benefits	7
VI	**Executive and International Compensation:** Components of executive compensation: Salary, perquisites, stock options, long-term incentives, Board compensation and corporate governance, Expatriate compensation: Balance sheet approach, Localization, Host country approach, Taxation and legal issues in global compensation, Trends in global pay practices and equity	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:		
1	Text books	1. Milkovich, George T., Newman, Jerry M., & Gerhart, Barry – Compensation (McGraw-Hill) 2. Henderson, Richard I. – Compensation Management in a Knowledge-Based World (Pearson) 3. Armstrong, Michael – Employee Reward (CIPD Publishing)
2	Reference Books:	1. Gomez-Mejia, Balkin, & Cardy – Managing Human Resources 2. Martocchio, Joseph J. – Strategic Compensation: A Human Resource Management Approach 3. Fisher, Schoenfeldt & Shaw – Human Resource Management
3	Websites:	1. www.shrm.org 2. www.worldatwork.org 3. www.aon.com
4	Journals:	1. Compensation & Benefits Review (SAGE) 2. Human Resource Management Journal (Wiley)

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		3. The International Journal of Human Resource Management
5	Supplementary Reading:	1. Economic Times – HR Section 2. Harvard Business Review – HR and Compensation Article
6	Practical Component	1. Evaluate the compensation strategy of a real-life company and identify its alignment with HR strategy. 2. Design a base pay structure (including pay grades and bands) for a fictional organization. 3. Develop an individual or group incentive plan for a manufacturing setup.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20	√					√
Assessment 2 – Project based Learning		√					
Assessment 3 – Hands on practice / Simulation / Seminars				√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing			√		√		
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).			√	√	√	√	

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Information Technology and Analytics

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24MBAL304IT1	**DATABASE MANAGEMENT SYSTEM** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to	
CO1	Describe[2] The Term Database Management System
CO2	Design[6] DBMS Architecture
CO3	Evaluate[5] Data Base Schemas
CO4	Apply[3] suitable Data Warehouse Architecture
CO5	Assess[4] suitable Techniques of Data Mining
CO6	Discuss[2] SQL features

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2		1			
CO2		1			2	
CO3	1				2	
CO4		2		1		1
CO5	1		1			
CO6				1		2

Unit	Content	Hours
I	**DBMS Overview** Data, Database, DBMS, Need for a Database Management System, DBMS applications, The File-Based System, Limitations of file-based system, Database Users, DBMS Characteristics, DBMS jobs and opportunities.	7
II	**DBMS Architecture** Types of DBMS, Database Language,DBMS ARCHITECTURE, ER Model, Entities, Attributes, ER Diagram Representation , More about Entities and Relationships, Defining Relationship Database, E-R Diagram, Conversion of E-R Diagram to Relational Database Normalization: Functional dependency, types of normalization (1NF, 2NF, 3NF, BCNF).	7
III	**DATA BASE Schemas**	7

	Types of Data Base Schemas, Physical Database Schema, Logical Database Schema, Database Schema Designs, Data Independence, Database Schema Benefits.	
IV	**DATA WAREHOUSE** Data Warehouse Architecture, Data Warehouse Features,Need And Significance of Data Data Warehouse, Types of Data Warehouse, OLAP- Online Analytical Processing and OLTP - Online Transaction Processing	8
V	**DATA MINING** Introduction to Data Mining, DATA mining applications, Techniques of Data Mining, advantages and disadvantages of Data Mining ,Issues and Challenges in Data Mining, KDD process	8
VI	**Introduction to SQL** What is SQL Server Version history and different editions, Basic Features Components and Tools, Starting and Stopping SQL Server Instances / Services, Introduction to Management Studio, Types of System Databases in SQL	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:		
1	Text books	1. Database System Concepts, Henry F. Korth, Abraham Silberschatz, S.Sudarshan,ISBN:9780071289597,Tata McGraw-Hill Education 2. Database Management Systems, Raghu Ramakrishnan and Johannes Gehrke,McGraw-Hill Science/Engineering/Math; 3 edition,
2	Reference Books:	1. Database Systems: Introduction to Databases and Data Warehouses 1 stEditionby NenadJukic , Susan Vrbsky , SvetlozarNestorov 2. The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling, 3 rdEdition 3rd Edition by Ralph Kimball
3	Websites:	1. geeksforgeeks.com
4	Journals:	1. https://www.igi-global.com/journal/journal-database-management/1072
5	Supplementary Reading:	1. Agile Data Warehouse Design: Collaborative Dimensional Modeling, from Whiteboard to Star Schema Paperback – November 24, 2011
6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario.

Evaluation Scheme:

Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**20**	√	√	√	√	√	√

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MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE *(Minimum 3 and Max. 5 tools)*							
Formative Assessment Tools/Methods	**Total Marks**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Assessment 1 – MOOC Online Certification Courses	**20**			√	√	√	
Assessment 2 – Case Study							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL304IT2	**CYBER SECURITY** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand the fundamental concepts and different types of cyber security including its role in modern business environments.
CO2	Analyze the historical evolution of cyber threats and security practices from the 1960s to the present day and assess their implications on present systems.
CO3	Explain the structure and functionality of cyber technology including the OSI model, network layers, internet protocols and encryption.
CO4	Identify the goals, principles, and common threats in cyber security, such as the CIA triad and various cyberattacks and perform basic risk analysis.
CO5	Evaluate the risks and impacts of keyloggers and dark web activities and propose appropriate defense mechanisms and applications of cyber security.
CO6	Apply preventive measures and tools such as firewalls, VPNs, IDS and cybersecurity policies to protect systems from cyber threats.

Unit	Content	Hours
I	**Introduction to Cyber Security** Basic Terms Used in Cyber Security, Types of Cyber Security- Network Security, Application Security, Information Security, Identity Security, Mobile Security, Mobile Security. Role of Cyber Security in Business.	7
II	**History of Cyber Security** Cyber Security in the Beginning (1960-80), Rise of Cyber Crimes (1990-2000), Online Services and Threats (2000-10), Steps Towards Cyber Security (2010-20), The Age of Cyber Wars (2020 onwards).	7
III	**Cyber Technology** The OSI Model in Networks, Physical Layer, Data Link Layer, Network Layer, Transport Layer, Session Layer, Presentation Layer, Application Layer. Internet and World Wide Web, Internet Protocols: TCP and UDP, Encryption.	7
IV	**Cyber Security Aims and Goals** Aims and Objectives of Cyber Security, CIA Triad in Cybersecurity- Confidentiality, Integrity and Availability. Types of Cyberattacks- Computer Virus, Computer Worm, Trojan Horse, Computer Bombs, Email Spoofing, Laptop Trapdoor, Denial-Of-Service (DOS), Man-in-the-Middle (MiTM), Risk Analysis in Cybersecurity.	7

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V	**Cyber Security Keyloggers** concept of Keyloggers, Types of Keyloggers- Software Keyloggers & Hardware Keyloggers, Harmful Effects of Keyloggers, Prevention of Keylogger Attacks, Dark Web- Features of Dark Web, Impact of Dark Web on Cybersecurity Systems. Defending Dark web & Web Emerging Trends in Dark Web. Applications of Cyber Security.	7
VI	**Counter measure to Cyberattacks** Firewall, Access Control, Intrusion Detection System (IDS), Virtual Private Network (VPN). VPN in Cyber Security, Security Policies in Cybersecurity, Cybersecurity Standards, Cybersecurity Tools.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Cybersecurity for Dummies" by Joseph Steinberg
2	Reference Books:	1. "Hacking: The Art of Exploitation" by Jon Erickson
3	Websites:	1. https://cybercrime.gov.in/
4	Journals:	1. Journal of Cybersecurity - Oxford Academic
5	Supplementary Reading:	1. Cyber Security Association of India Reports.
6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario.

Evaluation Scheme:

Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

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Suggestive Formative Assessment Tools/Methods for ISE *(Minimum 3 and Max. 5 tools)*							
Formative Assessment Tools/Methods	**Total Marks**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Assessment 1 – MOOC Online Certification Courses				√	√	√	
Assessment 2 – Case Study							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test	**20**	√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL404IT3	**DATA VISUALIZATION TOOLS – TABLEAU** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
2	-	1	3	Th & PR (100)	ISE	50		40%
					POE	50	20	

Course Outcomes: Students will be able to,	
CO1	Define[2] Basic Terms in Tableau Products.
CO2	Describe[2] various tools for Data Preparation and Cleaning in Tableau.
CO3	Demonstrate [3] the different Tableau Core Visualizations and Chart Types.
CO4	Analyze [4] the various terminologies in Calculations and Parameters.
CO5	Evaluate[5] the significance of Dashboard Design and Interactivity.
CO6	Design & develop the case studies on the Advanced Features, Best Practices & Project in Tableau.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

Unit	Content	Hours
I	**Introduction to Tableau** Concept of Tableau, Products Overview (Public, Desktop, Server, Online), Installing and setting up Tableau Public/Desktop, Interface overview: Tableau workspace and data pane, Connecting to various data sources (Excel, CSV, SQL, etc.)	7
II	**Data Preparation and Cleaning in Tableau** Data interpreter and data source page, Joins, Unions, and Blends, Pivoting and splitting data, Data types and field properties, Filtering and sorting data, Creating hierarchies and groups, Managing metadata and aliases.	7
III	**Core Visualizations and Chart Types** Bar charts, line charts, pie charts, area charts, Maps and geographical data visualization, Scatter plots and bubble charts, Heat maps and highlight tables, Tree maps and bullet charts, Dual-axis and combination charts, Using Show Me and customizing visuals.	7

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IV	**Calculations and Parameters** Basic calculations: string, number, date functions, Table calculations: running total, percent of total, rank, LOD (Level of Detail) expressions (Fixed, Include, Exclude), Parameters: what they are and how to use them, Dynamic filters, KPIs, and input controls with parameters, Conditional formatting and calculated fields.	7
V	**Dashboard Design and Interactivity** Designing effective dashboards (layout, size, consistency), Using containers and objects, Actions: filter, highlight, URL actions, Dashboard interactivity with drop-downs and selectors, Storytelling: creating stories and guided analytics, Mobile and responsive dashboard tips.	7
VI	**Advanced Features, Best Practices & Project** Forecasting and trend analysis Using R and Python integrations (intro level), Custom geocoding and shape files, Performance optimization tips, Publishing and sharing dashboards (Tableau Public/Online), Capstone Project: Build a complete, interactive dashboard using real-world data.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Tableau Your Data! Fast and Easy Visual Analysis with Tableau Software Book by Daniel G. Murray
2	Reference Books:	1. Pro Tableau: A Step-by-Step Guide by Seema Acharya & Subhashini Chellappan
3	Websites:	1. http://www.nptel.ac.in 2. http://www.ocw.mit.edu
4	Journals:	1. https://www.tableau.com/research/publications
5	Supplementary Reading:	1. Visual Analytics with Tableau Book by Alexander Loth
6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario.

