INFO INSTITUTE OF ENGINEERING COIMBATORE

(Autonomous, Affiliated to Anna University, Chennai)

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM AND SYLLABI
R-2026

MBA Programme (Full-Time)

Applicable to the students admitted from the Academic year 2026– 2027

MASTER OF BUSINESS ADMINISTRATION

R-2026, CBCS

Curriculum for I to IV Semester

PROGRAM STRUCTURE

Type of Course	Semester I		Semester II		Semester III		Semester IV		Total	
	No. of. Courses	Credit	No. of. Courses	Credit	No. of. Courses	Credit	No. of. Courses	Credit	No. of. Courses	Credit
T	6	24	7	28	2	8	-	-	15	60
E	1	3	-	-	6	18	-	-	7	21
L	2	4	2	4	1	2	-	-	5	10
I	-	-	-	-	1	2	-	-	1	2
P	-	-	-	-	-	-	1	12	1	12
S	-	-	-	-	1	-	-	-	1	0
Total	9	31	9	32	11	30	1	12	30	105

- **Duration**: 2 Years (4 Semesters)
- **Total Credits**: **105**
- **Categories**:
  - **T** –Theory
  - **L** – Laboratory
  - **E** –Elective
  - **S** – Skill Development
  - **I**– Internship
  - **P** – Project

Vision

To facilitate students to become competent business professionals, creating an environment that sparks innovation and dynamism in quality learning and ethics.

Mission

- To provide a comprehensive and cutting-edge education that goes beyond traditional boundaries.
- To produce business professionals with values of integrity, ethics, and social responsibility.

Programme Outcome (Pos)

PO1	Ability to apply the business acumen gained in practice.
PO2	Ability to understand and solve managerial issues.
PO3	Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
PO4	Ability to understand one's own ability to set achievable targets and complete them.
PO5	Ability to take up challenging assignments.

Program Specific Outcomes (PSOs)

PSO1	Apply managerial knowledge, analytical tools, and digital technologies to solve complex business problems and support strategic decision-making.
PSO2	Demonstrate professional competence in functional and sectoral management domains through innovation, sustainability, and technology-driven business practices.

Programme Educational Objectives (PEOs)

PEO 1	To have a thorough understanding of the core aspects of the business.
PEO 2	To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
PEO 3	To prepare them to have a holistic approach towards management functions.
PEO 4	To inspire and make them practice ethical standards in business.

SEMESTER I

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB101T	Fundamentals of Management for Organizational Behavior	4-0-0	4	T
2	26MB102T	Managerial Economics	4-0-0	4	T
3	26MB103T	Accounting for Decision Making	3-1-0	4	T
4	26MB104T	Statistics for Management	3-1-0	4	T
5	26MB105T	Business Law	4-0-0	4	T
6	26MB106T	Information Management	4-0-0	4	T
7	26MB1XXE	Non-Functional Elective	3-0-0	3	E
8	26MB101L	Indian Ethos and Business Ethics	0-0-4	2	L
9	26MB102L	Contemporary Business Communication	0-0-4	2	L
		Total	**35 Periods**	**31 Credits**	

SEMESTER II

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB201T	Financial Management	3-1-0	4	T
2	26MB202T	Human Resource Management	4-0-0	4	T
3	26MB203T	Operations Management	3-1-0	4	T
4	26MB204T	Business Research Methods	3-1-0	4	T
5	26MB205T	Business Analytics	4-0-0	4	T
6	26MB206T	Marketing Management	4-0-0	4	T
7	26MB207T	Applied Operations Research	3-1-0	4	T
8	26MB201L	Creativity and Innovation Laboratory	0-0-4	2	L
9	26MB202L	Data Analysis & Business Modelling (Laboratory)	0-0-4	2	L
		Total	**36 Periods**	**32 Credits**	

SEMESTER III

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB301T	Strategic Management	4-0-0	4	T
2	26MB302T	International Business Management	4-0-0	4	T
3	26MB3XXE	Professional Elective I **	3-0-0	3	T
4	26MB3XXE	Professional Elective II	3-0-0	3	T
5	26MB3XXE	Professional Elective III	3-0-0	3	T
6	26MB3XXE	Professional Elective IV	3-0-0	3	T
7	26MB3XXE	Professional Elective V	3-0-0	3	T
8	26MB3XXE	Professional Electives VI	3-0-0	3	L
9	26MB301L	Capstone Simulation Lab	0-0-4	2	L
10	26MB301I	Summer Internship***	0-0-4	2	I
11	26MB301S	NPTEL/SWAYAM–Online	0-0-1	0	S
		Total	**35 Hours**	**30 Credits**	

**According to the regulations of the MBA program, students can pursue dual specializations by taking three elective courses from two different functional areas.

