



NPR

College of Engineering and Technology

(AN AUTONOMOUS INSTITUTION)

NBA Accredited (B.E. - CSE, ECE, EEE & Mechanical Engg.) | Accredited by NAAC with 'A' Grade
Recognized by UGC under 2 (f) | ISO 9001:2015 Certified | Approved by All India Council for Technical Education, New Delhi
Affiliated to Anna University, Chennai

Natham, Dindigul (Dist.) - 624 401, Tamil Nadu.



MASTER OF BUSINESS ADMINISTRATION

REGULATION - 2025

CHOICE BASED CREDIT SYSTEM (CBCS)

CURRICULUM AND SYLLABUS

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

REGULATIONS - 2025 (CHOICE BASED CREDIT SYSTEM)

CURRICULUM AND SYLLABI FOR I - IV SEMESTERS

I. DEPARTMENT VISION

- The Department of Management Studies aspires to become a Management Institution of national repute, providing industry-oriented, socially-responsible and research inclined management professionals.

II. DEPARTMENT MISSION

- To offer post graduate and research programmes of industry and social relevance
- To provide functional specific knowledge through industry scenario study and analysis using multiple pedagogies
- To enhance managerial and soft skills that augments the overall professional development
- To encourage and support in fulfilling the drive for teaching and research
- To pursue consultancy projects and collaborative research

III. PROGRAM NAME: Management Studies

IV. PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The students of MBA programme would be able to

PEO1: Graduates will be business leaders and managers with leadership and problem-solving skills in the business world.

PEO2: Graduates will drive entrepreneurship initiatives either on their own or within other organizations where they are employed.

PEO3: Graduates will update conceptual and practical knowledge in the field of business management to contribute to the business and nation building while upholding ethical practices.

GRADUATE TRAITS

1. In-depth Knowledge in the Field
2. Research Skills and Competence
3. Critical, Creative, and Innovative Thinking
4. Ability to Solve Problems
5. Proficient Communication Skills
6. Leadership and Team Collaboration
7. Global and Cross-Cultural Adaptability
8. Ethical Awareness and Social Responsibility
9. Entrepreneurial Mindset

V. PROGRAMME OUTCOMES

PO1	Business Environment and Domain Knowledge	Graduates are able to improve their knowledge about the fundamentals of business, its functioning and current strategies adopted across industries.
PO2	Critical thinking, Business Analysis, Problem Solving and Innovative Solutions	Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in functional areas such as marketing, finance, operations and human resources
PO3	Leadership and Teamwork	Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.
PO4	Effective Communication	Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO5	International Exposure and Cross-Cultural Understanding	Graduates are expected to demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
PO6	Social Responsiveness and Ethics	Graduates are expected to demonstrate awareness of ethical issues, identify the contemporary social needs and explore the opportunities for social entrepreneurship.

VI. PROGRAM SPECIFIC OUTCOMES(PSOs)

PSO1: To apply the fundamental knowledge of management sciences to optimally solve the complex business problems.

PSO2: To inculcate in students the ability to gain multidisciplinary knowledge through simulated problems, case analysis, projects and industrial training.

PSO3: To demonstrate the practice of professional ethics and standards for societal and environmental well-being.

VII. MAPPING OF PEOs, POs, AND PSOs

POs / PEOs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
I	3	3	3	3	3	3	2	3	2
II	3	3	3	3	3	3	3	2	3
III	2	2	2	2	3	3	2	2	2

1 – Slight, 2 – Moderate, 3 – Substantial

VIII. PROGRAM SCOPE

A Masters in Business Administration (MBA) is a professional postgraduate degree programme that leads to excellent employment scope in a variety of sectors. The two-year degree programme includes on-the-job training that allows students to obtain experience in the business world. The breadth of an MBA expands as specialization in subjects such as Finance, HR, marketing, Operations, Business Analytics, Real estate finance, Tourism Management and Logistics and Supply chain management.

The MBA has established a paradigm for career advancement. The most sought-after academic program in India by a wide margin is an MBA. This extensive degree is aimed at employment. One can observe that the horizon of development for MBA graduates is enriching, progressive, and stable because MBA provides a broad spectrum of specialized knowledge nearly in all domains. Professionals with an MBA are qualified for employment in the public and private sectors.

LIST OF ABBREVIATIONS

Category	Abbreviation
Lecture hours per week	L
Practical, Project Work, Internship, Employment Enhancement Course	P
Tutorial Hours Per Week	T
Credits	C
Professional Competence Courses	PCC
Employment Enhancement Courses	EEC
Social Science Course	SSC
Core Courses	CC
Course Outcomes	COs
Competitive Edge Courses	CEC
Continuous Assessment	CA
Professional Electives Courses	PECs
Programme Educational Objectives	PEOs
Programme Objectives	POs
Programme Specific Objectives	PSOs

IX. CURRICULUM - I SEMESTER TO IV SEMESTER

REGULATIONS - 2025

MASTER OF BUSINESS ADMINISTRATION

(CHOICE BASED CREDIT SYSTEM)

SEMESTER I

S/N	Course Code	Course Title	Curricular Category	Period Per Week			Total Contact Periods	Credits
				L	T	P		
THEORY								
1	25MB101	Management Concepts and Organizational Behavior	PCC	3	0	0	3	3
2	25MB102	Managerial Economics	PCC	3	0	0	3	3
3	25MB103	Accounting for Management	PCC	3	0	0	3	3
4	25MB104	Research Methodology	PCC	3	0	0	3	3
5	25MB105	Legal Aspects of Business	PCC	3	0	0	3	3
6	25MB106	Statistics for Management	PCC	4	0	0	4	4
PRACTICALS								
7	25MB111	Managerial Skill Development	EEC	0	0	4	4	2
8	25MB112	Competitive Edge Course	EEC	0	0	4	4	2
9	25MB113	Business Communication (Lab)	PCC	0	0	4	4	2
Total				18	0	12	31	25

SEMESTER II

S/N	Course Code	Course Title	Curricular Category	Period Per Week			Total Contact Periods	Credits
				L	T	P		
THEORY								
1	25MB201	Marketing Management	PCC	3	0	0	3	3
2	25MB202	Financial Management	PCC	3	0	0	3	3
3	25MB203	Human Resource Management	PCC	3	0	0	3	3
4	25MB204	Business Analytics	PCC	3	0	0	3	3
5	25MB205	Operations Management	PCC	3	0	0	3	3
6	25MB206	Information Management	PCC	3	0	0	3	3
7	25MB207	Quantitative Techniques for Decision Making	PCC	4	0	0	4	4
PRACTICALS								
8	25MB211	Community Connect Project	SSC	0	0	2	2	1
9	25MB212	Data analysis and Business Modelling (Lab)	PCC	0	0	4	4	2
Total				22	0	8	30	25