Evaluation Scheme:

Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**50**	√	√	√	√	√	√
POE	**50**	√	√	√	√	√	√
Total	**100**						

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Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – MOOC Online Certification Courses	50			√	√	√	
Assessment 2 – Case Study							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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Operations and
Supply Chain Management

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24MBAL304OM1	**LOGISTICS MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] basic concepts of logistics management & its role in supply chains and competitive strategy
CO2	Analyze transportation and distribution Systems in reducing the cost.
CO3	Apply[3] the inventory and warehousing techniques in optimizing the resources.
CO4	Develop[6] and implement strategic logistics plans regarding sustainability.
CO5	Explore[3] the role of IT tools such as LIS, ERP, TMS, AI and block chain in enhancing logistics performance
CO6	Connect[4] to international logistics challenges, regulatory frameworks, customs procedures, and emerging trends

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2	1		1			
CO3		2			2	
CO4				1		3
CO5		2			1	
CO6				2		

Unit	Content	Hours
I	**Introduction to Logistics Management** Definition, scope, and importance of logistics, Evolution and objectives of logistics, Logistics vs Supply Chain Management, Key components of logistics: Transportation, Warehousing, Inventory, Information Role of logistics in customer service and competitiveness	7
II	**Transportation and Distribution Management** Modes of transportation: Road, Rail, Air, Water, Pipeline, Transportation economics and costing, Carrier selection and performance evaluation, Distribution channels and network design, Last-mile delivery and reverse logistics	7
III	**Inventory and Warehousing Management**	7

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	Types and functions of inventory, Inventory control techniques (EOQ, ABC, JIT, VED), Role of warehousing in logistics, Warehouse design, layout, and operations, Automation and technology in warehousing (WMS, RFID)	
IV	**Logistics Planning and Strategy** Strategic logistics planning process, Demand forecasting and logistics planning, Location decisions and facility planning, Logistics outsourcing and third-party logistics (3PL), Green logistics and sustainability strategies	7
V	**Information Technology in Logistics** Role of IT in logistics and supply chain integration, Logistics Information Systems (LIS), Enterprise Resource Planning (ERP) and Transportation Management Systems (TMS), Blockchain and AI applications in logistics, E-logistics and digital transformation	7
VI	**Global Logistics and Emerging Trends** International logistics: complexities and key considerations, Customs procedures, documentation, and INCOTERMS, Risk management in global logistics, Future trends: Drones, Autonomous vehicles, IoT in logistics, Case studies of global logistics best practices	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Donald J.Bowersox & David J. Closs "Logistical Management" The integrated supply Chain Process, Tata,Mc-grawhill Edition. 2. S.K. Bhattacharya, Logistics management, S.Chand publication.
2	Reference Books:	1. John T. Mentzer, "Fundamentals Of Supply Chain Management (5th Edition-2007)" Response Books.
3	Websites:	1. https://www.inboundlogistics.com/articles/logistics-management 2. https://www.logisticsmgmt.com/
4	Journals:	1. The International Journal of Logistics Management 2. Journal of Logistics Management
5	Supplementary Reading:	1. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7025.pdf
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

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24MBAL304OM2	**PURCHASE AND VENDOR MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] basic concepts of materials management & its role in distribution and purchasing.
CO2	Analyze the procurement strategies to gain advantage of economies of scale.
CO3	Implement[3] effective stores management practices to manage storekeeping operations.
CO4	Understand[2] the requirements of facility planning and management in industries.
CO5	Explore[3] the vendors by applying appropriate process and build the relations.
CO6	Develop[6] vendor relationship and performance management skills to build and maintain collaborative supplier relationships.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2	1		1			
CO3		2			2	
CO4				1		3
CO5		2			1	
CO6				2		

Unit	Content	Hours
I	**Dynamics of Materials Management** Importance, Objectives & Scope of Materials Management, Material Plan, Material Cycle, Purchasing Principles Procedures & Practices, Objectives of Purchasing, Scope, Responsibility & Limitation of Purchasing, Sources of Supply & Supplier Selection, Purchasing Policy & Purchasing Budget.	7
II	**Procurement Process and Strategies** Types of procurement: direct, indirect, strategic sourcing, Make or buy decision, Centralized vs decentralized purchasing, E-procurement and digital procurement platforms, Import Purchasing Procedure, Government Purchasing Practices & Procedure Sustainable and green procurement practices	7
III	**Stores Management:** Management, factors affecting spare part inventories, classification of spare parts, spare parts planning and control, classification and codification, advantages,	7

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	methods, standardization, objectives, advantages and disadvantages of standardization, simplification, variety reduction.	
IV	**Facility Management** Store Function, Store Location & Layout, Centralization & Decentralization Of Store, Storage Procedure, Safety And Security Aspects, Standardization & Variety Reduction, Codification, Materials Accounting, Flow Of Cost & Inventory Valuation, Meaning, Purpose And Advantage Of MRP, Materials Audit.	7
V	**Vendor Management** Price – Cost Analysis, Buying Ethics, Make- Or- Buy, Legal Aspects Of Purchasing, Vendor - Vendee Relations, Vendor Development, Purchasing & Quality Assurance, Incoming Material Quality Control, Import Purchasing Procedure, Government Purchasing Practices & Procedure.	7
VI	**Vendor Relationship and Performance Management** Vendor development and collaboration, Contract management and service-level agreements (SLAs), Communication and conflict resolution with suppliers, Measuring vendor performance and continuous improvement, Risk management in vendor relationships.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Gopalakrishnan P. – Purchasing and Materials management – Tata McGraw Hill – 23rd Edition – 2008. 2. Purchasing and Materials Management – S Chand & Company Ltd. – K C Jain and Jeet Patidar – 2011.
2	Reference Books:	1. Robert M. Monczka and Robert B. Handfield, "Purchasing and Supply Chain Management" 6th Edition, Jan 2015. 2. A.K. Datta , "Materials Management", Procedure,Text & Cases, , Prentice-hall of India Pvt ltd,New delhi.
3	Websites:	1. https://bajrang75.wordpress.com/wp-content/uploads/2016/06/course-no-206-purchase-management-edeted.pdf 2. https://www.gofrugal.com/blog/what-is-purchase-management
4	Journals:	1. Journal of Purchasing & Supply Management 2. Journal of Purchasing and Materials Management
5	Supplementary Reading:	1. https://shop.elsevier.com/journals/journal-of-purchasing-and-supply-management
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

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24MBAL304OM2	**WAREHOUSE MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Describe2 the fundamentals of Warehouse Management.
CO2	Apply3 the various types of Warehouse Design and Layout.
CO3	Differentiate4 the various aspects of Inventory and Storage Systems.
CO4	Evaluate5 the different aspects of Warehouse Operations and Performance.
CO5	Demonstrate2 the significance of Safety, Sustainability at Warehouse.
CO6	Appraise5 the Future trends in Warehouse Managements in detail.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

Unit	Content	Hours
I	**Introduction to Warehouse Management** Role and importance of warehousing in supply chain management, Types of warehouses (distribution centers, fulfillment centers, cold storage, etc.), Functions of a warehouse: storage, movement, and information transfer, Strategic vs. tactical warehouse planning, Trends in warehousing (e-commerce impact, urban warehousing).	7
II	**Warehouse Design and Layout** Warehouse location decisions and factors affecting them, Warehouse layout principles and space utilization, Types of layout: U-flow, through-flow, L-flow, Dock design and receiving/shipping areas, Material handling systems: conveyors, forklifts, pallet jacks, AS/RS.	7
III	**Inventory and Storage Systems** Types of inventory and inventory classification (ABC analysis), Inventory tracking	7

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	technologies: barcoding, RFID, Storage systems: shelving, racking, bin systems, Inventory control techniques: cycle counting, Just-In-Time (JIT), Warehouse slotting strategies and optimization.	
IV	**Warehouse Operations and Performance** Order picking strategies: zone picking, wave picking, batch picking, Cross-docking and transshipment operations, Labor management and productivity metrics, Key performance indicators (KPIs) for warehouse operations, Warehouse Management Systems (WMS): functions and integration with ERP.	8
V	**Safety, Sustainability of Warehouse** Warehouse safety standards and regulatory compliance (OSHA, etc.), Risk management in warehousing, Green warehousing practices and sustainability initiatives.	8
VI	**Future trends in Warehouse Management** Automated Storage and Retrieval Systems, Robotic piece picking arms, Data-driven warehouse software, Automation-as-a-Service, Micro fulfilment centres, Autonomous vehicles, Improving employee wellbeing, Warehouse space optimization.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Richards, G. (2017). Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse (2nd Ed.). Kogan Page. 2. Frazelle, E. H. (2001). World-Class Warehousing and Material Handling. McGraw-Hill.
2	Reference Books:	1. Tompkins, J. A., & Smith, J. D. (2010). Warehouse Management Handbook (2nd Ed.). Tompkins Press.
3	Websites:	1. https://www.deskera.com/blog/best-warehouse-management-software/
4	Journals:	1. International Journal of All Research Education & Scientific Methods: Warehouse Management System.
5	Supplementary Reading:	1. "Warehouse & Distribution Science" – John Bartholdi & Steven Hackman (Free Online)
6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – MOOC Online Certification Courses	20				√	√	√
Assessment 2 – Case Study							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL305	**DISCIPLINE SPECIFIC MOOC** (Ver.1) (VAC, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
-	2	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	Demonstrate[3] self-motivation for using Open Educational Resources (OERs) for self-development.
CO2	Identify[2]suitable educational resources for active open learning.
CO3	Plan[2] a structured learning experience using a range of available resources.
CO4	Use[3] OER for self-development.
CO5	Demonstrate[2] the learnings from discipline specific MOOC course.
CO6	Evaluate[5] the Outcomes by producing the completion of certificate from discipline specific MOOC course.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

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

	Content
	• Learners are encouraged to opt for Massive Online Open Courses (MOOCs). Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India. (AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016). • A Massive Open Online Course (MOOC) aimed at unlimited participation and open access via the web. In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums to support community interactions among students, professors, and teaching assistants (TAs), as well as immediate feedback to quick quizzes and assignments. • Massive Open Online Courses (MOOCs) are available for anyone to enroll. MOOCs provide

	an affordable and flexible way to learn new skills, advance your career and deliver quality educational experiences at scale. • A course coordinator / faculty guide shall be assigned for such courses. The course coordinator / faculty guide shall oversee the progress of the learner as well as evaluate the learner. The learner shall select the Course that he/she desires to opt for and submit proposed course study relevant to his/her domain area. The course coordinator / faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic. • There is no defined syllabus for the MOOC courses in curriculum. Since MOOC is a guided self-study course. Min. 8 weeks / minimum 38-40 hours of work shall be equivalent to two credit. • Students shall apply to the HOD through MOOC coordinator of the School in advance and seek permission for seeking credit for the proposed MOOCs, he/she wishes to pursue through departmental MOOC coordinator. • The commencement date and completion date of the MOOC such as Professional Certifications shall be within the admission date for the MBA programme or before the completion of MBA. Student has to submit a certificate regarding successful completion of the MOOCs course duly signed by the competent authority and issued through the Host Institution to the departmental MOOC Coordinator before end of the semester. The marks or grade sheet / Certificate regarding successful completion of the MOOCs course of the student that counts for final award of the credit by the University. In case due to any genuine reason or official/technical difficult to get the course completion certificate from the competent authority within said period, in such situation the departmental MOOC Coordinator or faculty subject expert will evaluate the students for the practical/lab component and accordingly incorporate these marks/grade in the overall marks/grade which can be considered for credit count. • Note: University consider minimum Four-week course as equivalent to one credit, minimum eight-week course as equivalent to two credit, minimum twelve-week course as equivalent to three credit, and so on; Student can select any number of credit course but as per curriculum structure and considering semester time span, a student can earn maximum two credits after successful completion of course only on his/her grade sheet. Swayam, NPTEL or any other platform courses can be considered after the approval of HOD. Thus, it is advisable to students that they should go for minimum 8 weeks course / two credit course and student needs to submit the hard copy and soft copy of the completion certificate compulsory.

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Learning Resources:		
1	Text books	Not Applicable
2	Reference Books:	Not Applicable
3	Websites:	1. https://epgp.inflibnet.ac.in/Home 2. https://ebooks.inflibnet.ac.in/eadhyayan/ 3. https://ugcmoocs.inflibnet.ac.in/
4	Journals:	Not Applicable
5	Supplementary Reading:	1. e-Adhyayan (e-Books)
6	Practical Component	Discussion forums, quizzes, assignments, sessional and final examinations base on discipline specific MOOC course.

Evaluation Scheme:

Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)			
		CO1	**CO2**	**CO3**	**CO4**
ISE	**50**	√	√	√	√
Total	**50**				

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	**Total Marks**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CO1	**CO2**	**CO3**	**CO4**
Assessment 1 – MOOC Online Certification Courses	**50**	√	√	√	√
Assessment 2 – Case Study					
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test					
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					

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24MBAL306	**MINI PROJECT** (Ver.1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
-	2	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	Apply[3] domain-specific knowledge to identify, analyze and propose solutions to real-world business problems.
CO2	Demonstrate[2] the ability to design and conduct discipline-specific research or project work using appropriate tools and methodologies.
CO3	Exhibit[3] professional project management skills, including planning, execution, documentation and time management.
CO4	Communicate[2] project findings effectively through structured reports and professional presentations.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

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

	Content
	The **Mini Project** is a short-term, focused research or application-based project undertaken by students in their area of specialization such as Marketing, Finance, Human Resource Management, Business Analytics, Operations or International Business. This project helps students apply theoretical concepts learned in the classroom to real-world business problems or scenarios. It enhances analytical, decision-making and problem-solving abilities and promotes self-learning, collaboration and critical thinking. The course would facilitate in discussing and deliberating the latest developments in marketing field, learning of specific issues and techniques, its impact on business sector etc.