***Summer internship – minimum of 4 weeks of internship**

After the second semester examinations, students are required to complete a 4-week summer internship. The internship report, along with the company certificate, must be submitted within two weeks of the reopening date for the third semester. The report should be approximately 40 pages long and should be sent to the Controller of Examinations by the Head of Department (HOD) through the Principal, prior to the last working day of the third semester.

SEMESTER IV

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB401P	Project Work	0-0-24	12	P
		Total	**24 Hours**	**12 Credits**	

Note:

- Students should select the Project topic for their project work only based on the selected area from two functional specializations.
- Students who have selected Functional/ Sectoral Specialization should select the project topic based on the Functional / Sectoral Electives.

NON-FUNCTIONAL ELECTIVES (2 Electives)

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB101E	Entrepreneurship Development	3-0-0	3	E
2	26MB102E	Event Management	3-0-0	3	E

FUNCTIONAL SPECIALIZATIONS

1. Students can take three elective subjects from two functional specializations

FINANCE – ELECTIVE- SEMESTER – III

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB301E	Security Analysis and Portfolio Management	3-0-0	3	E
2	26MB302E	Financial Markets	3-0-0	3	E
3	26MB303E	Banking and Financial Services	3-0-0	3	E
4	26MB304E	Financial Derivatives	3-0-0	3	E
5	26MB305E	Fintech and sustainability	3-0-0	3	E
6	26MB306E	Behavioral Finance	3-0-0	3	E

MARKETING – ELECTIVE – SEMESTER – III

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB307E	Retail Marketing	3-0-0	3	E
2	26MB308E	Consumer Behaviour and Neural Marketing	3-0-0	3	E
3	26MB309E	Service Marketing	3-0-0	3	E
4	26MB310E	Sales and Distribution Management	3-0-0	3	E
5	26MB311E	Product and Brand Management	3-0-0	3	E
6	26MB312E	Digital Marketing	3-0-0	3	E

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HUMAN RESOURSE – ELECTIVE – SEMESTER – III

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB313E	Knowledge Management and Innovation	3-0-0	3	E
2	26MB314E	Industrial Relations and Labour Legislations	3-0-0	3	E
3	26MB315E	Negotiation and Conflict Management	3-0-0	3	E
4	26MB316E	Reward and Compensation Management	3-0-0	3	E
5	26MB317E	Strategic Human Resource Management	3-0-0	3	E
6	26MB318E	Managing HR in Digital Age	3-0-0	3	E

OPERATIONS MANAGEMENT – ELECTIVE – SEMESTER – III

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB319E	Supply Chain and Logistics Management	3-0-0	3	E
2	26MB320E	Quality Management	3-0-0	3	E
3	26MB321E	Materials Management	3-0-0	3	E
4	26MB322E	Services Operations Management	3-0-0	3	E
5	26MB323E	Lean Six Sigma and Business Excellence	3-0-0	3	E
6	26MB324E	Project Management	3-0-0	3	E

BUSINESS ANALYTICS – ELECTIVE – SEMESTER – III

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB325E	Data Mining and Decision Science	3-0-0	3	E
2	26MB326E	Deep Learning	3-0-0	3	E
3	26MB327E	Social media web Analytics	3-0-0	3	E
4	26MB328E	E-Business Management	3-0-0	3	E
5	26MB329E	Enterprise Resource Planning	3-0-0	3	E
6	26MB330E	Business Analytics using python	3-0-0	3	E

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SECTORAL SPECIALIZATIONS

1. Students can take six elective subjects from **any one sectoral specialization**

A) Logistics and Supply Chain Management

B) Infrastructure and Real Estate Management

C) Tourism Management

D) Entrepreneurship Development

Sectoral Specialization: Logistics and Supply Chain Management

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB331E	Supply Chain Concepts and Planning	3-0-0	3	E
2	26MB332E	Sourcing and Supply Management	3-0-0	3	E
3	26MB333E	Supply Chain Inventory Management	3-0-0	3	E
4	26MB334E	Supply Chain Information System	3-0-0	3	E
5	26MB335E	Warehouse Management	3-0-0	3	E
6	26MB336E	Transportation and Distribution Management	3-0-0	3	E
7	26MB337E	Reverse and Contract Logistics	3-0-0	3	E
8	26MB338E	Air Cargo Management	3-0-0	3	E
9	26MB339E	Containerization and Allied Business	3-0-0	3	E
10	26MB340E	EXIM Management	3-0-0	3	E
11	26MB341E	Fundamentals of Shipping	3-0-0	3	E
12	26MB342E	Port and Terminal Management	3-0-0	3	E

Sectoral Specialization : Infrastructure and Real Estate Management

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB343E	Infrastructure Planning Scheduling and Control	3-0-0	3	E
2	26MB344E	Contracts and Arbitration	3-0-0	3	E
3	26MB345E	Project Management for Infrastructure	3-0-0	3	E