SEMESTER III

S/N	Course Code	Course Title	Curricular Category	Period Per Week			Total Contact Periods	Credits
				L	T	P		
THEORY								
1	25MB301	International Business	PCC	3	0	0	3	3
2	25MB302	Strategic Management	PCC	3	0	0	3	3
3	-	Electives specialization 1	PEC	3	0	0	3	3
4	-	Electives specialization 2	PEC	3	0	0	3	3
5	-	Electives specialization 3	PEC	3	0	0	3	3
6	-	Electives specialization 4	PEC	3	0	0	3	3
7	-	Electives specialization 5	PEC	3	0	0	3	3
8	-	Electives specialization 6	PEC	3	0	0	3	3
PRACTICALS								
9	25MB311	Innovation and Entrepreneurship	EEC	0	0	4	4	2
10	25MB312	Industry Internship	EEC	0	0	4	4	2
Total				24	0	8	32	28

Note: Students can take **three elective subjects** from **two functional specializations**

Summer internship - minimum of 4 weeks of Internship

The report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd Semester. The report should be around 40 pages. The report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER IV

S. No	Course Code	Course Title	Curricular Category	Period Per Week			Total Contact Periods	Credits
				L	T	P		
PRACTICALS								
1	25MB411	Project Work & Research Paper Publication	EEC	0	0	24	24	12
Total				0	0	24	24	12

Project Work & Research Paper Publication - Students have to publish their Project work in to research paper at least one article in Scopus / Web of Science / UGC Listed / Reputed Journal before the last working day of 4th Semester.

X. ELECTIVE MANAGEMENT COURSES**PROFESSIONAL ELECTIVES (PEC)**

Students can take **three elective subjects** from **two functional specializations**

SEMESTER III**Stream/ Specialization: MARKETING MANAGEMENT**

S. No.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	25PMB01	Retail Marketing	PEC	3	0	0	3	3
2	25PMB02	Consumer Behavior	PEC	3	0	0	3	3
3	25PMB03	Digital Marketing	PEC	3	0	0	3	3
4	25PMB04	Services Marketing	PEC	3	0	0	3	3
5	25PMB05	Advertising and Sales Promotion	PEC	3	0	0	3	3
6	25PMB06	Sales Management	PEC	3	0	0	3	3

Stream/ Specialization: FINANCIAL MANAGEMENT

S. No.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	25PMB07	Security Analysis & Portfolio Management	PEC	3	0	0	3	3
2	25PMB08	Banking & Financial Services	PEC	3	0	0	3	3
3	25PMB09	International Finance	PEC	3	0	0	3	3
4	25PMB10	Financial Markets	PEC	3	0	0	3	3
5	25PMB11	Financial Modeling	PEC	3	0	0	3	3
6	25PMB12	Derivatives Management	PEC	3	0	0	3	3

Stream/ Specialization: HUMAN RESOURCE MANAGEMENT

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	25PMB13	Strategic Human Resource Management	PEC	3	0	0	3	3
2	25PMB14	Organizational Change and Development	PEC	3	0	0	3	3
3	25PMB15	Human Resource Metrics and Analytics	PEC	3	0	0	3	3
4	25PMB16	Training and Development	PEC	3	0	0	3	3
5	25PMB17	Reward and Compensation management	PEC	3	0	0	3	3
6	25PMB18	Industrial Relations and Labour Welfare	PEC	3	0	0	3	3

Stream/ Specialization: BUSINESS ANALYTICS

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	25PMB19	Data Analytics With R	PEC	3	0	0	3	3
2	25PMB20	Data Mining for Business Intelligence	PEC	3	0	0	3	3
3	25PMB21	Deep Learning and Artificial Intelligence	PEC	3	0	0	3	3
4	25PMB22	Social media web Analytics	PEC	3	0	0	3	3
5	25PMB23	E-Business Management	PEC	3	0	0	3	3
6	25PMB24	Enterprise Resource Planning	PEC	3	0	0	3	3

Stream/ Specialization: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	25PMB25	Supply Chain Management	PEC	3	0	0	3	3
2	25PMB26	Logistics Management	PEC	3	0	0	3	3
3	25PMB27	Warehouse Management	PEC	3	0	0	3	3
4	25PMB28	Transportation and Distribution Management	PEC	3	0	0	3	3
5	25PMB29	Reverse and Contract Logistics	PEC	3	0	0	3	3
6	25PMB30	Air Cargo Management	PEC	3	0	0	3	3

Stream/ Specialization: TOURISM MANAGEMENT

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	25PMB31	Tourism Principles and Practices	PEC	3	0	0	3	3
2	25PMB32	Travel Management	PEC	3	0	0	3	3
3	25PMB33	International Tourism	PEC	3	0	0	3	3
4	25PMB34	Tourism Products in India	PEC	3	0	0	3	3
5	25PMB35	Accommodation and House Keeping Management	PEC	3	0	0	3	3
6	25PMB36	Medical Tourism	PEC	3	0	0	3	3

Stream/ Specialization: INFRASTRUCTURE AND REAL ESTATE MANAGEMENT

S. No	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1	25PMB37	Infrastructure Planning Scheduling Control	PEC	3	0	0	3	3
2	25PMB38	Contracts and Arbitration	PEC	3	0	0	3	3
3	25PMB39	Project Management for Infrastructure	PEC	3	0	0	3	3
4	25PMB40	Management of HR, Safety and Quality	PEC	3	0	0	3	3
5	25PMB41	Disaster Mitigation and Management	PEC	3	0	0	3	3
6	25PMB42	Infrastructure and Real Estate Entrepreneurship	PEC	3	0	0	3	3

XI. SUMMARY OF CURRICULUM COMPONENTS WITH CREDITS

Academic Plan showing the courses proposed and their schedule of offering

S. No	COURSE COMPONENTS	CREDIT PER SEMESTER				TOTAL No. of Subjects	TOTAL CREDITS	PERCENTAGE
		I	II	III	IV			
1	PCC	21	24	6	-	17	51	57
2	PEC	-	-	18	-	6	18	20
3	EEC	4	-	4	12	5	20	22
4	SSC	-	1	-	-	1	1	1
Total		25	25	28	12	29	90	100

XII. OUTCOME OF CURRICULUM COMPONENTS

1. The curriculum is offering 57% of the professional core courses, 20% professional elective courses and 22% of the Employability Enhancement courses and 1% Social Science Course for the students to become an employable Professional.
2. In these components, verticals such as Marketing, Finance, HR, Business Analytics, and Operations, Tourism, Logistics and Supply Chain and Real Estate offered for the graduates to become an industry ready candidate to solve the problems in various industry verticals including Advertising, Banking, Finance, Logistics, Tourism and Real Estate.