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	This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their writing, analytical, communication and presentation skills. This is a self-study course therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen study topic/case. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation. A team of 2 to 5 students will join together and work on a same topic. The students can choose any current topic/topic based case from the above area of specialization given courses, with the approval of faculty member/guide. The students are expected to work on the chosen case/topic in consultation with their faculty member/guide. Each team will deliver the seminar as per the schedule given by the faculty member/guide. The *end presentation will be evaluated by a team of two faculty members one of whom will be the Faculty guide. At the end, each team has to submit a mini project spiral report with required format. **Evaluation Criteria:** • Project Relevance and Clarity of Objectives • Methodology and Data Analysis • Quality of Findings and Recommendations • Report Structure and Presentation • Viva-Voce Performance **Evaluation Components Weightage** • **Project Report – 50%** • **Presentation & Viva- 50%**

Learning Resources:		
1	Text books	1. Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th ed.). New Age International Publishers. 2. Kumar, R. (2019). Research methodology: A step-by-step guide for beginners (5th ed.). SAGE Publications.
2	Reference Books:	1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods (9th ed.). Cengage Learning.
3	Websites:	1. https://www.researchgate.net 2. https://researcheracademy.elsevier.com
4	Journals:	1. International Journal of Social Research Methodology 2. Journal of Business Research
5	Supplementary Reading:	1. Business Research & Applications
6	Practical Component	Fieldwork Data Collection and analysis on Research topics

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Evaluation Scheme:					
Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)			
		CO1	**CO2**	**CO3**	**CO4**
ISE	**50**	√	√	√	√
Total	**50**				

Suggestive Formative Assessment Tools/Methods for ISE *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods	**Total Marks**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CO1	**CO2**	**CO3**	**CO4**
Assessment 1 – MOOC Online Certification Courses	**50**				
Assessment 2 – Case Study					
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test					
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing		√	√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					

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24MBAL307	**DOMAIN SPECIFIC EVENT** (Ver.1) (SEC, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
-	-	2	1	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	Demonstrate applied knowledge in their chosen domain through active participation in real-world business scenarios.
CO2	Communicate effectively through presentations, discussions and interactions with stakeholders.
CO3	Exhibit leadership, creativity and collaborative skills in group-based event activities.
CO4	Develop professionalism through participation in domain-specific events.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

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

	Content
	The **Domain Specific Event** (DSE) is a structured academic-industry interface initiative aimed at enhancing the practical understanding and application of domain knowledge in specialized areas of management such as Marketing, Finance, Human Resource Management, Operations, Business Analytics and International Business. These events include seminars, workshops, podcast, panel discussions, role plays, simulations, case competitions, industry talks and theme-based exhibitions relevant to the chosen domain. It enables students to engage with current trends, develop soft skills, interact with experts and gain insights into industry challenges, innovations and expectations. **Guidelines for Organizing:** • Students must participate based on their area of specialization. • Can be conducted intra-college or in collaboration with external institutions or corporates or individual professionals. • Each event must include a presentation, judging, and feedback session

	Suggested Event Types: • **Marketing:** Ad-Mad Show, Product Launch Simulation, Digital Campaign Pitch, Podcast • **Finance:** Budget Simulation, Stock Market Game, FinTech Debate • **HR:** HR Role Play, Case Contest on HRM issues, HR Analytics Workshop, Podcast • **Operations & SCM:** Lean Game, Six Sigma Simulation, Podcast, Quiz Competition • **IT & Analytics:** Dashboard Design Challenge, Quiz Competition **Documentation (To be Maintained)** • Event Schedule and Agenda • Photos / Screenshots (for online mode) • Attendance Sheet / Registration List • Feedback Forms from participants and resource persons • Report submitted to department **Evaluation Components Weightage** • **Event Panning – 50%** • **Event Execution- 50%**

Learning Resources:		
1	Text books	1. Gaur, S. S., & Saggere, S. V. (2013) Event Marketing and Management (2nd Ed.) New Delhi: Vikas Publishing House 2. Shone, A., & Parry, B. (2010) Successful Event Management: A Practical Handbook (3rd Ed.) Cengage Learning.
2	Reference Books:	1. Hoyle, L. H. (2002) Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions Wiley.
3	Websites:	1. https://eventmarketer.com 2. https://www.eventmanagerblog.com
4	Journals:	1. International Journal of Event and Festival Management 2. Event Management: An International Journal
5	Supplementary Reading:	1. Event Industry Council White Papers
6	Practical Component	Event Planning and Execution on Selected event.

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Evaluation Scheme:					
Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)			
		CO1	**CO2**	**CO3**	**CO4**
ISE	**50**	√	√	√	√
Total	**50**				

Suggestive Formative Assessment Tools/Methods for ISE *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods	**Total Marks**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CO1	**CO2**	**CO3**	**CO4**
Assessment 1 – MOOC Online Certification Courses	**50**				
Assessment 2 – Case Study					
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√	√
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					

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SEMESTER-IV

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme L	T	P	Credits	Total Marks	Evaluation Scheme Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 401	CC	Entrepreneurship and Innovation	2	1	--	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 402	CC	International Business Management	2	1	--	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 403XX & 24MBAL 403XX	DSE	Discipline Specific Elective Courses (3x2=6*2=12)	12	--	--	12	100* 4	ISE	20		40%
									MSE	20		
									ESE	60	24	
4	24MBAL 404	SEC	Networking Skills	--	--	2	1	50	ISE	50	20	40%
5	24MBAL 405	SEC	Interdisciplinary MOOC	--	1	--	1	50	ISE	50	20	40%
6	24MBAL 406	CC	Summer Internship Project	--	2	--	06	100	Project Report	50	40	40%
									Viva Voce	50		
				16	**5**	**2**	**26**	**800**	**Total Credit=26 Total Cont HR=23**			

Note: *Note- Student has to earn minimum 50% of ISE marks to be eligible for ESE.

L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age

CC: Core Course, DSE: Discipline Specific Elective, AEC: Ability Enhancement Course, SEC: Skill Enhancement Course, VAC: Value Added Course, MDE: Multi-Disciplinary Elective course

ISE: Internal Student Evaluation, MSE- Mid Semester Evaluation, ESE End Semester Examination FEP : Faculty Evaluation Practical, POE : Practical Oral Examination. OE- Oral Examination

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Domain Specific Electives

MARKETING MANAGEMENT

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 403MM1	DSE	Product & Brand Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 403MM2	DSE	Integrated Marketing Communication	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 403MM3	DSE	Service Marketing & CRM	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

FINANCIAL MANAGEMENT

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 403FM1	DSE	Corporate Restructuring and Business Valuation	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 403FM2	DSE	International Trade and Finance	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 403FM3	DSE	International Financial Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

HUMAN RESOURCE MANAGEMENT

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 403HR1	DSE	Industrial Relations and Labour Laws	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

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2	24MBAL 403HR2	DSE	Employee Engagement and Empowerment	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 403HR2	DSE	Global HR Practices	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

INFORMATION TECHNOLOGY AND ANALYTICS

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 403IT1	DSE	Cloud Computing	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 403IT2	DSE	Web & Social Media Analytics	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 403IT3	DSE	Data Visualization Tools - Power BI	2	-	2	3	100	ISE	50		40%
									POE	50	20	

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	24MBAL 403OM1	DSE	Supply Chain Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
2	24MBAL 403OM2	DSE	Modern Approaches To Quality Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	
3	24MBAL 403OM3	DSE	Lean Management	3	-	-	3	100	ISE	20		40%
									MSE	20		
									ESE	60	24	

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24MBAL401	**ENTREPRENEURSHIP AND INNOVATION** (Ver.1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	1	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Explain[2] the fundamentals of entrepreneurship and its role in economic development.
CO2	Identify[5] viable business opportunities and assess their feasibility.
CO3	Develop[6] a detailed business plan incorporating financial, marketing, and operational aspects.
CO4	Understand[2] the support systems available for entrepreneurs in India and globally.
CO5	Demonstrate[2] knowledge of entrepreneurial finance, risk management, and scaling strategies.
CO6	Apply[3] innovation tools and frameworks to develop competitive advantage.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2				1	
CO2		2	1			1
CO3	1			1		
CO4			1			
CO5		2			1	1
CO6			1	1		

Unit	Content	Hours
I	**Introduction to Entrepreneurship** Definition, nature, and characteristics of entrepreneurship, Types of entrepreneurs and entrepreneurs, Evolution and importance of entrepreneurship, Role of entrepreneurship in economic development, Entrepreneurial mindset and competencies.	7
II	**Entrepreneurial Opportunities and Idea Generation** Sources of business ideas and techniques for idea generation, Innovation and creativity in entrepreneurship, Opportunity evaluation and market assessment, Feasibility studies: Technical, financial, and legal aspects, Environmental scanning and SWOT analysis.	7

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III	**Business Planning and Project Formulation** Meaning and significance of business plan, Components of a business plan, Project identification and selection, Project report preparation and Business model design (BMC)	7
IV	**Institutional Support for Entrepreneurship** Role of government in entrepreneurship development, Institutional support in India: MSME, SIDBI, NSIC, NABARD, NIESBUD, DICs, Startup India, Make in India, Atal Innovation Mission, Entrepreneurship development programs (EDPs), Women entrepreneurship and rural entrepreneurship.	7
V	**Enterprise Management and Risk** Launching and managing a new venture, Marketing strategies for small businesses, Scaling up and growth strategies, Risk types and risk mitigation strategies.	7
VI	**Innovation and Design Thinking** Types of innovation: Product, process, business model, Innovation life cycle, Open vs closed innovation, Design thinking process: Empathize, Define, Ideate, Prototype, Test.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Khanka, S. S. (2012), Entrepreneurial Development (Revised Edition). S. Chand Publishing. 2. Desai, V. (2009), Dynamics of Entrepreneurial Development and Management. Himalaya Publishing House.
2	Reference Books:	1. Dollinger, M. J. (2003), Entrepreneurship: Strategies and Resources (3rd ed.). Pearson Education. 2. Kurakto, D. F. (2016), Entrepreneurship: Theory, Process, and Practice (10th ed.). Cengage Learning.
3	Websites:	1. https://www.startupindia.gov.in 2. https://www.entrepreneur.com
4	Journals:	1. International Journal of Entrepreneurial Behavior & Research 2. Entrepreneurship Theory and Practice
5	Supplementary Reading:	1. Startup India Learning Program 2. NASSCOM Startup Ecosystem Report
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
20	20	√	√	√	√	√	√
20	20	√	√	√			
60	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20				√	√	√
Assessment 2 – Project based Learning				√	√	√	
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL402	**INTERNATIONAL BUSINESS MANAGEMENT** (Ver.1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
2	1	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] the foundational concepts and scope of international business and analyze the impact of globalization on business operations.
CO2	Evaluate[5] different international trade and investment theories and assess the implications of trade policies and regional integrations.
CO3	Analyze[4] the external environmental factors affecting international business and develop strategies to mitigate global risks.
CO4	Understand[2] the principles of international finance and manage currency and financial risks in a global context.
CO5	Apply[3] marketing and HRM strategies in international contexts, considering cultural and organizational diversity
CO6	Formulate[6] strategic decisions and ethical considerations in international business operations amidst global challenges.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	1		2			
CO2				2		
CO3	2					
CO4		2			1	
CO5	1		2			
CO6				1		2

Unit	**Content**	**Hours**
I	**Introduction to International Business** Definition and scope of international business, Differences between domestic and international business, Drivers of international business, Globalization and its impact and Modes of entering international markets.	7
II	**International Trade and Investment Theories**	7