4	26MB346E	Management of Human Resources, Safety and Quality	3-0-0	3	E
5	26MB347E	Disaster Mitigation and Management	3-0-0	3	E
6	26MB348E	Economics and Financial Management in Construction	3-0-0	3	E
7	26MB349E	Urban Environmental Management	3-0-0	3	E
8	26MB350E	Smart Materials, Techniques and Equipments for Infrastructure	3-0-0	3	E
9	26MB351E	Strategic Airport Infrastructure Management	3-0-0	3	E
10	26MB352E	Real Estate Marketing and Management	3-0-0	3	E
11	26MB353E	Infrastructure and Real Estate Entrepreneurship	3-0-0	3	E
12	26MB354E	Valuation of Real Estate and Infrastructure Assets	3-0-0	3	E

Sectoral Specialization : Tourism Management

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB355E	Tourism Principles and Practices.	3-0-0	3	E
2	26MB356E	Travel Management.	3-0-0	3	E
3	26MB357E	International Tourism.	3-0-0	3	E
4	26MB358E	Tourism Geography.	3-0-0	3	E
5	26MB359E	Culture and Heritage.	3-0-0	3	E
6	26MB360E	Tourism Products in India.	3-0-0	3	E
7	26MB361E	Accommodation and House Keeping Management.	3-0-0	3	E
8	26MB362E	Travel Media and Public Relations.	3-0-0	3	E
9	26MB363E	Destination Planning and Management.	3-0-0	3	E
10	26MB364E	Tour Operations.	3-0-0	3	E
11	26MB365E	Leisure and Recreation Management.	3-0-0	3	E
12	26MB366E	Medical Tourism.	3-0-0	3	E

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Sectoral Specialization : Entrepreneurship Development

S. No.	Course Code	Course Title	L-T-P	Credits	Category
1	26MB367E	Enterprise, Entrepreneurship and New Business venturing	3-0-0	3	E
2	26MB368E	Business model Innovation	3-0-0	3	E
3	26MB369E	Social Entrepreneurship	3-0-0	3	E
4	26MB370E	Entrepreneurial Marketing	3-0-0	3	E
5	26MB371E	Entrepreneurial Finance	3-0-0	3	E
6	26MB372E	Family Business Management	3-0-0	3	E
7	26MB373E	Intellectual property Rights	3-0-0	3	E
8	26MB374E	Rural Entrepreneurship	3-0-0	3	E
9	26MB375E	Women Entrepreneurship	3-0-0	3	E
10	26MB376E	Project formulation and Feasibility Analysis	3-0-0	3	E
11	26MB377E	Designing and Managing social Business models	3-0-0	3	E
12	26MB378E	Managing Technology Commercialization and Innovation	3-0-0	3	E



SEMESTER-I



26MB101T	FUNDAMENTALS OF MANAGEMENT FOR ORGANIZATIONAL BEHAVIOR	L	T	P	C
		4	0	0	4

Course Objectives:
This course aims to provide foundational understanding of management principles and organizational behavior. It equips them to analyze individual and group dynamics, and apply management theories to real - world business problems.

UNIT I	FUNDAMENTALS OF MANAGEMENT AND EVOLUTIONARY THEORIES	12 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, Neo Classical – Mayo & Hawthorne Experiments. Modern era, system & contingency approach Managerial Skills.

UNIT II	PLANNING, DECISION-MAKING AND ORGANIZING FOR EFFECTIVENESS	12 Hours

Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objective (MBO) – Policies and Strategies Scope and Formulation-Decision Making-Types, Techniques and Processes. Organization Structure and Design - Authority and Responsibility Relationships – Delegation of Authority and Decentralization - Interdepartmental Coordination - Impact of Technology on Organizational design - Mechanistic vs Adoptive Structures - Formal and Informal Organization. Control: meaning, function, Process and types of Control.

UNIT III	INDIVIDUAL BEHAVIOR IN ORGANIZATIONS	12 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 DYNAMICS, LEADERSHIP AND ORGANIZATIONAL CULTURE	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 - Organizational Structure - Organizational Climate and Culture, Conflict : concept, sources, Types, Stages of conflict, Management of conflict Organizational Change and Development - AI in Organizational Change and Workforce Management.

UNIT V	CONTEMPORARY PERSPECTIVES IN ORGANIZATIONAL BEHAVIOR	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 Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of management theories, planning, organizing, organization design and control, organizational behaviour, groups and leadership, and Contemporary practices in organization behaviour.

CO2: Interpret and relate to management theories, planning and organizing processes, perform organization design and execute control, organizational behavioral theories, groups, leadership, culture and contemporary practices in organization behavior. Apply theories and concepts of management to planning, organising, execution, design, control and individual and group behavior in organizations.

CO3: Analyze management theories, planning, organizing, design, execution and control methodologies in organizational Settings along with organizational behavioural practices.

CO4: Evaluate the theories related to management and organizational behaviour to build model related to planning, organising, designs, execution, control and to group dynamics, team structures, and leadership styles for enhancing organizational performance.