PROGRAM NAME: Management Studies Total Credits: 90

SEM	Course 1	Course 2	Course 3	Course 4	Course 5	Course 6	Course 7	Course 8	Course 9	Course 10	Credits
I	3	3	3	3	3	4	2	2	2	-	25
II	3	3	3	3	3	3	4	1	2	-	25
III	3	3	3	3	3	3	3	3	2	2	28
IV	12	-	-	-	-	-	-	-	-	-	12
Total Credit											90

MASTER OF BUSINESS ADMINISTRATION
SEMESTER I

25MB101 - MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Understanding the need for Management	PG - MBA	I	PCC	3	0	0	3

Course Objectives

1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
---	---

Preamble:

This course aims at enabling the students to understand the broader spectrum of Organizational process and management. This course helps the students to identify the primary and ancillary functions of management. The students can also identify the ways to manage external environmental challenges.

Unit - I	NATURE AND THEORIES OF MANAGEMENT	7 Hours
Evolution of management Thought - Classical, Behavioral and Management Science Approaches Management - meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory - Classical era - Contribution of F.W.Taylor, Henri Fayol, Modern era - system & contingency approach Managerial Skills.		
Unit - II	PLANNING AND ORGANISING	7 Hours
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.		
Unit - III	INDIVIDUAL BEHAVIOUR	7 Hours
Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types - Process - Barriers - Making Communication Effective.		
Unit - IV	GROUP BEHAVIOUR	12 Hours
Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development.		
Unit - V	EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR	12 Hours
Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.		

TOTAL: 45 PERIODS	
Text Books:	1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 12th edition, 2024. 2. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018. 3. Robert N. Lussier, <i>Management: Concepts, Applications, and Skill Development</i>, 10th Edition, Thomson South-Western, Mason, USA, 2023.
Reference Books:	1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015. 2. Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2017. 3. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013. 4. Dr. Neeru Vasishth, Dr. Vibhuti Vasishth, Principles of Management, 1st Edition, Taxmann Publications, New Delhi, 2019. Publications Pvt Ltd, 2022. 5. J.S. Chandan, Organizational Behaviour, Vikas Publication, 3rd Edition, 2018.
MOOC / Web Platforms:	1. https://www.toolshero.com/management/14-principles-of-management/ 2. https://open.umn.edu/opentextbooks/textbooks/693 3. https://open.umn.edu/opentextbooks/textbooks/34 4. https://blog.hubspot.com/marketing/management-principles

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	The student will be able to UNDERSTAND and various management concepts and skills required in the business world.	Understanding (K2)
CO2	The student will be able to EXPLAIN how In-depth knowledge of various functions of management in a real time management context.	Remembering (K1)
CO3	The student will be able to UNDERSTAND complexities associated with management of individual behavior in the organizations.	Applying (K3)
CO4	The student will be able to ANALYZE the skillset to have manage group behaviour in Organizations.	Analyzing (K4)
CO5	The student will be able to IDENTIFY Insights about the current trends in managing organizational behaviour.	Remembering (K1)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			2	3				
CO-2	3	2		2		2		2	3

CO-3		3		2					
CO-4			3	2	3		2		2
CO-5			3	2		2			

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

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	-	✓

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory - Continuous Internal Assessment – I & II - Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

25MB102 - MANAGERIAL ECONOMICS							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Understanding of Economic Concepts and Frameworks.	PG - MBA	I	PCC	3	0	0	3

Course Objectives

1	To provide a foundation with the concepts and tools of economic analysis as relevant for managerial decision making and to provide an understanding of the aggregate economic system within which a firm Operates.
---	--

Preamble:

This course offers the fundamentals of the economic principles, which helps to make decision on allocation of resources based on the economic scenario. This course helps to bring conceptual knowledge on demand, supply, profit maximisation, production, cost, and market structures for managerial decisions.

Unit - I	GENERAL FOUNDATIONS OF MANAGERIAL ECONOMICS	9 Hours
Managerial economics - Meaning, Nature, Scope - Fundamental concepts of managerial economics - Micro and macro environments - Relevance of Microeconomics- Application of economic theories and basic techniques of managerial decision-making - Structure and Sectors of Indian economy- Nature of firm - Forms of Organisation.		
Unit - II	CONSUMER AND PRODUCER BEHAVIOUR	9 Hours
Market - Demand and Supply - Determinants - Market equilibrium - elasticity of demand and supply - consumer behaviour - consumer equilibrium - Approaches to consumer behaviour - Production - Short - run and long-run Production Function - Returns to scale - economies Vs diseconomies of scale - Analysis of cost - Short-run and long-run cost function - Relation between Production and cost function.		
Unit - III	PRODUCTION AND COST ANALYSIS	9 Hours
Production function - Laws of production - Economies and diseconomies of scale - laws of returns - Break - Even Analysis - uses - Various concepts of costs - Cost output relationship - Application of marginal costing in business decisions - Cost control and cost reduction.		
Unit - IV	PRICING CONCEPTS AND IMPLEMENTATION	9 Hours
Price - Meaning - Determination - Price determination under different market structures - Perfect competition - Monopoly- Monopolistic competition - Oligopoly - Pricing policies - Practices - Price cartels - Price leadership - Profit concepts & analysis- AI-driven dynamic pricing in the digital economy.		

Unit - V	NATIONAL INCOME ANALYSIS	9 Hours
National Income Concepts - Determination - Accounting - Macro-Economic Problems - Unemployment - Inflation - Stagflation - Business Cycle - Factors influencing International Trade - Balance of Payments - Instruments of Macroeconomic Policy - Fiscal policy - Monetary policy - Exchange rate policy - International trade policy - Prices and income policy - Employment policy - Globalisation and emerging India - Global recession and Indian Economy.		
TOTAL: 45 PERIODS		
Text Books:	1. Yogesh, Maheswari, Management Economics, PHI learning, New Delhi, 2012. 2. D.M. Mithanil, Money and Banking – International Trade and Public Finance, Himalaya Publishing House, Mumbai, 1992. 3. Nadar E.N. & Vijayan S., <i>Managerial Economics</i> (PHI, 2020).	
Reference Books:	1. Uma Kapila, Indian Economy since Independence, Academic Foundation, Gaziabadh, 2011. 2. Peterson, Craig H., Lewis, Chris and Sudhir Jain, Managerial Economics, Pearson Education, 2006. 3. Mark Hirshey, Economics for Managers, 2007, Thomson Learning. 4. R. Glenn Hubbard and Anthony P. O'Brien, "Microeconomics", 9 th Edition, Pearson, 2021. 5. Geetika, Piyali Ghoshand, Purba Roy Chowdhury, Managerial Economics, 3rd Edition, Tata McGraw Hill, 2017.	
MOOC / Web Platforms:	1. https://www.iedunote.com/organizational-behavior 2. https://www.london.edu/faculty-and-research/organisational-behaviour 3. https://2012books.lardbucket.org/pdfs/an-introduction-to-organizational-behavior-v1.1.pdf	