	Classical and modern trade theories, Foreign Direct Investment (FDI), Trade barriers and liberalization, Regional trade blocs and economic integration (EU, NAFTA, ASEAN, etc.).	
III	**International Business Environment** Political, economic, legal, technological, and socio-cultural environment, Risk analysis in international business, Cultural dimensions and Legal systems and ethics in international business.	7
IV	**International Financial Management** Foreign exchange markets and exchange rate systems, Balance of payments, International financial institutions (IMF, World Bank, WTO), International monetary system & Managing international financial risks.	7
V	**International Marketing and Human Resource Management** International market segmentation, positioning, and entry strategies, Global branding, pricing and distribution, Cross-cultural communication and negotiation, International HRM practices: staffing, training and performance management and Expatriate management.	7
VI	**Strategies and Issues in International Business** Global strategic planning and alliances, International business ethics and CSR, Challenges in global supply chain management, Emerging economies and future trends, Digitization and international business	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Charles W.L. Hill & G. Tomas M. Hult, International Business: Competing in the Global Marketplace, McGraw-Hill. 2. John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, International Business: Environments and Operations, Pearson.
2	Reference Books:	1. Aswathappa K., International Business, McGraw-Hill Education.
3	Websites:	1. https://www.fsm.ac.in/blog/an-insight-into-international-business-management 2. https://testbook.com/ugc-net-management/international-business-management
4	Journals:	1. Journal of Research in International Business and Management 2. Wiley online library Strategic Management Journal
5	Supplementary Reading:	1. International Business Magazine 2. International Business Studies
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

Marketing Management

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL403MM1	**PRODUCT AND BRAND MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] key concepts and frameworks related to product and brand management.
CO2	Analyze[4] the stages of the product life cycle and formulate appropriate strategies.
CO3	Develop[6] brand identity, positioning, and equity-building strategies.
CO4	Evaluate[5] the use of branding across product categories, market segments, and geographies.
CO5	Apply[3] analytical tools to assess brand performance and value.
CO6	Design[6] product and brand strategies in alignment with organizational goals and market trends.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2			1
CO2				2		
CO3		1				1
CO4		2			1	
CO5	1			2		
CO6			1			2

Unit	Content	Hours
I	**Introduction to Product Management** Definition and role of product management in marketing, Classification of products, Responsibilities and functions of a product manager, New product development (NPD) process, Product innovation, screening, testing, and commercialization.	7
II	**Product Planning and Strategy** Product lifecycle management (PLC), Portfolio analysis tools (BCG Matrix, GE Matrix), Product differentiation and positioning, Product line and mix decisions, Packaging, labeling, and warranties.	7
III	**Introduction to Brand Management** Brand vs product: Understanding the difference, Brand elements: Name, logo, symbol, slogan, jingle, The role of branding in marketing and consumer perception, Brand building blocks and strategic brand management process.	7

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IV	**Brand Positioning and Equity** Brand positioning strategies, Points-of-parity and points-of-difference, Brand identity and personality, Measuring and managing brand equity, Keller's Customer-Based Brand Equity (CBBE) model, Brand audit and brand value chain.	8
V	**Brand Growth and Extensions** Brand architecture: House of brands, branded house, hybrid structures, Brand extensions and sub-brands, Global branding strategies, Co-branding and ingredient branding, Brand rejuvenation and rebranding strategies.	8
VI	**Managing Product & Brand Performance** Brand and product performance metrics, Role of IMC in product and brand communication, Digital branding and social media presence, Brand crises and managing negative brand publicity.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Keller, K. L. (2013), Strategic Brand Management: Building, Measuring, and Managing Brand Equity (4th ed.). Pearson Education. 2. Lehmann, D. R., & Winer, R. S. (2005), Product Management (4th ed.). McGraw-Hill Education.
2	Reference Books:	1. Aaker, D. A. (1996), Building Strong Brands. Free Press. 2. Kotler, P., & Keller, K. L. (2016), Marketing Management (15th Global ed.). Pearson Education.
3	Websites:	1. https://www.marketing91.com 2. https://www.statista.com
4	Journals:	1. Journal of Brand Management 2. Journal of Product Innovation Management
5	Supplementary Reading:	1. Interbrand's Best Global Brands Report
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20				√	√	√
Assessment 2 – Project based Learning			√	√	√		
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL403MM2	**INTEGRATED MARKETING COMMUNICATION MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Describe[1] the extent, importance and frameworks of Integrated Marketing Communication (IMC) within current marketing practices.
CO2	Recognize[4] and distinguish among different promotional tools and tactics employed in IMC such as ATL, BTL and TTL activities.
CO3	Utilize[3] strategic planning models (SWOT PESTEL) to plan IMC campaigns and create communication goals in accordance with ethical standards.
CO4	Create[6] creative message plans by combining appeals, copywriting strategies, narrative storytelling and creative briefs for successful brand communication.
CO5	Plan and analyze[4] media plans on traditional and digital media platforms, taking into account legal and regulatory environments in advertising and promotion.
CO6	Monitor[5] and manage IMC performance using pre/post-testing techniques, pivotal metrics, campaign monitoring and analytics solutions.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1		1	1	
CO2	1	2				
CO3		2	1			2
CO4	2		1		2	
CO5	2				1	2
CO6		1			2	1

Unit	Content	Hours
I	**Introduction to IMC & Communication Models** Meaning and scope of IMC, Role and importance of IMC in modern marketing, AIDA, DAGMAR, FCB Grid, Elaboration Likelihood Model (ELM), Hierarchy of Effects Model (HAM), Challenges and barriers in communication	7
II	**Promotional Mix Tools** Elements of the promotional mix, Advertising: objectives, types, media selection, Sales promotion: tools, trade and consumer promotions, Public relations and	7

	publicity, Direct marketing and personal selling, Digital and social media communication, ATL, BTL, and TTL strategies	
III	**IMC Planning Process & Ethics** Situation analysis (SWOT, PESTEL), Setting communication objectives (SMART goals), Budgeting methods (affordable, % of sales, competitive parity, objective-task), Target audience profiling, Message and creative strategy, Campaign development, Ethical issues in marketing communication, Deceptive and misleading advertising,	7
IV	**Creative Strategy & Message Design** Message appeals: rational, emotional, moral, Copywriting essentials: headlines, slogans, CTAs, Storytelling and content marketing, Designing a creative brief, Role of creative agencies.	8
V	**Media Strategy, Planning & Legal Aspects** Traditional media planning (TV, print, radio), Digital media planning (social media, PPC, SEO, influencer), Media objectives: reach, frequency, impact, Media scheduling: continuity, flighting, pulsing, Budget allocation and media mix decisions, Legal framework and regulatory bodies (ASCI, TRAI, GDPR), Advertising standards and consumer rights.	8
VI	**Evaluation & Control** Pre-testing and post-testing techniques, IMC metrics: brand recall, awareness, engagement, conversion, ROI and communication effectiveness, Campaign tracking and corrective actions, Use of analytics tools.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Belch, G. E., & Belch, M. A. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective* (12th ed.). – McGraw-Hill Education. 2. Clow, K. E., & Baack, D. E. (2018). *Integrated Advertising, Promotion, and Marketing Communications* (8th ed.). – Pearson Education.
2	Reference Books:	1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). *Marketing Management* (16th Global ed.), Pearson Education. 2. Duncan, T. (2005). *Principles of Advertising & IMC* (2nd ed.), Tata McGraw-Hill.
3	Websites:	1. https://business.adobe.com/blog/basics/what-is-integrated-marketing-communication-imc
4	Journals:	1. The Journal of Marketing Communications: Taylor and Francis. 2. International Journal of Advertising: Taylor and Francis.
5	Supplementary Reading:	Harvard Business Review (HBR) Articles

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		"The New Science of Customer Emotions" – Understand emotional branding and message design. "Branding in the Age of Social Media" – Learn how IMC adapts to influencer and digital culture.
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Assessment 1 – Case Study	**20**				√	√	√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

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24MBAL403MM3	**SERVICE MARKETING & CRM** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Understand[1] the unique characteristics of services and their implications on marketing strategies.
CO2	Analyze[4] service marketing mix and develop service delivery strategies.
CO3	Evaluate[5] the role of service quality and customer satisfaction in service design.
CO4	Understand[2] the fundamentals and evolution of Customer Relationship Management.
CO5	Apply[3] CRM strategies and technologies to manage customer lifecycle and retention.
CO6	Design[6] customer-centric approaches to improve service delivery and relationship value.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2		1	
CO2		1			1	1
CO3	1			1		
CO4	1		2			
CO5		1		2		
CO6		1			1	

Unit	Content	Hours
I	**Introduction to Services Marketing** Nature and characteristics of services, Classification of services, The service economy and its evolution, Challenges and opportunities in service marketing and Consumer behavior in services	7
II	**The Services Marketing Mix (7Ps)** Product: Designing the service offering, Pricing of services: Cost, value, and competition-based pricing, Promotion: Advertising, personal selling, sales promotion, Place: Distribution channels and service delivery, People, Process, and Physical evidence in services and Role of technology in service marketing	7
III	**Managing Service Quality and Customer Satisfaction**	7

	Service quality models, Measuring service quality and performance gaps, Customer satisfaction: Factors and measurement, Handling service failures and recovery strategies and Role of employees and customer participation	
IV	**Introduction to CRM** Definition and evolution of CRM, Strategic vs operational CRM, CRM value chain and CRM cycle, Importance of customer data and segmentation, CRM in different sectors: Retail, BFSI, Healthcare, Hospitality.	8
V	**CRM Strategies and Technologies** Customer acquisition and retention strategies, Lifetime value of customers, CRM tools and technologies (e-CRM, mobile CRM, social CRM), Customer analytics and predictive modeling, CRM implementation process and challenges.	8
VI	**CRM Trends and Ethical Considerations** Current trends in CRM: AI, Chatbots, Personalization, Integrating CRM with digital marketing, Ethics in customer data management and privacy, Case studies on successful CRM implementation, CRM in the Indian context: Emerging practices	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services Marketing: Integrating Customer Focus Across the Firm (7th ed.). McGraw-Hill Education. 2. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). Marketing Management (15th Global ed., Indian Adaptation). Pearson Education.
2	Reference Books:	1. Lovelock, C., & Wirtz, J. (2016). Services Marketing: People, Technology, Strategy (8th ed.). Pearson Education. 2. Christopher, M., Payne, A., & Ballantyne, D. (2002). Relationship Marketing: Creating Stakeholder Value. Butterworth-Heinemann.
3	Websites:	1. https://www.salesforce.com 2. https://www.tandfonline.com/toc/wjrm20/current
4	Journals:	1. Journal of Services Marketing. 2. Journal of Relationship Marketing.
5	Supplementary Reading:	1. HubSpot. (n.d.). The Beginner's Guide to CRM.
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20				√	√	√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

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Financial Management

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CURRICULUM FOR
MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL 404FM4	**CORPORATE RESTRUCTURING AND BUSINESS VALUATION** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks for Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[1] the strategic reasons and methods of corporate restructuring.
CO2	Analyze[4] dividend decision policies and bonus shares and its benefits
CO3	Evaluate[5] mergers, acquisitions, and divestitures including legal and regulatory aspects.
CO4	Apply[3] Discounted Cash Flow (DCF), Market, and Asset-based valuation methods.
CO5	Assess[5] the impact of restructuring strategies on stakeholders and firm value.
CO6	Design[6] restructuring strategies with ethical and sustainability considerations.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2		1	1	
CO2	1				2	2
CO3	3			2	2	2
CO4	1	2		1	2	2
CO5			1		1	2
CO6		1		2	3	

Unit	Content	Hours
I	**Introduction to Corporate Restructuring:** Meaning, need, and forms of corporate restructuring, Types of Mergers, Acquisitions, Takeovers, Spin-offs, Sell-offs, Equity carve-outs, Strategic vs financial restructuring, Legal framework and regulatory considerations (SEBI, Companies Act).	7
II	**Dividend Decision:** Dividend Models, Determinants of Dividend Policy Dividend policy in practice, Purpose of Dividend Payout Ratio, Stability in Dividend Policy Dividend as Residual Payment, Legal and Procedural Aspects of Dividend. Bonus Shares- regulation, reasons, deciding bonus ratio. bonus shares and stock splits.	8
III	**Mergers and Acquisitions (M&A):**	7