CO5: Develop contemporary practices, adapt and modify management theories, concept to all functions of management and to both individual and group behaviors to suit cross-cultural behaviour, diversity, and global workforce management.

REFERENCES:

1. DuBrin,A.J.(2020). Essentials of management (11thed.) Thomson South Western.
2. Certo,S.C.,& Certo,T.L.(2021).Modern management : Concepts & skills (16thed.). Pearson Education.
3. Koontz,H.,& Weihrich,H.(2020).Essentials of management : An international & leadership perspective (11th ed.). Tata McGraw Hill Education.
4. Robbins,S.P.(2023).Organizational behavior (19thed.).PHI Learning / Pearson Education.
5. Luthans,F.(2015).Organizational behavior (14thed.). McGraw Hill.

E-RESOURCES:

1. NPTEL – Principles of Management and Organizational Behaviour (https://nptel.ac.in)

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	3	2	–	1	2	3	1
CO3	1	1	1	-	-	1	2
CO4	2	3	2	2	3	2	3
CO5	2	2	3	3	3	2	3
Average	**2**	**2**	**2**	**2**	**2.67**	**2**	**2**

Note: 1–Low, 2–Medium, 3– High

26MB102T	MANAGERIAL ECONOMICS	L	T	P	C
		4	0	0	4

Course Objectives:

The course is designed to provide a strong foundation in economic principles and tools applicable to managerial decision-making. It introduces the concepts of scarcity, efficiency, and market mechanisms in both micro and macroeconomic settings.

UNIT I	INTRODUCTION TO MANAGERIAL ECONOMICS AND FUNDAMENTAL CONCEPTS	12 Hours

The themes of economics, scarcity and efficiency, three fundamental economic problems, CREDITS: 38 society's capability, Production possibility frontiers (PPF), Productive efficiency Vs economic efficiency, economic growth & stability, Micro economics and Macro economics, the role of markets and government, Positive Vs negative externalities-Modern Economics.

UNIT II	DEMAND, SUPPLY AND CONSUMER BEHAVIOR	12 Hours

Market, Demand and Supply, Determinants, Market equilibrium, elasticity of demand and supply, consumer behavior, consumer equilibrium, Approaches to consumer behavior

UNIT III	PRODUCTION, COSTS AND FIRM-LEVEL ANALYSIS	12 Hours

Production, Short-run and long-run Production Function, Short-run and Long-run supply curve, Returns to scale, economics Vs dis-economics of scale, Analysis of cost, Short-run and long-run cost function, Relation between Production and cost function - Production Pricing Model - Types of Pricing Model

UNIT IV	MARKET STRUCTURES AND FACTOR PRICING	12Hours

Product market–perfect and imperfect market–different market structures–Firm's equilibrium and supply, Market efficiency, Economic costs of imperfect competition, factor market–Land, Labour and capital–Demand and supply–determination of factor price–Interaction of product and factor market–General equilibrium and efficiency of competitive markets.

UNIT V	MACRO ECONOMIC ANALYSIS AND POLICY FRAMEWORK	12 Hours

Macro-economic aggregates, circular flow of macroeconomic activity, National income determination, Aggregate demand and supply, Macroeconomic equilibrium, Components of aggregate demand and national income, multiplier

effect, Demand side management, Fiscal policy in theory- Money market- Demand and supply of money, money market equilibrium and national income, the role of monetary policy-Inflation, Business Cycle and Current Trends regarding AI in Economics.

Total Hours	**60**

Weightage: Continuous Assessment:40%,End Semester Examinations:60%.

Assessment Methodology: Written Test I & II(60%)Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes:

At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of managerial economics, fundamental concepts, demand and supply, production, costs, market structures, factor pricing, macroeconomic performance indicators, and monetary and fiscal policies.

CO2: Interpret and relate foundational concepts, consumer behavior, production and cost functions, different market structures, macroeconomic aggregates, and the role of monetary and fiscal policies in influencing the business environment.

CO3: Apply theories and concepts of management to planning, organising, execution, design, control and individual and group behavior in organizations.

CO4: Analyze fundamental economic problems, consumer behavior, market structures, firm-level costs and pricing, macroeconomic indicators, and the effects of monetary and fiscal policies on business cycles.

CO5: Evaluate the theories related to scarcity and efficiency, consumer demand, market structures, factor pricing, and Macroeconomic policy frameworks to assess their impact on business performance in global and Indian contexts and develop solutions to business problems using managerial economic principles.

REFERENCES:

1. Samuelson,P.A.,Nordhaus,W.D.,Chaudhuri,S.,&Sen,A.(2019).Economic(20thed.).TataMcGrawHill.
2. Boyes,W.,& Melvin,M.Text book of economics. Biztantra.
3. Mankiw,N.G.(2022).Principles of Economics(8thed.,Indiarelease).ThomsonLearning/CengageIndia.
4. Lipsey,R.,&Chrystal,A.(2015).Economics(13thed.).OxfordUniversityPress.14
5. Case,K.E.,&Fair,R.C.(2019).Principles of economics(13thglobaled.).PearsonEducationAsia.
6. Panneerselvam,R.(2013).Engineering Economics(2nded.).PHI Learning.