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the basic concept with the help of economic principles.	Understanding (K3)
CO2	Appraise the knowledge of demand and supply under different business decisions.	Analyzing (K4)
CO3	Examine the concept of production function and role of technology.	Applying (K3)
CO4	Analyze the importance of matching costs with different time frames.	Analyzing (K4)
CO5	Differentiate the output and price decision of firms under different market structures.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3					1	1		
CO-2	2	2						2	
CO-3	2	3							3

CO-4	2	2				1	2		2
CO-5	2	3				1			

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

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	✓	✓

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory - Continuous Internal Assessment – I & II - Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

25MB103 - ACCOUNTING FOR MANAGEMENT							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Basic Accounting Environment	PG - MBA	I	PCC	3	0	0	3

Course Objectives

1	To understand accounting tools and techniques.
2	To analyze and interpret financial statements.
3	To recognize the roles of budgets variance as tools of planning and control.

Preamble:

The purpose of the financial accounting component of the course is to provide an understanding of how to communicate the results of these business transactions in the form of financial statements.

The objectives of financial analysis are to provide an introduction to interpreting the accounting information for planning, control and decision making.

Unit - I	INTRODUCTION	9 Hours
Financial, Cost and Management Accounting - Generally accepted accounting principles, Conventions and Concepts - Final Accounts - Preparation of profit and loss account and Balance sheet.		
Unit - II	ANALYSIS OF FINANCIAL STATEMENTS	9 Hours
Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios - Comparative statements - common size statements. Cash flow and Funds flow statement analysis.		
Unit - III	COST ACCOUNTING	9 Hours
Cost Accounts - Classification of costs - Job cost sheet - Job order costing - Process costing - (excluding Interdepartmental Transfers and equivalent production) - Joint and By Product Costing - Activity Based Costing, Target Costing.		
Unit - IV	BUDGETING AND VARIANCE ANALYSIS	9 Hours
Budgetary Control - Sales, Production, Cash flow, fixed and flexible budget - Standard costing and Variance Analysis - (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.		
Unit - V	ACCOUNTING IN COMPUTERISED ENVIRONMENT	9 Hours
Significance of Computerized Accounting System- Codification and Grouping of Accounts-Maintaining the hierarchy of ledgers- Prepackaged Accounting software.		
TOTAL: 45 PERIODS		

Text Books:	1. S N Maheshwari, Suneel Maheshwari & Sharad K Maheshwari Accounting for Management, Vikas, 4th Edition, 2018 2. R.Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning, New Delhi, 6th Edition 2017. 3. R.Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning, New Delhi, 6th Edition 2022.
Reference Books:	1. Uma Kapila, Indian Economy since Independence, Academic Foundation, Gaziabadh, 2011. 2. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler, Introduction to Management Accounting, Pearson, 16th Edition, 2013. 3. Mark Hirshey, Economics for Managers, 2007, Thomson Learning. 4. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler, Introduction to Management Accounting, Pearson, 16th Edition, 2013. 5. Dr. Neeru Vasishth, Dr. Vibhuti Vasishth, <i>Principles of Management</i>, Taxmann Publications, New Delhi, 2019.
MOOC / Web Platforms:	1. https://www.accountingtools.com/articles/2017/5/15/basic-accounting-principles 2. https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf 3. https://www.profitbooks.net/what-is-depreciation

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Comprehend the basic principles of accounting.	Understanding (K2)
CO2	Prepare and interpret the financial statements, namely Trading Accounts, Profit and Loss Account and Balance Sheet.	Applying (K3)
CO3	Assess the financial soundness of the company using Ratio analysis.	Evaluating (K5)
CO4	Construct the Fund flow statements and analyze the financial statements using fund flow.	Analyzing (K4)
CO5	Differentiate the output and price decision of firms under different market structures.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1		1			3
CO-2	3	2		1		1		1	
CO-3		3		1		1	2		
CO-4	3	2		2		1		2	
CO-5	3	2		2		1			2

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

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	-	-	✓	✓	✓

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory - Continuous Internal Assessment – I & II - Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

25MB104 - RESEARCH METHODOLOGY							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Basic knowledge of descriptive statistics, probability, and data interpretation.	PG - MBA	I	PCC	3	0	0	3

Course Objectives

1.	To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.
----	---

Preamble:

This course is designed to help students undertake research project and also intends to provide comprehensive knowledge on research process and introduces the concepts, tools and techniques that are used at each of these steps thereby honing the research skills of future managers.

Unit - I	INTRODUCTION TO RESEARCH	9 Hours
Business Research - Definition and Significance - The research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross - Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.		
Unit - II	RESEARCH DESIGN AND MEASUREMENT	9 Hours
Research design - Definition - types of research design - different types of experimental design - Validity of findings - internal and external validity - Variables in Research - Measurement and scaling - Different scales - Construction of instrument - Validity and Reliability of instrument.		
Unit - III	DATA COLLECTION	9 Hours
Types of data - Primary Vs Secondary data - Methods of primary data collection - Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Types of Validity - Sampling plan - Sample size - determinants optimal sample size - sampling techniques - Sampling methods.		
Unit - IV	DATA PREPARATION AND ANALYSIS	9 Hours
Data Preparation - editing - Coding - Data entry - Validity of data - Qualitative Vs Quantitative data analyses - Applications of Bi-variate and Multivariate statistical techniques, Factor analysis, Discriminate analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling - Conjoint Analysis - Application of statistical software for data analysis.		
Unit - V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	9 Hours
Research report - Types - Contents of report - Need for executive summary - Chapterization - contents of chapter - report writing - The role of audience - Readability - Comprehension - Tone - Final proof - Report format - Title of the report - Ethics in research - Ethics in research - Subjectivity and Objectivity in research.		
TOTAL: 45 PERIODS		