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	Process of M&A: Planning, target evaluation, due diligence, Deal structuring: Cash vs stock, friendly vs hostile takeover, Synergies and integration challenges, Cross-border M&A.	
IV	**Business Valuation – Concepts and Techniques** Need and approaches to valuation, Intrinsic vs Relative valuation, Valuation of synergy, control premium, Adjusted Present Value (APV), Discounted Cash Flow (DCF) Valuation, Comparable Companies Analysis (CCA), Precedent Transaction Analysis, Asset-based valuation, Start-up and distressed business valuation	8
V	**Financial Restructuring and Leveraged Buyouts (LBO)** Debt restructuring, recapitalization, Bankruptcy and turnaround strategies, leveraged buyout (LBOs), Management buyout (MBO): Structure, funding, exit strategies, Private equity role.	8
VI	**Strategic, Ethical and Sustainability Considerations:** Stakeholder impact and value creation, ESG integration in restructuring and valuation, Ethical dilemmas in M&A, Case studies on failed and successful restructuring	7
Note:	1. Case studies on each failed and successful restructuring 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. Wiley. 2. Khan and Jain, Financial Management, fifth Edition, McGraw Hill Publication.
2	Reference Books:	1. Weston, J. F., Mitchell, M., & Mulherin, J. H. (2004). Takeovers, Restructuring, and Corporate Governance. Pearson. 2. Gaughan, P. A. (2010). Mergers, Acquisitions, and Corporate Restructurings. Wiley. 3. Prasanna Chandra, *Corporate Valuation and Value Creation*, TMH.
3	Websites:	1. https://www.acecollege.in/CITS_Upload/Downloads/Books/1078_File.pdf 2. https://mu.ac.in/wp-content/uploads/2023/05/MMS-Security-Analysis-and-Portfolio-Management-1.pdf
4	Journals:	1. Journal of Corporate Finance Elsevier / ScienceDirect Harvard 2. Business Review (Finance & Strategy articles) HBR.org. 3. Journal of Applied Corporate Finance Wiley / SSRN.
5	Supplementary Reading:	1. Robert F. Bruner – Deals from Hell: M&A Lessons That Rise Above the Ashes 2. Koller, Goedhart & Wessels – Valuation: Measuring and Managing the Value of Companies (McKinsey & Company) 3. Mark Sirower – The Synergy Trap: How Companies Lose the Acquisition Game.

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6	Practical Component	1. Practical Problems on Valuation Projects (Group/Individual) 2. Practical Problems on Dividend decision.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test			√	√	√	√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing				√	√	√	
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL403FM2	**INTERNATIONAL TRADE AND FINANCE** (Ver.1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks for Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[1] the foundational concepts of international trade and the role of global institutions like the WTO.
CO2	Apply[3] and evaluate methods and instruments of payment, pricing, and export-import strategies.
CO3	Evaluate[5] international trade documentation and compliance requirements.
CO4	Apply[3] knowledge of export promotion schemes and government initiatives to enhance international trade.
CO5	Analyze[4] contemporary issues in international trade and finance and their implications for global business.
CO6	Understand[1] balance of payment and its impact on international trade.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2			3	
CO2	1		2		3	1
CO3	1				2	
CO4			1		2	1
CO5					2	
CO6	1			1		

Unit	Content	Hours
I	**International Trade:** Meaning and Benefits of International Trade, Basis of International Trade, Foreign Trade and Economic Growth, Balance of Trade vs Balance of payment, Current Trends in India, Barriers to International Trade, Indian EXIM Policy, WTO and its Role in Global Trade.	7
II	**Export and Import Finance:** Special need for Finance in International Trade, INCO Terms (FOB, CIF, etc.,) Payment Terms, Letters of Credit, Pre-Shipment and Post Shipment Finance,	7

	Forfaiting Deferred Payment Terms, EXIM Bank, ECGC and its schemes, Import Licensing, Financing methods for import of Capital goods.	
III	**Export Documentation and Compliance:** Bill of Exchange, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, Export Certification.	7
IV	**Export Promotion Schemes and Government Initiatives:** Government Organizations Promoting Exports, Export Incentives: Duty Exemption, IT Concession, Marketing Assistance, EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.	7
V	**Contemporary Issues in International Trade and Finance:** Globalization and its Impact on International Trade, Trade Wars and Protectionism, Digital Transformation in Trade and Finance, Sustainable Trade Practices, Geopolitical Factors Affecting Trade.	9
VI	**Balance of Payment:** Define the Balance of Payments and its importance in international finance, Identify and explain the components of BoP: Current Account, Capital Account, and Financial Account, Analyze the equilibrium and disequilibrium in BoP.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. A.V.Rajwade , (2014) "Foreign Exchange International Finance Risk Management", Arizona Business Alliance; 5th edition 2. P.G.Apte, (2010) "International Financial Management", Tata McGraw Hill Education.
2	Reference Books:	1. Cheol Eun & Burce Resnick (2007) "International Financial Management", McGraw-Hill Companies, 4th Edition. 2. Alastair Watson, Paul Cowdell, (1997) "Finance of International Trade", Chartered Institute of Bankers, 6th Edition
3	Websites:	1. https://www.investopedia.com/terms/i/internationalfinance.asp# 2. https://www.wallstreetmojo.com/international-finance/
4	Journals:	1. The Journal of Finance 2. Journal of Financial Economics
5	Supplementary Reading:	1. Global Finance 2. Global Trade Magazine 3. Trade Finance Global

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6	Practical Component	1. Analysis of India's Balance of Payments (BoP) 2. Exporters' Foreign Exchange Risk Management Practices

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20		√	√	√		
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√		√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing			√	√	√	√	
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL403FM3	**INTERNATIONAL FINANCIAL MANAGEMENT** (Ver.1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Explain[2] the scope, structure, and functioning of the international financial system, including global markets, institutions and international banking mechanisms.
CO2	Analyze[4] foreign exchange markets, including transaction types, exchange rate mechanisms, and the relationship between interest and exchange rates.
CO3	Evaluate[5] various theories of exchange rate behavior such as Purchasing Power Parity (PPP), Interest Rate Parity (IRP) and their relevance in international finance.
CO4	Understand[1] the structure, functions and roles of major international financial institutions like IMF, BIS, and Euro banks in global finance.
CO5	Assess[4] financial decisions of multinational firms including FDI, capital structure, cost of capital, international capital budgeting and country risk.
CO6	Evaluate[5] strategies for international portfolio investment and diversification using tools like International CAPM and optimal portfolio identification techniques.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2		
CO2		2		1		
CO3		2	1			1
CO4				2		
CO5	2	2			1	1
CO6	2	2				

Unit	Content	Hours
I	**International Finance** Concept & Scope of International Finance, Reserves, International Monetary System, World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market.	9
II	**Foreign Exchange Market** Types of Transactions, Exchange Rate quotations and Arbitrage between Exchange rate and Interest rate, Exchange Rate Mechanism- Determination of exchange rate in spot market and forward market. Factors influencing exchange rate.	9

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III	**Theories of Exchange Rate Behavior.** Purchasing Power Parity - Absolute Purchasing Power Parity and Relative Purchasing Power Parity, Interest Rate Parity, Risks in International Operations.	9
IV	**International Financial Institutions** IMF, Bank for International Settlements; international banking, euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank.	9
V	**Multinational Firm:** Foreign Direct Investment, Cost of Capital and Capital Structure of a Multinational Firm, Capital Budgeting and Cash Management of Multinational Firm, Country Risk Analysis, International Taxation, Double Taxation Avoidance Agreements.	9
VI	**International Diversification and Portfolio Investment:** Risk factors in international investing. International diversification - risk and return aspects. International CAPM. Identification of optimal portfolio.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. A.V. Rajwade, (2014) "Foreign Exchange International Finance Risk Management", Arizona Business Alliance; 5th edition 2. P.G.Apte, (2010) "International Financial Management", Tata McGraw-Hill Education 3. V.A. Avadhani, (2001)Global Business Finance, Himalaya Publication, 1st Edition 4. P.K Jain, Josette Peyrard & Surendra S Yadav, (2013), "International Financial" Management, Trinity Press
2	Reference Books:	1. Cheol Eun & Burce Resnick (2007) "International Financial Management", McGraw-Hill Companies, 4th Edition. 2. Alastair Watson, Paul Cowdell ,(1997) "Finance of International Trade", Chartered Institute of Bankers, 6th Edition
3	Websites:	1. https://www.wallstreetmojo.com/international-finance/
4	Journals:	1. Journal of International Financial Markets, Institutions and Money
5	Supplementary Reading:	1. International Finance, Wiley Online Library
6	Practical Component	1. Individual Activity: Students will prepare a comprehensive foreign exchange analysis report for a selected currency pair. 2. Case Study: Students will analyze real-world international financial decisions.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	60			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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Human Resource Management

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CURRICULUM FOR
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24MBAL403HR1	**INDUSTRIAL RELATIONS AND LABOUR LAWS** (Ver. 1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[1] key industrial relations concepts in the Indian context.
CO2	Analyze[4] Trade Unions and Collective Bargaining Dynamics
CO3	Apply[3] Industrial Dispute Resolution & Grievance Handling
CO4	Design[6] Welfare, Safety, & Working Conditions Frameworks.
CO5	Interpret[2] Bonus & Social Security Laws
CO6	Explore[6] Contemporary Labour Reforms & Emerging Trends

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1					
CO2	1	2	2	1		
CO3	3	1			1	
CO4		2	1	1		
CO5	1			1		
CO6		1	1			1

Unit	Content	Hours
I	**Introduction** Concepts, scope, objectives, and approaches to industrial relations, Key stakeholders: employers, employees, trade unions, government, ILO influence; Evolution of labour legislation in India and constitutional bases	8
II	**Trade Unions, Collective Bargaining & Industrial Disputes** Trade Unions Act, 1926: registration, rights/duties, organizational structure; Collective bargaining: process, principles, negotiations, worker participation; Industrial Disputes Act, 1947 (and IR Code 2020): strikes, lockouts, layoffs, retrenchment, unfair practices .	8

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III	**Statutory Dispute Resolution & Grievance Management** Employee Counseling – Types, Methods, Problems, Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation. Dispute settlement machinery: conciliation, arbitration, adjudication, labor tribunals; Grievance handling and disciplinary action: formal steps, domestic enquiry, hot stove rule	8
IV	**Labour Welfare, Safety & Working Condition** Factories Act 1948, Contract Labour Act 1970, Occupational Safety, Health and Working Conditions Code, 2020, The Industrial Employment (Standing Orders) Act, 1946	7
V	**Bonus and Social Security** Maternity Act 1961, The Apprentices Act, 1961 Payment of Bonus Act 1965 – Payment of Gratuity Act 1972. The Employees State Insurance Act, 1948, Workmen's Compensation Act.	7
VI	**Contemporary Issues in IR & Labour Reforms** Impact of industrial reform codes (e.g. Industrial Relations Code 2020) on conflict resolution and worker rights; Globalisation, service sector dynamics, gig and contract labour challenges; Role of employee engagement, high-performance work systems, corporate social responsibility in labour relations	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:		
1	Text books	1. Arun Monappa, Industrial Relations, Tata Mc-Graw Hill, New Delhi 2. Pramod Verma, Management Of Industrial Relations – READING AND CASES, Oxford University Press, New Delhi
2	Reference Books:	1. S.C.Srivastava (2009), Industrial Relations and Labour Laws, Vikas Publications. 2. Memoria, Memoria & Gankar, Dynamics of Industrial Relations, (2008), Himalaya Publishing House.
3	Websites:	1. https://trainingindustry.com/ 2. https://www.td.org/
4	Journals:	1. Indian Journal of Industrial Relations 2. Economic and Labour Relations Review
5	Supplementary Reading:	1. Ministry of Labour & Employment (India) – Annual Reports
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20	√	√				√
Assessment 2 – Project based Learning							√
Assessment 3 – Hands on practice / Simulation / Seminars				√			√
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing		√	√				√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).				√	√	√	

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CURRICULUM FOR

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24MBAL403HR2	**EMPLOYEE ENGAGEMENT AND EMPOWERMENT** (Ver. 1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] basic concepts of employee engagement, benefits and measuring tools.
CO2	Analyze engagement culture, foster a culture where employees feel empowered to take initiative and make decisions.
CO3	Apply[3] the employee engagement frameworks, strengthen internal communication and team collaboration as key engagement tools.
CO4	Develop[6] and implement employee empowerment by exploring its concepts, legal framework, best practices, and strategies for balancing autonomy with organizational support.
CO5	Explore[3] the key elements, processes, levels, and principles of employee empowerment, and examine its benefits and recent trends.
CO6	Connect[4] employee engagement and empowerment practices with organizational performance, and evaluate their impact through critical analysis and strategic drivers.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2				1	
CO2		1	2			
CO3				2		1
CO4		1		3		
CO5	1		2			
CO6		2			1	