E–RESOURCES:

1. NPTEL:ManagerialEconomics(https://nptel.ac.in)
2. RBIBulletinandMonetaryPolicyReports(https://rbi.org.in)

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	1	-	-	-	3	1	-
CO3	3	2	-	2	-	3	2
CO4	3	-	1	2	-	3	-
CO5	3	1	2	2	-	2	-
Average	**2.5**	**1.5**	**0.7**	**1.5**	**3**	**2.2**	**2**

Note:1–Low,2–Medium,3–High

26MB103T	ACCOUNTING FOR DECISION MAKING	L	T	P	C
		3	1	0	4

Course Objectives:

This course equips a comprehensive understanding of financial, cost, and management accounting principles. It emphasizes the analysis and interpretation of financial statements to support informed decision-making. Through practical exposure to accounting techniques such as ratio analysis, costing methods, marginal costing, and budgeting.

UNIT I	INTRODUCTION TO FINANCIAL ACCOUNTING AND REPORTING	12 Hours

Introduction to Financial, Cost and Management Accounting, Generally accepted accounting principles– Double Entry System, Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (Problem) - Reading the financial statements

UNIT II	FINANCIAL STATEMENT ANALYSIS	12 Hours

Financial ratio analysis (Problem), Interpretation of ratio for financial decisions - Dupont Ratios, Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis (Problem), Trend Analysis.

UNIT III	COST ACCOUNTING SYSTEMS	12 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	MARGINAL COSTING AND DECISION-MAKING	12 Hours

Marginal Costing and profit planning, Cost, Volume, Profit Analysis, Break Even Analysis, Decision making problems - Make or Buy decisions Determination of sales mix (Problem) - Exploring new markets, Add or drop products -Expand or contract.

UNIT V	STRATEGIC ACCOUNTING AND BUDGETING	12 Hours

Budgetary Control – Sales Budget, Production Budget, Cash Flow Budget, Fixed and Flexible Budgets (Problems) – Standard Costing and Variance Analysis (excluding overhead costing) – Accounting Standards and Accounting Disclosure Practices in India – Overview of IFRS and Convergence – Ethical Issues in Accounting – Financial Statement Fraud Detection – Use of Accounting in Strategic Business Decision-Making – Role of Analytics in Finance and Accounting.

Total Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of financial, cost, and management accounting principles, financial statement analysis, costing systems, marginal costing techniques, budgeting, performance management, and relevant accounting standards.

CO2: Interpret and relate accounting principles from financial and cost accounting, analyze financial statements using various techniques, understand marginal costing applications, and explain the significance of budgetary control and accounting standards in financial disclosures.

CO3: Apply the principles of financial accounting to prepare statements, utilize financial analysis tools and various costing systems for decision-making, and use budgeting and variance analysis for performance management in accordance with accounting standards.

CO4: Analyze financial statements, cost accounting data, and marginal costing reports to evaluate business performance, assess strategic decisions, and interpret the implications of different accounting standards and ethical issues.

CO5: Evaluate budgeting techniques, accounting standards, financial disclosures, and strategic accounting applications to support effective business decision-making and financial performance management.

REFERENCES:

1. Narayanaswamy, R. (2022). Financial Accounting (7th ed.). PHI.
2. Khan, M. Y., & Jain, P. K. (2021). Management Accounting (8th ed.). Tata McGraw Hill.
3. Singhvi, N. M., &Bodhanwala, R. J. (2018). Management Accounting, Text and cases (3rd ed.). PHI.
4. Stice, E. K., & Stice, J. D. (2024). Financial Accounting, Reporting & Analysis (9th ed.). Cengage.
5. Bhattacharya, A. K. (2012). Introduction to Financial Statement Analysis. Elsevier/PHI.

Reddy, T. S., & Murthy, A. (2024). Financial accounting (latest ed.). Margham Publications.

E–RESOURCES:

1. ICAI – Accounting Standards and Guidance Notes (https://www.icai.org)
2. IFRS Foundation (https://www.ifrs.org).

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	1	2	2	2	3	-	-
CO3	1	3	1	2	3	2	-
CO4	2	3	2	3	2	3	-
CO5	3	-	-	2	2	3	3
Average	**1.75**	**2**	**1.25**	**1.5**	**2.5**	**2**	**0.75**

Note: 1–Low, 2–Medium, 3– High

26MB104T	STATISTICS FOR MANAGEMENT	L	T	P	C
		3	1	0	4

Course Objectives:
Understand and apply the fundamental concepts and statistical techniques, including probability, probability distributions, management applications. Sampling, estimation, hypothesis testing, correlation, and regression, to analyze data, test hypotheses, and support data-driven decision-making in engineering and

UNIT I	PROBABILITY AND DISTRIBUTIONS	12 Hours

Introduction - Calculation of probability - Conditional probability - Independence of events - Baye's Theorem - Simple problems - Random variables - Probability distribution: Binomial, Poisson , Normal distribution.