Text Books:	1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012. 2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011. 3. Business Research Methods — Bryman & Bell, 5th Edition, 2022, Oxford University Press, New Delhi.
Reference Books:	1. Uma Sekaran and Roger Bougle, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012. 2. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012. 3. Donald R. Cooper and Pamela S. Schindler, <i>Business Research Methods</i>, 12th Edition, McGraw Hill Education, New Delhi, 2014. 4. Alan Bryman and Emma Bell, <i>Business Research Methods</i>, 4th Edition, Oxford University Press, New Delhi, 2015. 5. Mark Saunders, Philip Lewis, and Adrian Thornhill, <i>Research Methods for Business Students</i>, 7th Edition, Pearson Education, New Delhi, 2016.
MOOC / Web Platforms:	1. https://mrcet.com/downloads/digital_notes/CSE/Mtech/I%20Year/RESEARCH%20METHODOLOGY.pdf 2. https://gurukpo.com/Content/BBA/ResearchMethod in Mngg.pdf

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the research process, Research Problem and literature review.	Understanding (K2)
CO2	Identify the criteria for evaluating data collection methods, and Preparation of Questionnaire Design.	Applying (K3)
CO3	Apply the principles of sampling and data preparation to the contemporary business research problems.	Applying (K3)
CO4	Assess different types of testable hypotheses and interpret the statistical test.	Applying (K3)
CO5	Construct a report writing and proposal writing in business research.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3	2					2		
CO-2	2	3						2	
CO-3	3	2	2						
CO-4	3	2							3
CO-5		3							

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

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	✓	✓

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory - Continuous Internal Assessment – I & II - Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

25MB105 - LEGAL ASPECTS OF BUSINESS							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Basic understanding of business concepts and legal terminology is essential for studying Legal Aspects of Business.	PG - MBA	II	PCC	3	0	0	3

Course Objectives

1.	The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.
----	---

Preamble:

This course is designed to help students to provide comprehensive knowledge on Indian contract act, sale of goods act, laws relating to business organization.

Unit - I	COMMERCIAL LAW	9 Hours
THE INDIAN CONTRACT ACT 1872 Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts. THE SALE OF GOODS ACT 1930 Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller.		
Unit - II	COMPANY LAW	9 Hours
COMPANY ACT 1956 & 2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.		
Unit - III	INDUSTRIAL LAW AND: ENVIRONMENTAL LAW	9 Hours
An Overview of Factories Act - The Factories Act, 1948 – Object and Definitions, Health, Safety and Welfare Provisions -Industrial Disputes Act. Industrial Disputes Act, 1972 - Object and Definitions and various Disputes Settlement Machineries. Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties		
Unit - IV	CORPORATE TAX AND GST	9 Hours
Corporate Tax Planning –Income Tax, Goods and Services Tax Act-Introduction –Unique Features-Taxable Event – Classification-Valuation – Input Tax credit - Input Tax Credit (ITC): Concept, eligibility criteria, and documents required for claiming ITC under GST. Reversal, restrictions, and procedures for claiming and utilizing ITC in tax compliance.		
Unit - V	INTRODUCTION OF CYBER LAWS AND IPR	9 Hours
Introduction to Cyber Law -Definition, scope, and importance- IT Act 2000 and 2002, Cybercrimes, Types of cyber-crimes -legal provisions relating to cyber offenses -Introduction of IPR - Copy rights, Trade marks, Patent Act - Case Study.		
TOTAL: 45 PERIODS		

Text Books:	1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017. 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017. 3. R.R. Ramtirthkar , legal Aspects of Business, Tata McGraw Hill . 8th Edition (2022)
Reference Books:	1. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018. 2. CTaxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition 3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015. 4. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition 5. P.K. Padhi, Legal Aspects of Business, PHI Learning , second edition 2024.
MOOC/ Web Platforms:	1. https://theintactone.com/2019/09/01/ccsubba-204-business-statistics/ 2. http://www.statisticshowto.com 3. https://statisticsbyjim.com/basics/measures-central-tendency-mean-median-mode/

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the fundamental legal principles in developing various contracts and commercial laws in the business world.	Understanding (K2)
CO2	Identify the common forms of business associations and elements of Corporate Governance.	Applying (K3)
CO3	Analyze the insights regarding the laws related to industrial environment.	Analyzing (K4)
CO4	Application of the fundamentals of corporate tax and GST.	Applying (K3)
CO5	Understand the role of cyber laws and IPR in the modern business environment.	Analyzing (K4)

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1				2	
CO-2	3	3		1			1		3
CO-3		3		1				3	2
CO-4	3	2		1					
CO-5	3	2		1					2

Mapping Table Mapping of COs with POs and PSOs

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

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	✓	-	✓	-	✓

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory - Continuous Internal Assessment - I & II - Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

25MB106 - STATISTICS FOR MANAGEMENT							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Understanding of algebra, percentages, ratios, and basic arithmetic operations	PG - MBA	I	PCC	4	0	0	4

Course Objectives

1.	To learn the applications of statistics in business decision making.
----	--

Preamble:

This course will introduce the application of statistics in the workplace for analyzing and interpreting data and drawing conclusions, and making predictions of the future. This course will begin with data description followed by probability analysis and distributions, sampling for estimation, hypothesis testing, and finally regression. This course also makes use of spread sheets, an important tool for working with and making sense of numerical data.

Unit - I	INTRODUCTION	12 Hours
Statistics - Definition, Types. Types of variables -. Basic definitions and rules for probability - conditional probability independence of events -Baye's theorem - and random variables - Probability distributions: Binomial - Poisson - Uniform and Normal distributions.		
Unit - II	SAMPLING DISTRIBUTION AND ESTIMATION	12 Hours
Introduction to sampling distributions - sampling distribution of mean and proportion - application of central limit theorem - sampling techniques. determining the sample size.		
Unit - III	TESTING OF HYPOTHESIS - PARAMETRIC TESTS	12 Hours
Hypothesis testing: one sample and two sample tests for means of large samples (z-test) - one sample and two sample tests for means of small samples (t-test) - F-test for two sample standard deviations. ANOVA one and two way.		
Unit - IV	NON-PARAMETRIC TESTS	12 Hours
Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes Sign test for paired data. Rank sum test. Kolmogorov-Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.		
Unit - V	CORRELATION, REGRESSION AND TIME SERIES ANALYSIS	12 Hours
Correlation analysis - estimation of regression line. Time series analysis: Variations in time series - trend analysis - seasonal variations and irregular variations - Index Numbers.		
TOTAL: 60 PERIODS		

Text Books:	1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011. 2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012. 3. Trivedi, K.S., "Probability and Statistics with Reliability, Queueing and Computer Science Applications", 2nd Edition, John Wiley and Sons, 2002.
Reference Books:	1. Srivatsava TN and ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008. 2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012. 3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012. 4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012. 5. Spiegel. M.R., Schiller. J. and Srinivasan . R.A., "Schaums Outline of Theory and Problems of Probability and Statistics", Tata McGraw Hill Edition, 4th Edition, 2012.
MOOC / Web Platforms:	1. https://www.gkpad.com/sachin/06-22/bcom-Business-Regulatory-Framework---I.html 2. http://www.simplynotes.in/e-notes/mcomb-com/business-regulatory-framework/ 3. https://www.himpub.com/BookDetail.aspx?BookId=1936&NB=&Book TitleM=%20Business%20Regulatory%20Framework