Unit	**Content**	**Hours**
I	**Understanding Employee Engagement** Definition and Importance of Employee Engagement, Key Drivers of Engagement, Benefits of a Highly Engaged Workforce, Measuring Engagement: Tools and Metrics, Case Studies of Successful Engagement Practices.	8

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II	**Building an Empowering Culture** Concept of Employee Empowerment, Characteristics of Empowering Work Environments, Leadership's Role in Empowerment, Balancing Empowerment and Accountability, Practical Strategies for Fostering Empowerment.	8
III	**Communication and Collaboration** Engagement: People, Reward, Company practices, Work, quality of life, Opportunities–Consequences of engagement –Employee Engagement using Social Media-Recent Trends in Engagement.	8
IV	**Empowerment Concept** Employee Empowerment-Basic issues and concerns -Best practices-Legal framework Employee empowerment- creating a vision and support building-Balancing Autonomy and Dependence; Role of Unions and their involvement-High Involvement management practices.	7
V	**Employee Empowerment** Key elements: Power, Information, Reward and Knowledge (PIRK) Process of Employee Empowerment –Benefits of Employee empowerment -Levels of Employee Involvement: Enabling, Involving and Encouraging -Principles of Employee Empowerment-Recent Trends in Empowerment.	7
VI	**Employee Engagement and Empowerment** Basic Issues and Concern-Best Practices-Key Improving Performance -Impact on Organization Performance Engagement Strategies –Drivers of Employee Engagement -Evaluation of Empowerment and Engagement - Critical Issues in Evaluation of Employee empowerment and engagement and its difference with other evaluation approaches.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. E E Lawler III, The Ultimate Advantage: Creating High Involvement Organization, Jossey Boss. 2. J B Mondros and S M Wilson, Organizing for Power and Empowerment, Columbia University Press.
2	Reference Books:	1. DBM Fetterman, Foundation of Empowerment Evaluation, Sage 2. C. Argyris, On Organizational Learning, Blackwell.
3	Websites:	1. https://officevibe.com/employee-engagement-solution/guide 2. https://officevibe.com/blog/why-employee-engagement-
4	Journals:	1. Harvard Business Review 2. Journal of Organizational Behaviour

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5	Supplementary Reading:	1. Paul L. Marciano (2010), Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with McGraw Hills
6	Practical Component	1. Individual Activity; Student will analyze the real life case study 2. Group Activity: Students will work in a team for seminar presentations on concepts of subjects.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	**20**			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

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24MBAL403HR3	**GLOBAL HR PRACTICES** (Ver. 1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	**Understand** the fundamental concepts, scope, and strategic importance of Global Human Resource Management in the context of globalization.
CO2	**Analyze** various international staffing strategies, recruitment methods and expatriate management techniques adopted by multinational corporations.
CO3	**Design** effective cross-cultural training, leadership development and repatriation programs suitable for a global workforce.
CO4	**Evaluate** international performance management systems, considering cultural and regional diversity, and recommend improvements.
CO5	**Develop** global compensation and benefits structures that are competitive, legally compliant and culturally sensitive.
CO6	**Interpret** the impact of emerging global HR trends such as hybrid work, HR technology, international labour standards and DEI initiatives.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3					1
CO2		1			2	
CO3				2	2	
CO4		1				1
CO5	3					
CO6	3		2	3		

Unit	Content	Hours
I	**Fundamentals of Global HRM** Definition, scope and evolution of Global HRM**,** Domestic vs International HRM**,** Globalization and its impact on HRM**,** Strategic role of HR in international business**,** Ethical and cultural issues in Global HRM**,** Global HRM structures in MNCs and transnationals	8
II	**Global Talent Acquisition & Staffing Strategies**	8

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	International staffing approaches: Ethnocentric, Polycentric, Regiocentric, Geocentric, Recruitment strategies across borders, Talent acquisition through global platforms, Expatriate management: selection, pre-departure support, Repatriation challenges and solutions	
III	**International Training & Leadership Development** Global training needs analysis, Cross-cultural and diversity training, International leadership competencies, Global Learning and Development strategies, Repatriate development and reintegration	8
IV	**Global Performance Management** Purpose and process of performance management in MNCs, Cross-border performance metrics, Cultural challenges in appraisal systems, Aligning global KPIs with local practices, Use of AI and data analytics in performance reviews	7
V	**International Compensation and Benefits** Key components of international compensation: Base pay, allowances, incentives, Compensation models: balance sheet, localization, global market rate, Legal compliance and taxation issues, Global benefits: insurance, pensions, perks, Expatriate compensation trends	7
VI	**Industrial Relations, HR Technology & Future Trends** Comparative industrial relations across countries, Global HR policies and labour laws, Role of ILO, OECD, and WTO in labour standards, HR Technology: AI, automation, HR analytics, Contemporary trends: gig economy, hybrid work models, remote on boarding, Diversity, Equity and Inclusion (DEI) in global HRM	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:		
1	Text books	1. Dowling, Festing & Engle (2023) – *International Human Resource Management* 2. Aswathappa & Dash (2021) – *International Human Resource Management*.
2	Reference Books:	1. Edwards, Rees (2022) – *International HRM: Globalization, National Systems and Multinational Companies* 2. Harzing, Pinnington (2021) – *International Human Resource Management*
3	Websites:	1. www.shrm.org – Society for Human Resource Management 2. www.hbr.org – Harvard Business Review (HRM Section) 3. www.hrtechnologist.com – Latest trends and tools in global HR
4	Journals:	1. The International Journal of Human Resource Management (Taylor & Francis) 2. Human Resource Management Journal (Wiley) 3. Employee Relations (Emerald Insight)

5	Supplementary Reading:	1. Harvard Business Review articles on remote work, DEI, and global HR strategies 2. McKinsey Reports on Future of Work and Global Workforce Trends 3. Case studies from Ivey Publishing on HR strategies in global companies 4. Podcasts – "WorkLife with Adam Grant", "HR Happy Hour"
6	Practical Component	1. Case analysis of HR strategy in a global firm like Unilever or Amazon. 2. Create a comparison chart of HR functions in a domestic firm vs. a multinational corporation. 3. Prepare a timeline or infographic showing key milestones in the evolution of Global HRM. 4. Design a LinkedIn-based international recruitment campaign.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Assessment 1 – Case Study	**20**	√	√				√
Assessment 2 – Project based Learning							√
Assessment 3 – Hands on practice / Simulation / Seminars				√			√
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing		√	√				√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).				√	√	√	

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

Information Technology and Analytics

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

24MBAL404IT1	**CLOUD COMPUTING** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Define[2] cloud computing along with the History, Characteristics and Evolution.
CO2	Describe[2] various planning phases, Strategy Phase, Deployment Phase.
CO3	Demonstrate [3] the different types of Cloud Deployment Models.
CO4	Discriminate[4] between the various types of Cloud Service Models.
CO5	Evaluate[5] the significance of Server, Data, Software, Storage and Network Virtualization.
CO6	Design & develop the case studies on the today's leading cloud service providers.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

Unit	Content	Hours
I	**Introduction to Cloud Computing** concept of Cloud, Cloud Computing, History of Cloud Computing, Characteristics of Cloud Computing, Evolution of Cloud Computing, Advantages and Disadvantages of Cloud Computing.	7
II	**Cloud Computing Planning** various planning phases, Strategy Phase, Deployment Phase. Virtualization, Service-Oriented Architecture (SOA), Grid Computing, Utility Computing. Cloud Computing Architecture, Cloud Computing Infrastructure, NIST framework.	7

III	**Cloud Deployment Models** Public Cloud Model, Private Cloud Model, Hybrid Cloud Model, Community Cloud Model. Introduction, characteristics, Advantages and dis- advantages between each cloud development models.	7
IV	**Cloud Service Models** Cloud Computing Infrastructure as a Service (IaaS), Cloud Computing Platform as a Service (PaaS), Cloud Computing Software as a Service (SaaS), Cloud Computing Identity as a Service (IDaaS), Cloud Computing Network as a Service (NaaS), Difference between IAAS, PAAS and SAAS.	8
V	**Cloud Virtualization** Server Virtualization, Data Virtualization, Software Virtualization, Storage Virtualization, Network Virtualization. Core Components, Advantages and Dis-advantages of each type of virtualization.	8
VI	**Cloud Service Providers** Amazon Web Services (AWS), IBM Cloud, Microsoft Azure, Google Cloud Platform- Introduction, features, List of Companies using respective platforms etc.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. "Cloud Computing: From Beginning to End" by Ray J. Rafaels 2. Cloud Computing: Concepts, Technology & Architecture" by Thomas Erl.
2	Reference Books:	1. "Cloud Computing For Dummies" by Judith Hurwitz, Robin Bloor, Marcia Kaufman, and Fern Halper 2. Cloud Computing: A Hands-on Approach" by Arshdeep Bahga and Vijay K. Madisetti.
3	Websites:	1. https://aws.amazon.com/ 2. https://azure.microsoft.com/en-in
4	Journals:	1. https://journalofcloudcomputing.springeropen.com/
5	Supplementary Reading:	1. https://www.geeksforgeeks.org/cloud-computing/cloud-computing/
6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – MOOC Online Certification Courses	20			√	√	√	
Assessment 2 – Case Study							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL404IT2	**WEB & SOCIAL MEDIA ANALYTICS** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Define[2] Basic Terms in Online Marketing & Differentiate between Traditional and Online Marketing,
CO2	Describe[2] various Social Media Key Performance Indicators.
CO3	Demonstrate [3] the different types of Web Metrics.
CO4	Analyse [4] the various terminologies in Web Analytics.
CO5	Evaluate[5] the significance of Social Media Marketing tools.
CO6	Design & develop the case studies on the Web & Social Media Analytics Trends.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

Unit	Content	Hours
I	**Introduction to Online Marketing** Difference between Traditional and Online Marketing, Components of Online Marketing- Market Research, Keyword Research, SEO Friendly Website, Online Advertising, Mobile Advertising, Email Marketing, Content Marketing.	9
II	**Social Media Key Performance Indicators** Introduction, (what and why) Social media KPIs (reach and engagement), Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback).	9

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III	**Web Metrics** PULSE metrics (Page views, Uptime, Latency, Seven-day active users) on business and technical issues; HEART metrics (Happiness, Engagement, Adoption, Retention, and Task success) on user behaviour issues; On-site web analytics, off-site web analytics, the goal signal-metric process.	9
IV	**Web Analytics** Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing; Natural Language Processing Techniques for Micro-Text Analysis, Network Analysis.	9
V	**Social Media Marketing tools** Facebook Marketing, Twitter Marketing, LinkedIn Marketing, Google+ Marketing, Pinterest Marketing, Video Marketing.	9
VI	**Web & Social Media Analytics Trends** Social Bookmarking, Image Optimization, Blogging, Case studies of successful social media marketing campaigns in India.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Mathew Ganis, Avinash Koihrkar-Social Media Analytics-IBM Press-2015 / 1s
2	Reference Books:	1. Jim Sterne-Social Media Metrics-Wiley-Latest 2. Marshall Sponder, Gorah F. Khan-Digital Analytics for Marketing-Routledge-2017
3	Websites:	1. https://searchbusinessanalytics.techtarget.com/definition/social-media-analytics 2. https://analytics.facebook.com
4	Journals:	1. The Journal of Social Media in Society
5	Supplementary Reading:	1. Social Media Marketing (Magazine) 2. Brand Equity – Economic Times
6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario.