UNIT II	SAMPLING DISTRIBUTION AND ESTIMATION	12 Hours

Introduction to sampling distributions- Sampling distribution of mean and proportion - Application of Central Limit Theorem- Estimation: Point and Interval estimates for population parameters of large sample and small samples - Determining the sample size.

UNIT III	HYPOTHESIS TESTING –PARAMETRIC METHODS	12 Hours

Hypothesis testing: One sample and two sample tests for means and proportions 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 way.

UNIT IV	HYPOTHESIS TESTING –NON PARAMETRIC METHODS	12 Hours

Chi-square tests for independence of attributes and goodness of fit - Sign test for paired data - Rank sum test – Kolmogorov-Smirnov test for goodness of fit comparing two populations - Mann Whitney U test - Kruskal Wallis test - One sample run test.

UNIT V	CORRELATION AND REGRESSION ANALYSIS	12 Hours

Correlation - Coefficient of Determination- Rank Correlation-Regression - Estimation of Regression line - Method of Least Squares - Standard Error of estimate.

	Total Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to

CO1: Explain the fundamental concepts of probability, probability distributions, sampling distributions, estimation, and hypothesis testing used in statistical analysis.
CO2: Apply probability distributions, sampling techniques, estimation methods, and parametric statistical tests to solve statistical problems.
CO3: Analyze appropriate parametric and non-parametric hypothesis testing methods for interpreting statistical data under different conditions.
CO4: Evaluate the suitability of statistical techniques, including estimation, hypothesis testing, correlation, and regression analysis, for data-driven decision-making.
CO5: Develop statistical models using correlation and regression techniques to analyze relationships among variables and support managerial decision-making.

REFERENCES:

1. Levin,R.I.,Rubin,D.S.,Siddiqui,M.H.,&Rastogi,S.(2023). Statistics for management (8th ed.).Pearson Education
2. Mann, P. S. (2020). Introductory statistics (10th ed.). Wiley Publications.
3. Srivastava, T. N., & Rego, S. (2017). Statistics for Management (3rd ed.). Tata McGraw Hill.
4. Black, K. (2023). Applied Business Statistics (11th ed.). Wiley India.
5. Sakthivel .J (2023) Statistics for Management (4th ed.) Lakshmi Publications Chennai
6. Mickle Aancy H & Mohammed MusthaqM.S Satistics for Management Thakur Publication Pvt.Ltd.

E–RESOURCES:

1. https://nptel.ac.in/courses/110107114
2. https://onlinecourses.swayam2.ac.in/e-learning/preview/cec26_mg23
3. https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_ma139

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	3	3	-	1	-	2	1
CO3	3	3	1	2	-	2	2
CO4	3	3	2	2	1	2	3
CO5	3	3	2	2	1	3	2
Average	**3**	**3**	**1.25**	**1.75**	**0.5**	**2.25**	**2**

Note: 1–Low, 2–Medium, 3– High

26MB105T	BUSINESS LAW	L	T	P	C
		4	0	0	4

Course Objectives:
This course introduces the key Business laws and their practical applications across commercial contracts, company operations, industry regulations, taxation (including GST), and cyber laws in, Managing risks. It helps learners gain critical awareness of the legal framework.

UNIT I	COMMERCIAL LAWS AND BUSINESS CONTRACTS	12 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 - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

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 -
Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments - The payment and settlement systems Act, 2007.

UNIT II	COMPANY LAW AND COMPETITION REGULATIONS	12 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. Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

UNIT III	INDUSTRIAL RELATIONS AND LABOUR LEGISLATION	12 Hours

An Overview of Factories Act- Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act. Intellectual Property Rights (IPR) in Business: Introduction of IPR Intellectual Property Laws-Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement– Copy rights, Trade marks, Patent Act. Introduction, Right to Information Act, 2005.

UNIT IV	CORPORATE TAXATION AND GOODS & SERVICES TAX (GST)	12 Hours

Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.

UNIT V	CONSUMER PROTECTION AND CYBER LAWS	12 Hours

Consumer Protection Act, Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-- Cyber crimes, IT Act 2000 and 2002, Cyber Laws.

	Total Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to
CO1: Demonstrate conceptual knowledge of commercial laws, company law, industrial relations and labor legislation, Corporate taxation (including GST), consumer protection, cyber laws, and intellectual property rights (IPR).
CO2: Interpret and relate key legal principles from contract law, company regulations, industrial acts, taxation frameworks, consumer protection laws, and intellectual property statutes to understand the legal environment of business.
CO3: Apply legal principles and frameworks from commercial and company law, labor legislation, tax laws, and IPR to evaluate business contracts, corporate governance practices, compliance requirements, and the protection of business innovations integrating knowledge of commercial law, company law, industrial relations, taxation, and cyber and IPR laws to ensure effective and ethical business so predations in a global context.
CO4: Analyze legal and regulatory frameworks, including competition law, industrial relations acts, corporate tax and GST provisions, cyber laws, and IPR, to assess their impact on business operations, risk management, and strategic decision-making.