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	To facilitate objective solutions in business decision making.	Understanding (K2)
CO2	To understand and solve business problems.	Understanding (K2)
CO3	To apply statistical techniques to data sets, and correctly interpret the results	Applying (K3)
CO4	To develop skill-set that is in demand in both the research and business environments	Analyzing (K4)
CO5	To enable the students to apply the statistical techniques in a work setting	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			2		1		2	3
CO-2	3	2		2		1	3	2	
CO-3		3		2		1			1
CO-4			3	2		1		2	
CO-5			3	2		1			3

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

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	✓	✓	✓	✓	✓

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory - Continuous Internal Assessment – I & II - Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

PRACTICAL

25MB111 - MANAGERIAL SKILL DEVELOPMENT							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Basic ability to communicate effectively in verbal and written forms.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To make the students to learn the various communication methods followed in the corporate world. - To train the students in the preparation of various report, business presentations, resume, job applications and attending employment interviews.
----	---

Preamble:

The course is to equip students with a comprehensive set of managerial competencies encompassing analytical abilities, interpersonal effectiveness, leadership insight and a deep understanding of organizational behavior.

LIST OF ACTIVITIES /EXERCISES**60 Hours**

- Letters related to HR - Offer letter, Warning letter, Transfer Letter, Promotion Letter.
- Adapting E-Mail Correspondence and E-Mail Etiquettes.
- Drafting Memos, Agenda and Minutes of Meeting.
- Framing Advertisements, Slogans, Captions.
- Preparing Press Releases, Business Proposals.
- Managerial Speeches - Presentations, Extempore, Introduction, Thanking.
- Preparing Resume, Job Applications, Preparing for Job Interviews.
- Prepare Business report using various MS Word Features.
- Application of Mail Merger for various Business Context.
- Budget Template Preparation using Excel.

NOTE:

- ✓ The above list of topics suggested for preparation and presentation by Students during their classroom through the various activities mentioned here:
- Prepare one sample of each letter using formal business format and write a formal email for job application, follow-up, complaint, or approval request.
 - Draft an agenda and minutes of a mock meeting conducted in class.
 - Prepare a press release for a company launch and a business proposal for a new service and design a product ad with slogan and caption for print or social media.

- Prepare and deliver a short business presentation in class and draft a business report (e.g., Sales Report, Project Report) using MS Word feature.
- Prepare a resume, job application, and conduct mock interviews in pairs.
- Prepare a monthly budget for a department using Excel templates.
- ✓ The course follows a continuous internal assessment model. All activities will be evaluated by the faculty member(s) handling the course, based on preparation, content, communication skills and participation.
- ✓ There is no end-semester examination for this course.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory • Presentation/Viva	Course-end survey

25MB112 - COMPETITIVE EDGE COURSES**LIST OF COURSES:**

Students can choose any one of the listed courses based on current industry trends.

S/N	List of Courses
1	MS OFFICE FOR MANAGERS
2	POWER BI - I
3	R PROGRAMMING - I
4	WEALTH MANAGEMENT
5	CREATIVITY, INNOVATION AND DESIGN THINKING
6	Power BI - II
7	R Programming - II
8	Digital Banking
9	FinTech
10	E-Recruitment and Virtual Onboarding

MS OFFICE FOR MANAGERS							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Familiarity with operating a computer, using a keyboard and mouse, and basic understanding of file management	PG - MBA	I	EEC	0	0	4	2

Course Objective

1	To enable the learners in understanding of the basic concepts of Ms-Word, Ms-Excel and MS PowerPoint.
---	---

Preamble:

On successful completion of the course the learner will be able to work on MS-Word, MS-Excel and MS-Power point.

LIST OF EXPERIMENTS / EXERCISES:**60 Hours****MS-Word**

Creating, saving editing and printing of documents.

Find and replace options.

Formatting with tables, charts and pictures.

Mail Merge.

Spell check and grammar checks.

MS-EXCEL:

Creating, naming and saving worksheets.

Data entry-Manual and automatic.

Formatting cells and cell referencing.

Working with graphs and charts.

Creating and using formulas and functions.

Data management tools

Statistical Applications –Measures of central tendency.

Pivot Table

V Look Up, H Look Up

MS-POWER POINT:

Presenting features

saving a presentation using different methods editing

formatting,

Custom animating and displaying the presentation.

NOTE:

This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination required for this course.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory Experimental Report for each experiment Presentation/Viva	Course-end survey

POWER BI - I							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Basic knowledge of tables, charts, and reporting concepts.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To identify the primary components of the Power BI interface, reports, data, and model views. - To learn how to Import Excel data and build basic visuals and publish a desktop report to the Power BI Service.
----	--

Preamble:

Power BI history, Traditional BI, Self-service BI, Data Visualization, Business Intelligence (BI), Reporting, Power BI Products, Power BI Desktop, Flow of Work, Cloud-based BI, On-premise BI, Power BI Report Server, Power BI Service, Power BI Mobile Flow, Power BI architecture.

LIST OF EXPERIMENTS / EXERCISES:**60 Hours****LIST OF EXERCISES**

1. Study of Power BI History and Evolution
2. Comparison of Traditional BI vs. Self-service BI
3. Understanding Data Visualization Principles
4. Basics of Business Intelligence Reporting
5. Exploring Power BI Products
6. Hands-on with Power BI Desktop and Flow of Work in Power BI (Desktop to Service)
7. Cloud-based BI vs. On-premise BI
8. Working with Power BI Report Server
9. Power BI Mobile Flow of Work
10. Power BI Architecture Study

NOTE:

- ✓ No end semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ Always relate each experiment to real-life business decision-making.
- ✓ Encourage students to explain what they did after completion to build confidence.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each Exercises - Presentation / Viva	Course-end survey

R PROGRAMMING - I							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Any prior exposure to simple programming concepts or problem-solving logic will help in learning R efficiently.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To familiarize the students on the Basics of R Programming. - To enable the students to use the Scalar and Vectors. - To facilitate the students to use the Matrix and Data Frame.
----	--

Preamble:

The Basics – Installation, R Environments, Set Directory, Opening, Saving and Closing of Script Files, Scalars and Vectors, Vector Functions, Indexing Vectors, Matrices and Data Frames, Matrices and Data Frames Functions, Importing, Saving and Managing Data.