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Evaluation Scheme:							
Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
ISE	**20**	√	√	√	√	√	√
MSE	**20**	√	√	√			
ESE	**60**	√	√	√	√	√	√
Total	**100**						

Suggestive Formative Assessment Tools/Methods for ISE *(Minimum 3 and Max. 5 tools)*							
Formative Assessment Tools/Methods	**Total Marks**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*					
		CO1	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
Assessment 1 – MOOC Online Certification Courses	**20**			√	√	√	
Assessment 2 – Case Study							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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CURRICULUM FOR

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24MBAL404IT3	**DATA VISUALIZATION TOOLS - POWER BI** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	50		40%
					POE	50	20	

Course Outcomes: Students will be able to,	
CO1	Understand the role of data visualization in business decision-making using Power BI.
CO2	Import, clean, and transform data from multiple sources using Power Query in Power BI.
CO3	Design efficient data models and apply DAX formulas for custom calculations.
CO4	Create a wide range of interactive and meaningful data visualizations.
CO5	Perform advanced analytics using Power BI tools and techniques for deriving insights.
CO6	Publish and share dynamic reports securely using Power BI Service in real-world scenarios.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

Unit	Content	Hours
I	**Introduction to Data Visualization and Power BI** Meaning and importance of data visualization in business, Overview of Microsoft Power BI: Features and Interface, Power BI components: Power BI Desktop, Power BI Service, Power BI Mobile, Installation and setup of Power BI Desktop, Understanding the Power BI workflow.	7
II	**Connecting and Transforming Data** Data sources supported in Power BI, Importing data from Excel, CSV, databases, and web, Using Power Query Editor, Data transformation: filtering, sorting, pivot/unpivot, splitting columns, Data cleaning and shaping	7

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III	**Data Modeling and Relationships** Introduction to data modeling concepts, Creating tables, relationships, and data schema, Primary and foreign keys in Power BI, Data types and hierarchies, Introduction to DAX (Data Analysis Expressions): calculated columns, measures, and basic functions.	7
IV	**Creating Visualizations** Introduction to visualization types in Power BI, Creating and customizing charts: bar, line, pie, map, cards and tables, Using slicers and filters, Designing interactive dashboards, Drill-down and tooltip features.	8
V	**Data Analysis Using Power BI** Data Analysis Expressions functions, What-If parameters and scenario analysis, Using KPIs, Q&A and bookmarks, Conditional formatting and dynamic visuals, Creating report themes and templates.	8
VI	**Publishing and Sharing Reports** Introduction to Power BI Service (Cloud), Publishing dashboards to Power BI workspace, Sharing and collaborating on reports, Setting up scheduled data refresh, Power BI security and data privacy basics.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Brian Larson (2020) – "Microsoft Power BI Complete Reference", McGraw-Hill Education. 2. Alberto Ferrari & Marco Russo (2016) – "Introducing Microsoft Power BI", Microsoft Press.
2	Reference Books:	3. Dan Clark (2021) – "Beginning Power BI: A Practical Guide to Self-Service Data Analytics with Excel 2016 and Power BI Desktop", Apress. 4. Gil Raviv (2018) – "Collect, Combine, and Transform Data Using Power Query in Excel and Power BI", Microsoft Press.
3	Websites:	1. https://powerbi.microsoft.com 2. https://www.sqlbi.com
4	Journals:	1. International Journal of Data Science and Analytics, Springer 2. Journal of Business Analytics, Taylor & Francis
5	Supplementary Reading:	1. Enterprise DNA Blog (2024) – Advanced Power BI and DAX Use Cases.

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6	Practical Component	3. Individual Activity: Practical's based on application of Power BI for Business decisions. 4. Group Activity: Students will work on project using real or dummy data to create a comprehensive Power BI dashboard

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	50	√	√	√	√	√	√
POE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – MOOC Online Certification Courses	50			√	√	√	
Assessment 2 – Case Study							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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CURRICULUM FOR
MASTER OF BUSINESS ADMINISTRATION (Scheme 2024-25)

Operations and supply Chain Management

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR
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24MBAL403OM1	**SUPPLY CHAIN MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,

CO1	Understand[2] the fundamental concepts and strategic role of supply chain management in business operations.
CO2	Analyze[4] and design supply chain networks considering logistics, inventory, and demand variability.
CO3	Evaluate[5] supplier relationships, sourcing strategies, and procurement processes.
CO4	Apply[3] concepts of logistics and transportation in optimizing the supply chain.
CO5	Utilize[3] supply chain technologies and information systems for decision-making.
CO6	Assess[4] performance using supply chain metrics and sustainability practices.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2			1		
CO2		1			1	
CO3	1		2			
CO4		2			1	
CO5	1		1			
CO6			1			2

Unit	**Content**	**Hours**
I	**Introduction to Supply Chain Management** Definition, objectives and importance of SCM, Key components and participants in a supply chain, Evolution and strategic role of supply chains, Supply chain drivers and metrics and Competitive and supply chain strategies.	7
II	**Supply Chain Network Design** Designing the distribution network, Network design in the supply chain, Facility location and capacity allocation and Modeling for supply chain network optimization.	7
III	**Procurement and Supplier Management**	7

	Strategic sourcing process, Supplier selection and evaluation, Procurement process and contract management, Supplier relationship management (SRM) and Global sourcing and risk management.	
IV	**Logistics and Transportation Management** Role of transportation in SCM, Modes of transportation and their characteristics, Logistics service providers and 3PL/4PL, Warehousing and distribution management and Cost and service trade-offs.	7
V	**Inventory and Demand Management** Inventory types and control techniques (EOQ, JIT, VMI), Safety stock and service levels, Demand forecasting methods, Bullwhip effect and coordination and Aggregate planning and sales & operations planning (S&OP)	7
VI	**Technology, Performance & Sustainability in SCM** Role of IT in supply chains (ERP, RFID, SCM software), E-supply chains and digital transformation, Supply chain performance metrics and benchmarking, Green supply chain and sustainability.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Sunil Chopra And Peter Meindl, "Supply Chain Management – Strategy Planning And Operation", Pearson Education (Singapore) Pvt. Ltd., Indian Branch, Delhi. 2. Sunil Sharma, "Supply Chain Management", Oxford University Press.
2	Reference Books:	1. Donald J.Bowersox & David J. Closs "Logistical Management" The integrated supply Chain Process, Tata,Mc-grawhill Edition. 2. S.K. Bhattacharya, Logistics management, S.Chand publication. 3. John T. Mentzer, "Fundamentals Of Supply Chain Management (5th Edition-2007)" Response Books.
3	Websites:	1. https://www.investopedia.com/terms/s/scm.asp 2. https://en.wikipedia.org/wiki/Supply_chain_management
4	Journals:	1. Journal of Supply Chain Management 2. International Journal of Logistics Management
5	Supplementary Reading:	1. https://www.ibm.com/think/topics/supply-chain-management
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
BSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

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CURRICULUM FOR

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24MBAL403OM2	**MODERN APPROACHES TO QUALITY MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th(100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Understand[2] the basic concept and framework of Quality management.
CO2	Analyze[4] and interpret the contribution of Quality Gurus in TQM Journey
CO3	Develop the quality standards considering the scope and need of the market.
CO4	Apply[3] statistical tools for quality control.
CO5	Utilize[3] Strengthen the industry processes by applying the six sigma concepts
CO6	Assess[4] Explore important factors of service quality in service industries.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2			
CO2		2				1
CO3	2		1			
CO4		2		1		
CO5	2					1
CO6			1		1	

Unit	Content	Hours
I	**Introduction to Quality Management** Understanding Quality, Meaning & Definitions of Quality Management, Conceptual Framework of Quality, Evolution of Quality Management, Dimensions of Quality, Quality Assurance, Quality Control & Inspection, Quality Planning, Strategic Quality Management, Benchmarking, Quality Function Deployment, Cost Of Quality	7
II	**Philosophy of Quality Management** Quality Management Philosophy of Deming and Juran, Deming's Fourteen Points of Quality Management, Ten steps of quality Management of Juran, Crosby's "Absolutes of Quality" and his Fourteen Steps of Quality Management, Taguchi's Philosophy of Quality Engineering	7
III	**Quality Standards & Business Excellence Model** Quality System Standards, Bureau of Indian Standards, Role of Quality Council of India, AGMARK Grading, International Organization of Standardization, CII-EXIM Bank Award of Business Excellence (EFQM Model),Tata Business Excellence	7

	Model(TBEM), Malcolm Baldrige Model & Criteria For Business Performance Excellence.	
IV	**Statistical Quality Control** Meaning and Significance of Statistical Quality Control, Need of Accepting Sampling, Types of Sampling Plans, Introduction To Control Charts, Control Chart of Variable, Control Chart For Attribute, Statistical Process Control, Process Capability, Tools of Statistical Quality Control, Pokayoke.	7
V	**Total Quality Management** Concept of TQM, Evolution of TQM, Components of TQM, TQM Loop, Zero Defect Programme, Quality Improvement Team, Role Of Workers, Supervisors And Management In TQM, Marketing Aspects of TQM, Total Quality of Services, Total Quality And Safety, Six Sigma.	7
VI	**Service Quality Management** Product & Services, Classification of Services, Service Quality, Measuring Service Quality, Managing The Service Quality, Sequential Incident Techniques, Quality Ratings, Method Analysis.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Total Quality Management,2006, Prentice Hall India. 2. Total Quality Management, Prof. V. Vijayan & H. Ramakrishnan, S Chand Publishing.
2	Reference Books:	1. Total Quality Management – Principles and Practice – By S. k. Mandal 2. Total Quality Management - By Besterfield Dale H.
3	Websites:	1. https://en.wikipedia.org/wiki/Quality_management
4	Journals:	1. Journal of Quality Management 2. International Journal of Quality & Reliability Management
5	Supplementary Reading:	1. https://www.investopedia.com/terms/q/quality-management.asp
6	Practical Component	1. Individual Activity; Student will analyze the real life case study. 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	20			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√

DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

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24MBAL403OM03	**LEAN MANAGEMENT** (Ver.1) (DSE, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
3	-	-	3	Th (100)	ISE	20		40%
					MSE	20		
					ESE	60	24	

Course Outcomes: Students will be able to,	
CO1	Sensitize[2] the students on waste elimination philosophizes.
CO2	Provide[2] detail information of the Lean concepts that can be applied in organizations.
CO3	Expose[3] students with Technical problems & decision making in production industry.
CO4	Appreciate4 the critical importance of supply chain collaboration and integration.
CO5	Comprehend[5] cultural and technological impact on global supply chain development.
CO6	Develop[6] the process of value strip mapping in value stream mapping.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

Unit	Content	Hours
I	**Introduction To Lean Management, Lean Philosophy & Principles** The Popular Definition of Lean, Lean philosophies, Lean Thinking, Value vs. Waste, Toyota Production System, The TPS and Lean Manufacturing Defined, The Two Pillars of the TPS, The Behavioral Definition, The Business Definition, Several Revolutionary Concepts in the TPS. Overview of Lean Principles.	7
II	**Lean Management Tools & Techniques** Overview of Principles & Tools, 5S & Visual Controls, Kaizen, Root Cause Analysis, Value Streams, Pull & Push system in lean Manufacturing, Mistake Proofing, Quick Changeover, Theory of Constraints , Human Factors	7

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III	**Lean Implementation** Overview of Lean Implementation, The Stages of Lean Implementation, Lean Training, Implementing "5S", Five critical success factors for implementing lean programs, Hurdles in Lean Implementation.	7
IV	**Application Of Lean Management** Concept of Value Stream Mapping, Information flows through VSM, VSM a Useful Tool, Basic Steps to VSM , Value Stream Mapping Symbols, Keys for Success with VSM , Lean Materials Management, Lean Inventory Management , Lean Quality Control Total productive Maintenance.	8
V	**Managing Lean Manufacturing Line** Introduction to Lean Manufacturing, Initialization and project star-up, understanding the product, process & materials, Managing line output to match demand, Sub-optimizing the lean line to meet daily rate of demand, Rewarding the flexibility ,Rewarding the performance, Resistance to change.	8
VI	**Value Stream Mapping Future State** Key issues in building the Future State Map, Process tips in building the map and analysis of the customer loop, supplier loop, manufacturing loop and information loop, Example of completed Future State Maps, Application to factory simulation, Implementation of lean practices, Best Practices in Lean Manufacturing.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Bowersox, Donald J. (2013) Supply chain logistics management. New York : McGraw-Hill. 2. CHOPRA, SunilMeindl, Peter (2013) Supply chain management: strategy, planning, and operation. Boston: Pearson.
2	Reference Books:	1. Lonnie Wilson , "How to Implement Lean Manufacturing", Mc-Graw Hill publications. 2. Lean Manufacturing: Principles, Tools, and Methods ,Bosch Rexroth Corporation,2009.
3	Websites:	1. https://lean.msme.gov.in/
4	Journals:	1. International Journal of Lean Six Sigma: emerald
5	Supplementary Reading:	1. COYLE, John J. (2013) Administración de la Cadena de Suministro una perspectiva logística. México, D.F. : Cengage Learning. (658.7 COYL)