CO5: Evaluate the effectiveness of various legal provisions and frameworks, such as consumer protection and cyber laws, and IPR, to build compliance strategies, mitigate legal risks, and ensure ethical and sustainable business practices.

REFERENCES:

1. Kapoor,N.D.(2024). Elements of mercantile law(39threv.ed.).Sultan Chand and Company.
2. Goel,P.K.(2023/24).Business law for managers (2nded.).Biztantra Publishers.
3. Pathak,A.(2022).Legal aspects of business (8thed.).Tata McGraw Hill.
4. Kumar,R.(2016).Legal aspects of business(4thed.).Cengage Learning.
5. Sinha,P.K.,& Singhania,V.(2017/18).Text book of indirect tax. Taxmann Publication.

E–RESOURCES:

1. Ministry of Corporate Affairs :https://www.mca.gov.in
2. GST Portal :https://www.gst.gov.in
3. WIPO Intellectual Property Resources :https://www.wipo.int

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	1	-	-	-	3	1	-
CO3	3	-	-	2	-	3	-
CO4	3	-	1	2	-	3	-
CO5	3	-	2	2	-	2	-
Average	2.5	0	0.7	1.5	3	2.2	0

Note: 1–Low, 2–Medium, 3– High

26MB106T	INFORMATION MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

This course equips the foundational and advanced knowledge of how information systems contribute to strategic Business decisions and operations. It introduces the key concepts of data, system design, databases, and information security and integrates recent IT advancements such as AI, IoT, block chain, and quantum computing.

UNIT I	FUNDAMENTALS OF INFORMATION SYSTEMS IN BUSINESS	12 Hours

Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.

UNIT II	SYSTEMS ANALYSIS AND DESIGN TECHNIQUES	12 Hours

The role of a System Analyst – System Development Life Cycle (SDLC) – System Design – Software Development Models: Agile, Waterfall, Spiral, Iterative and Incremental, and RAD – Requirement Analysis – Data Flow Diagram (DFD), Entity Relationship Diagram (ERD) and UML Diagram – Design, Implementation, Evaluation and Maintenance of MIS – Introduction to Database Systems: Components, Advantages and Limitations – Data Warehousing and Data Mining – Business Intelligence – Artificial Intelligence and Expert Systems – Big Data and Data Science – Cyber Safety and Security – RSA Encryption Model – Block chain Technology: E-Commerce and E-Business models: IOT - RFID.

UNIT III	DATABASE MANAGEMENT SYSTEMS AND WAREHOUSING	12 Hours

DBMS, types and evolution, RDBMS, OODBMS, Data ware housing, Data Mart, Data mining-Association rule mining-Clustering-Pattern matching.

UNIT IV	INTEGRATED SYSTEMS AND INFORMATION SECURITY	12 Hours
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system. Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, AI, IoT, Cloud Computing, Cyber Security and Data Privacy Application.		
UNIT V	**EMERGING TECHNOLOGIES AND STRATEGIC INFORMATION MANAGEMENT**	**12 Hours**
Artificial Intelligence, Expert Systems, Machine Learning, Deep Learning, Big Data and Data Science, Cloud Computing, IoT and RFID Block chain and Crypto currency, Quantum Computing, E-Commerce and E-Business Models, Strategic Role of IT in Business, CIO and IT Governance, Technology Adoption Models, IT Project Management, Legal and Ethical Issues, Information Systems for Business Analytics and Decision Science.		
	Total Hours	**60**

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of information systems fundamentals, system analysis and design techniques, database management systems, information security, Emerging technologies and their strategic applications in business.

CO2: Interpret and relate the evolution and types of information systems, system development methodologies, database concepts, the integration of integrated systems, the impact of emerging technologies, and the strategic role of IT, Governance to inform managerial decisions.

CO3: Apply system analysis and design techniques, database management principles, security practices, and emerging technologies to solve business problems and support strategic decision-making across enterprise and functional Information systems.

CO4: Analyze the functional and hierarchical aspects of information systems, evaluate system design methodologies, examine the role of database management and data ware housing, and assess the strategic of integrated systems, emerging technologies, and IT Governance for business.

CO5: Evaluate the effectiveness of different information systems, system design models, database management systems, security measures, and emerging technologies (like AI, IoT, Block chain) to assess their impact on business transformation and ethical and legal compliance and fundamentals, system design, database management, security, and emerging technologies to achieve business objectives and enhance organizational Performance.