LIST OF EXERCISES:**60 Hours**

1. Using Power Query for Data Loading and Transformation
2. Using Power Functions in Power Query
3. Using DAX Functions
4. Data Modeling with Power BI
5. Publishing Reports to Power BI Service
6. Sharing Reports and Dashboards
7. Exploring Power BI Cloud Components and Use
8. Visualization Tools in Power BI Desktop and Service
9. Refreshing Data in Power BI
10. Power BI and Excel Integration

NOTE:

- ✓ No end semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ Prepare short "Faculty Note" explanations for each experiment for easy lab delivery
- ✓ Prepare one consolidated clean dataset for these exercises.
- ✓ Generate student lab record format for systematic documentation.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each Exercises - Presentation/Viva	Course-end survey

WEALTH MANAGEMENT							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Understanding of fundamental financial concepts such as savings, investments, interest, and risk-return principles.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To acquire the conceptual knowledge and technical skills to prepare them for advanced studies in wealth management and financial planning. - To gain comprehensive knowledge on risk, return and asset allocation. - To apply the tools and skills learned in the subject to related knowledge areas.
----	---

Preamble:

Introduction to financial planning, Wealth management and economy, Investment and risk management - Equity, Investment and risk management – Debt, Investing in Gold & Real estate, Investment products and services, Investment evaluation framework, Risk profiling and asset allocation, Risk management through insurance, Estate planning.

LIST OF EXERCISES:**60 Hours**

1. Introduction to Financial Planning
2. Wealth Management and the Economy
3. Investment and Risk Management - Equity
4. Investment and Risk Management - Debt
5. Investing in Gold & Real Estate
6. Investment Products and Services
7. Investment Evaluation Framework
8. Risk Profiling and Asset Allocation
9. Risk Management through Insurance
10. Estate Planning

NOTE:

- ✓ No end semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ Relate each experiment to practical scenarios (caselets, family planning, market news)
- ✓ Use real market data and economic indicators for relevance.
- ✓ Encourage students to prepare lab records with summary tables and charts for retention
- ✓ Incorporate short presentations by students for concept reinforcement.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each Exercises - Presentation/Viva	Course-end survey

CREATIVITY, INNOVATION AND DESIGN THINKING							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Basic communication and analytical skills.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To emphasize the significance and necessity of creativity and innovation for individuals and organizations. - To learn about methods and techniques to be creative and innovative. - To introduce the concept of Design Thinking.
----	---

Preamble:

Creativity in Business, Innovation in Business, Six Thinking Hats, Ideation Methods, Design Thinking Approach to Problem Solving, Customer Journey Mapping.

LIST OF EXERCISES:**60 Hours**

1. Creativity in Business
2. Innovation in Business
3. Six Thinking Hats for Structured Thinking
4. Practicing Ideation Methods
5. Design Thinking Approach to Problem Solving
6. Customer Journey Mapping
7. Mind Mapping session on a business challenge using free tools (Miro, Coggle).
8. Role-play using Six Thinking Hats for a real departmental problem.
9. Prepare a mini pitch using ideas generated from ideation exercises.
10. Create a poster summarizing the Design Thinking process for the lab notice board.

NOTE:

- ✓ End semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ interactive activities, colored sticky notes, and charts for engaging labs.
- ✓ Relate exercises to current business case studies for practical relevance.
- ✓ Encourage group presentations for each exercise for peer learning.
- ✓ Insist on lab record maintenance with structured templates for assessment

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each Exercises - Presentation/Viva	Course-end survey

Power BI - II							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Ability to work with datasets, formulas, and tables.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To equip the students to add dynamic elements to report visuals that are user-controlled. - To make them learn how to develop a sleek, modern user experience around visuals. - To enable them to create advanced queries using custom functions, list functions, and complex columns.
----	--

Preamble:

Power Query, Power Functions, DAX Functions, Modeling with Power BI, Publishing, and Sharing, Power BI cloud components and use, Power BI Desktop and Service Visualization Tools, Refreshing data, Power BI and Excel together, Filtering data, Basic reports in Power BI.

LIST OF EXERCISES:**60 Hours**

1. Using Power Query for Data Loading and Transformation
2. Using Power Functions in Power Query
3. Using DAX Functions
4. Data Modeling with Power BI
5. Publishing Reports to Power BI Service
6. Sharing Reports and Dashboards
7. Exploring Power BI Cloud Components and Use
8. Visualization Tools in Power BI Desktop and Service
9. Refreshing Data in Power BI
10. Power BI and Excel Integration

NOTE:

- ✓ No end semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ Prepare short "Faculty Note" explanations for each experiment for easy lab delivery
- ✓ Prepare one consolidated clean dataset for these exercises.
- ✓ Generate student lab record format for systematic documentation.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each Exercises - Presentation/Viva	Course-end survey

R Programming - II							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Understand the Basic data types and structures and Basic plotting and visualization	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To familiarize the students on the Advanced Data Frame. - To facilitate the students to use the graphical presentation. - To enable the students to apply basic statistical tools.
----	--

Preamble:

The advanced data frame- plotting-hypothesis testing, ANOVA, correlation and regression.

LIST OF EXERCISES:**60 Hours**

1. Advanced Data Frame Operations
2. Data Visualization using Plotting
3. Hypothesis Testing (t-test)
4. ANOVA (Analysis of Variance)
5. Correlation Analysis
6. Simple Linear Regression
7. Residual Analysis
8. Practical Mini-Project
9. Logistic regression for classification (pass/fail, churn/no churn).
10. Using Power BI / R for ANOVA and correlation visualization.

NOTE:

- ✓ No end semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ Prepare Faculty-friendly explanatory notes for each experiment for easy class delivery.
- ✓ Prepare datasets (.csv/.xlsx) for all experiments to maintain lab consistency.
- ✓ Prepare Python code snippets for each experiment for lab manual inclusion.
- ✓ Prepare student record template to maintain systematic documentation.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each Exercises - Presentation/Viva	Course-end survey

Digital Banking							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Basic understanding of online banking, mobile wallets, and digital payment systems.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To understand the changing face of the banking industry and prepare them for the challenges that lie ahead. - To help students assimilate knowledge of various digital products in Banking Sector and different Payment Systems in India. - To understand the New Technologies and Digital Disruptions taking place in transformation of Business Models.
----	---

Preamble:

Introduction to Digital banking, Digital Payment Systems in India, Payment Gateways, Risk management in Digital payment systems, New Trends in Digital banking.