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6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	20	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	60	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – MOOC Online Certification Courses	20			√	√	√	
Assessment 2 – Case Study							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							

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24MBAL404	**NETWORKING SKILLS** (Ver.1) (SEC, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
-	-	2	1	Th (100)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	Understand the fundamentals and importance of networking in personal and professional life.
CO2	Demonstrate effective verbal and non-verbal communication in networking contexts.
CO3	Apply strategies for online and offline networking in academic, corporate, and entrepreneurial settings.
CO4	Build and maintain professional relationships using ethical and culturally appropriate practices.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

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

Unit	Content	Hours
I	**Introduction to Networking Skills** Meaning and scope of networking, Benefits of networking: Career, business, social capital, Types of networks: Personal, professional, academic, digital Networking myths and mindset shift, Self-awareness: Strengths, elevator pitch, personal brand.	7
II	**Verbal and Non-Verbal Communication for Networking** The role of communication in networking, Developing conversation starters and active listening skills,Non-verbal cues: Posture, tone, eye contact, gestures Small talk and building rapport, Practice: Role plays and mock networking events	7
III	**Professional Networking Strategies** Networking in the workplace and professional events, Business card etiquette and follow-up communication, LinkedIn and other professional platforms, Networking for job search, mentorship, and collaboration, Group activities: Networking map, referral tree	7

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IV	**Ethical and Cultural Aspects of Networking** Cultural sensitivity in communication and relationship-building, Ethical issues: Trust, reciprocity, respect, and confidentiality, Networking do's and don'ts, Case studies of successful networking in entrepreneurship and careers, Guest session or panel with industry professionals.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:		
1	Text books	1. Devito, J. A. (2019), The Interpersonal Communication Book (14th ed.). Pearson Education. 2. Carnegie, D. (2016), How to Win Friends and Influence People. Simon & Schuster.
2	Reference Books:	1. Misner, I. R. (2017), Networking Like a Pro: Turning Contacts into Connections. Entrepreneur Press.
3	Websites:	1. https://www.mindtools.com
4	Journals:	1. https://www.mindtools.com
5	Supplementary Reading:	TED Talks:
6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
ISE	50	√	√	√	√
Total	50				

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Suggestive Formative Assessment Tools/Methods for ISE
(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed *(Please tick as appropriate)*			
		CO1	CO2	CO3	CO4
Assessment 1 – MOOC Online Certification Courses	50				
Assessment 2 – Case Study					
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test					
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing			√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					

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24MBAL405	**INTERDISCIPLINARY MOOC** (Ver.1) (VAC, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
-	2	-	1	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	**Demonstrate**[3] self-motivation for using Open Educational Resources (OERs) for self-development.
CO2	**Identify**[2]suitable educational resources for active open learning.
CO3	**Plan**[2] a structured learning experience using a range of available resources.
CO4	**Use**[3] OER for self-development.
CO5	**Demonstrate**[2] the learnings from discipline specific MOOC course.
CO6	**Evaluate**[5] the Outcomes by producing the completion of certificate from discipline specific MOOC course.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

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

	Content
	• Learners are encouraged to opt for Massive Online Open Courses (MOOCs). Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India. (AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016). • A Massive Open Online Course (MOOC) aimed at unlimited participation and open access via the web. In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums to support community interactions among students, professors, and teaching assistants (TAs), as well as immediate feedback to quick quizzes and assignments. • Massive Open Online Courses (MOOCs) are available for anyone to enroll. MOOCs provide

	an affordable and flexible way to learn new skills, advance your career and deliver quality educational experiences at scale. • A course coordinator / faculty guide shall be assigned for such courses. The course coordinator / faculty guide shall oversee the progress of the learner as well as evaluate the learner. The learner shall select the Course that he/she desires to opt for and submit proposed course study relevant to his/her domain area. The course coordinator / faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic. • There is no defined syllabus for the MOOC courses in curriculum. Since MOOC is a guided self-study course. Min. 8 weeks / minimum 38-40 hours of work shall be equivalent to two credit. • Students shall apply to the HOD through MOOC coordinator of the School in advance and seek permission for seeking credit for the proposed MOOCs, he/she wishes to pursue through departmental MOOC coordinator. • The commencement date and completion date of the MOOC such as Professional Certifications shall be within the admission date for the MBA programme or before the completion of MBA. Student has to submit a certificate regarding successful completion of the MOOCs course duly signed by the competent authority and issued through the Host Institution to the departmental MOOC Coordinator before end of the semester. The marks or grade sheet / Certificate regarding successful completion of the MOOCs course of the student that counts for final award of the credit by the University. In case due to any genuine reason or official/technical difficult to get the course completion certificate from the competent authority within said period, in such situation the departmental MOOC Coordinator or faculty subject expert will evaluate the students for the practical/lab component and accordingly incorporate these marks/grade in the overall marks/grade which can be considered for credit count. • Note: University consider minimum Four-week course as equivalent to one credit, minimum eight-week course as equivalent to two credit, minimum twelve-week course as equivalent to three credit, and so on; Student can select any number of credit course but as per curriculum structure and considering semester time span, a student can earn maximum two credits after successful completion of course only on his/her grade sheet. Swayam, NPTEL or any other platform courses can be considered after the approval of HOD. Thus, it is advisable to students that they should go for minimum 8 weeks course / two credit course and student needs to submit the hard copy and soft copy of the completion certificate compulsory.

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Learning Resources:		
1	Text books	Not Applicable
2	Reference Books:	Not Applicable
3	Websites:	1. https://epgp.inflibnet.ac.in/Home 2. https://ebooks.inflibnet.ac.in/eadhyayan/ 3. https://ugcmoocs.inflibnet.ac.in/
4	Journals:	Not Applicable
5	Supplementary Reading:	1. e-Adhyayan (e-Books)
6	Practical Component	Discussion forums, quizzes, assignments, sessional and final examinations base on discipline specific MOOC course.

Evaluation Scheme:					
Assessment	**Total Marks**	**Intended course learning outcomes to be assessed** (Please tick as appropriate)			
		CO1	**CO2**	**CO3**	**CO4**
ISE	**50**	√	√	√	√
Total	**50**				

Suggestive Formative Assessment Tools/Methods for ISE *(Minimum 3 and Max. 5 tools)*					
Formative Assessment Tools/Methods	**Total Marks**	**Course Learning Outcomes to be assessed** *(Please tick as appropriate)*			
		CO1	**CO2**	**CO3**	**CO4**
Assessment 1 – MOOC Online Certification Courses	**50**	√	√	√	√
Assessment 2 – Case Study					
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test					
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					

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24MBAL406	**SUMMER INTERNSHIP PROJECT** (Ver. 1) (Program Core, Department of Management)

L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	**Exam**	**Max. Marks**	**Minimum Marks For Passing**	**Minimum Passing %**
0	-	-	6	Pr(100)	Project Report	50	40	40%
					Viva Voce	50		

Course Outcomes: Students will be able to,	
CO1	Demonstrate the ability to apply theoretical knowledge of management concepts in a real-world business environment.
CO2	Analyze the structure, functions, and operational processes of an organization to understand its strategic and functional dynamics.
CO3	Identify and define a business problem or opportunity within the host organization, and propose an appropriate approach for investigation.
CO4	Develop critical thinking and problem-solving skills through data collection, stakeholder interaction, and business analysis.
CO5	Exhibit professional behavior, interpersonal communication, and ethical conduct in line with industry expectations.
CO6	Prepare and present a structured internship report that reflects clarity, coherence, analytical depth, and proper documentation of sources.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2		2			
CO2	3			3		
CO3		2			2	
CO4			1			3
CO5		1				
CO6				2		

	Content
	Summer Internship Programme (SIP): Objectives and Guidelines The Summer Internship Programme (SIP) is a critical component of the MBA curriculum, designed to bridge the gap between academic learning and industry practices. The primary objective is to provide students with hands-on exposure to real-world business environments and enable them to understand current and evolving management practices.

	Internship Planning and Approval Process Students are required to **identify a company or NGO** where they wish to pursue their internship. This selection must be made in **consultation with and subject to approval by the assigned faculty mentor**. The details of the selected organization must be formally communicated to the **SIP Coordinator** before the commencement of the internship. In parallel, students must also identify an **industry mentor** within the organization who will supervise their internship activities and guide their project. Learning Expectations During SIP During the course of the internship, students are expected to develop a comprehensive understanding of the host organization through observation, analysis and interaction. Areas of exploration may include: • Company history and founding members/shareholders • Nature and scope of business operations • Organizational structure and hierarchy • Functional roles and inter-departmental linkages • Key business challenges and management issues • Customer segments, market positioning, and service delivery models This list is illustrative and students are encouraged to explore additional dimensions relevant to their area of specialization. Students are expected to actively collect and document relevant company literature, internal reports, published data, and any other credible material that supports the internship objectives. **Deliverables and Documentation** Upon completion of the SIP, students must submit the following: One copy of the final internship report to the host organization. The report must include proper citations and clearly indicate all sources of information, both primary and secondary. Plagiarism or uncredited use of information will be considered a violation of academic integrity

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Format for Summer Internship (SIP) Project

Each student should strictly follow the format given below for his/her SIP project.

Content Specifications

- Front Page
- Certificate of completion (College)
- Certificate of completion (Company)
- Student's Declaration
- Acknowledgement
- Table of Content
- List of Tables
- List of Charts
- Executive summary

Chapter-I Introduction to Study & Research Design

1.1 Introduction
1.2 Rational for the study
1.3 Statement of problem
1.4 Significance of the Problem
1.5 Objectives of the Study
1.6 Hypothesis (If any)
1.7 Scope of the study
1.8 Research design (Research Type)
1.9 Data sources (Primary and Secondary sources)
1.10 Data Collection Instrument (for e.g. Questionnaire)
1.11 Sampling Design
- Sample Size
- Sampling Method
- Sampling Unit

1.12 Outline of analysis (a brief outline of tools and techniques to be used for analysis, statistical tools and tests to be used)
1.13 Limitations of the Project

Chapter-II Review of Literature and Theoretical Background

Review of Literature : Minimum 15 Reviews of Considering Research Papers, Books, Reports and E-Literatures.
Theoretical Background : Brief Summarizations of Management concepts Studied or Applied in the research.

Chapter-III Overview of Company

3.1 Industry Overview
- Basic overview of industry
- Major Players

3.2 Company Overview

- History
- Mission, visions etc.
- Management
- Overview of different departments
- Products & Services

Chapter-IV Data Analysis and Interpretation

- Tabular representation of data (Table No.)
- Charts (Graph No.)
- Interpretation
- Hypothesis Testing & Inference

Chapter-IV Findings, Suggestions and Conclusion

5.1 Findings
5.2 Suggestions
5.3 Conclusion

- Bibliography
- Glossary of terms
- Annexure
  - Annexure - Questionnaire
  - Annexure – Any other document

Formatting Specifications

- The page for project should be A4 size paper.
- Font Type – Times New Roman.
- Font size
  - For the Main heading: 16 (Bold Font, Capitalize Each Word)
  - For the Sub heading: 14 (Bold Italics Font (Capitalize Each Word)
  - For the text of project: 12 (Non-bold, non-italics)
- Line spacing should be 1.5
- Maintain Single Inch Margin on all four sides of A4 size paper.
- Each page should have a Page number.
- All tables, charts, graphs, big equations should be numbered properly
- Below each table the source of data must be mentioned
- Content on each page should be justified and left aligned
- Report should be hardbound with black color, with Front Page Title as per the format.
- The front title page should be on the cover page.
- The student should ensure that there are no grammatical and spelling errors in the report.
- Follow American Psychological Association (APA) Guidelines for preparation of manuscript references. T

	• The format of the same is as under, **For books** 1. Name of author, last name first. 2. Title indicated in italics. □ Place, publisher, and date of publication. **For Magazines, Journals and Newspapers** 1. Name of the author, last name first. 2. Title of article, in quotation marks. 3. Name of periodical indicated in italics. 4. The date of the issue. 5. The pagination (Page number)

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Report	50	√	√	√	√	√	√
Viva	50	√	√	√	√	√	√
Total	100						