LIST OF EXERCISES:**60 Hours**

1. Introduction to Digital Banking
2. Digital Payment Systems in India
3. Working of Payment Gateways
4. Risk Management in Digital Payment Systems
5. Exploring New Trends in Digital Banking
6. Case Study on UPI adoption on banking sector
7. Case Study on UPI adoption on industries
8. Simulate a mock e-wallet transaction using a test/demo wallet app.
9. Study RBI guidelines on digital banking and digital payments.
10. Create a basic awareness poster on safe digital payment practices for customers.

NOTE:

- ✓ No end semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ Use latest RBI circulars and case examples for discussion.
- ✓ Arrange a guest talk by a banker or FinTech expert if possible.
- ✓ Encourage students to use real app demos (Google Pay, PhonePe) in a safe classroom context to relate

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each Exercises - Presentation/Viva	Course-end survey

FinTech							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Awareness of emerging technologies like blockchain, mobile payments, and digital wallets.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To identify the primary components of the Power BI interface, reports, data, and model views. - To learn how to Import Excel data and build basic visuals and publish a desktop report to the Power BI Service. - To enable them to understand common challenges in Power BI data models, implement smart solutions, and avoid common mistakes.
----	---

Preamble:

FinTech Transformation (FinTech 1.0, 2.0, 3.0 and 3.5), FinTech Topology, FinTech regulations (FinTech laws in India), Crypto-currencies, Block Chain in Financial Services, Crowd funding, Peer to peer (P2P) Lending, Marketplace Lending, Initial Coin Offering (ICO), The Future of Data-Driven Finance.

LIST OF EXERCISES:**60 Hours**

1. Study of FinTech Transformation (1.0, 2.0, 3.0, 3.5)
2. FinTech Topology
3. FinTech Regulations (India)
4. Cryptocurrencies
5. Blockchain in Financial Services
6. Crowdfunding Platforms
7. Peer-to-Peer (P2P) Lending
8. Marketplace Lending
9. Initial Coin Offering (ICO)
10. Future of Data-Driven Finance

NOTE:

- ✓ No end semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ Relate each experiment to real-life use cases.
- ✓ Use visual charts, videos, and sandbox demos for interactive learning.
- ✓ Update students on current RBI circulars and FinTech regulations.
- ✓ Encourage students to prepare presentation snapshots after each experiment for lab records.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each Exercises - Presentation/Viva	Course-end survey

E-Recruitment and Virtual On boarding							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Ability to interact effectively in virtual environments.	PG - MBA	I	EEC	0	0	4	2

Course Objectives

1.	- To familiarize the students on the basics of E-Recruitment & Virtual Onboarding. - To enable the students to use the e-recruitment portals. - To facilitate the students to know the process in virtual onboarding.
----	---

Preamble:

Introduction to e-recruitment, e-recruitment Strategies & Channels, AI enabled recruitment, Virtual Onboarding, Preparation for Virtual Onboarding Programme.

LIST OF EXPERIMENTS / EXERCISES:**60 Hours**

1. Introduction to E-Recruitment
2. E-Recruitment Strategies & Channels
3. AI-Enabled Recruitment
4. Virtual Onboarding Process
5. Virtual Training carrier guidance process
6. Preparation for Virtual Onboarding Programme
7. Simulate a mock e-interview using Google Meet or MS Teams.
8. Prepare an e-recruitment poster or social media post for a campus internship drive.
9. Draft a virtual onboarding welcome email for a new joiner.
10. Prepare a checklist of documents and activities for virtual onboarding.

NOTE:

- ✓ No end semester examination requires for this course.
- ✓ This will be evaluated by faculty member(s) handling the course and final marks are consolidated at the end of the semester.
- ✓ Use real company case studies to discuss e-recruitment strategies.
- ✓ Arrange a demo session of LinkedIn job posting or AI resume parsing (video/screenshots).
- ✓ Make students role-play HR and candidates in mock virtual onboarding.
- ✓ Encourage documentation with charts and screenshots for practical lab records.

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each experiment - Presentation/Viva	Course-end survey

25MB113 - BUSINESS COMMUNICATION (LAB)							
Pre-requisite	Program Name	SEM	Category	L	T	P	C
Basic Communication Skills / English Proficiency	PG - MBA	I	PCC	0	0	4	2

Course Objectives

1.	To familiarize the students with various forms of communication that exists in business and to train them in practical applications of communication.
----	---

Preamble:

This course enhances the students' knowledge in the application of business communication principles through creation of effective business documents and oral presentations. This allows the students to gain knowledge and apply them in team communication and also enables them in the use of technology to facilitate the communication process.

LIST OF EXPERIMENTS / EXERCISES:**60 Hours**

1. Reading - Book reading with written review and oral presentation
2. Writing - Email, Business Letter, Job Application
3. Listening -Video comprehension
4. Role Play
5. Individual Presentation- Presentation of Video Self Introduction (SWOT)
6. Team Presentation - Group Discussion

Text Books:	✓ Rajendra Pal, J.S. Korlahalli, "Essentials of Business Communication", 13th Edition, S. Chand Publishing, New Delhi, 2021. ✓ Herta Murphy, "Effective Business Communication", 7th Edition, McGraw Hill Education, New Delhi, 2022. ✓ Mary Ellen Guffey, <i>Business Communication: Process and Product</i>, 9th Edition, Cengage Learning, New Delhi, 2022.
Reference Books:	1. R. C. Sharma, Krishna Mohan, "Business Correspondence & Report Writing", 5th Edition, McGraw Hill Education, New Delhi, 2016. 2. AshaKaul, "Effective Business Communication", 2nd Edition, PHI Learning, New Delhi, 2015. 3. Lesikar, Flatley, Rentz, <i>Business Communication: Theory and Practice</i>, 13th Edition, McGraw Hill Education, 2019. 4. Meenakshi Raman, <i>Technical Communication: Principles and Practice</i>, 3rd Edition, Oxford University Press, 2019. 5. K. K. Sinha, <i>Business Communication</i>, 2nd Edition, Galgotia Publishing, New Delhi, 2022
Software:	1. Glob arena Software 2. Open-source Software and YouTube video in career lab

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Demonstrate his/her ability to write a business document.	Applying (K3)
CO2	Exercise critical thinking by designing and developing content for presentations.	Applying (K3)
CO3	Participate effectively in groups with emphasis on listening, thinking & responding.	Understanding (K2)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1			2	3					2
CO-2	2		3	3			3		
CO-3	2	3	2	3					

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

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	✓	✓	-	✓	✓	-	✓	✓

Course Assessment Methods:

DIRECT	INDIRECT
i) Laboratory - Experimental Report for each experiment - Presentation/Viva; - Model Exam ii) End Semester Examination (LAB)	Course-end survey