REFERENCES:

1. Laudon,K.C.,& Laudon, J.P.(2022). Management information systems(17thed.). Pearson.
2. Schultheis,R.,& Sumner,M. Management information systems– The manager's view. Tata McGraw Hill.
3. (Note: No edition/ year available; if you find one, I can update it.)
4. Panneerselvam,R.(2018).Database management systems(3rded.).PHI Learning.
5. Laudon,K.C.,Turban,E.,& Traver,C.G. (2023).E-commerce: Business, technology, society (17th ed.). Pearson.

E–RESOURCES:

1. NPTEL–ManagementInformationSystemhttps://onlinecourses.nptel.ac.in
2. World Economic Forum–Reports on EmergingTechhttps://www.weforum.org/

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	1	-	-	-	3	1	-
CO3	3	-	-	2	-	3	-
CO4	3	-	1	2	-	3	-
CO5	3	-	2	2	-	2	-
Average	2.5	0	0.7	1.5	1.3	2.25	0

Note: 1–Low, 2–Medium, 3– High

CO–PO–PSO Mapping Matrix:
Note: 1–Low, 2–Medium, 3– High

26MB101L	INDIAN ETHOS AND BUSINESS ETHICS	L	T	P	C
		0	0	4	2

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

UNIT I	FOUNDATIONS OF INDIAN ETHOS IN MANAGEMENT	12 Hours

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

UNIT II	INDIAN LEARNING SYSTEMS AND HOLISTIC GROWTH	12 Hours

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

UNIT III	BUSINESS ETHICS IN CONTEMPORARY ORGANIZATIONS	12 Hours

- Definition, scope, and need for Business ethics
- Ethical codes of conduct and governance
- Ethical decision-making models and frameworks
- Organizational values and trust-building
- Ethics in leadership and strategic decisions
- Cyber law and ethical issues in e-commerce

UNIT IV	INDIVIDUAL ETHICS AND MORAL DEVELOPMENT	12 Hours

- Personal values and ethical behavior at work
- Integrity, honesty, empathy, and loyalty
- Conflict between personal and professional ethics

- Emotional intelligence and ethical maturity
- Building personal ethical frame works
- Ethics in technology and the digital age

UNIT V	CORPORATE SOCIAL RESPONSIBILITY CSR AND SUSTAINABILITY	12 Hours

- Concept and scope of CSR in India
- Corporate accountability and stakeholder perspectives
- Ethical CSR practices in Indian corporate
- Sustainable development and ESG goals
- Triple bottom line and ethical supply chain management
- Intellectual property rights and ethical considerations
- Ethical concerns in AI, automation, and surveillance
- Cross-cultural Business ethics and globalization

Total Hours	**60**

NOTE:
The following is the list of topics suggested for preparation and presentation by students twice during the semester. 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 is required for this course.
1. Indian Ethos and Personality Development
2. Work ethos and ethics for Professional Managers
3. Indian Values, Value Systems and Wisdom for modern managers
4. Ethos in leadership development
5. Indian system of learning, Gurukul system of learning, Law of humility, Law of growth, Law of responsibility

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of Indian ethos, ethical principles, business ethics, individual ethics, CSR, and Challenges in cyber ethics and global business..

CO2: Interpret and relate Indian philosophy, learning systems, ethical codes of conduct, personal values, CSR principles, and cyber and IPR laws to build comprehensive understanding of business ethics.

CO3: Apply Indian ethos and wisdom, ethical decision-making frameworks, personal values, and principles of CSR to address ethical issues and dilemmas in organizational, digital, and global contexts.

CO4: Analyze ethical issues, individual moral development, CSR and sustainability practices, and the ethical implications of technology and globalization to ensure socially conscious And responsible business operations.

CO5: Evaluate traditional Indian wisdom, ethical decision-making models, CSR strategies, and ethical challenges in the digital age to foster a responsible and culturally conscious Leadership approach. Develop a framework for ethical and sustainable business practices by integrating Indian ethos, ethical principles, CSR, and a responsible approach to cyber ethics and global challenges to cultivate a values-based organizational culture.

REFERENCES:

1. Fernando,C.(2019). Business ethics: An Indian perspective(3rded.). Pearson Education.
2. Nandagopal,R.,& Sankar,A.(2015). Indian ethos and values in management. Tata McGraw Hill.
3. Balachandran, S.(2018). Ethics, Indian ethos and management. PHI Learning.
4. Hartman, L. P., Des Jardins, J., et al. (2023). Business ethics: Decision making for personal integrity and social responsibility (6th ed.). McGraw Hill.
5. Ranganathananda,S. Universal message of the Bhagavad Gita. Advaita Ashrama

E–RESOURCES:

1. NPTEL– Ethics in Engineering Practicehttps://onlinecourses.nptel.ac.in/noc22_mg54/
2. Stanford Encyclopedia of Philosophy–Business Ethics https://plato.stanford.edu/entries/ethics-business
3. UN Global Compact–Business Ethics& CSR https://unglobalcompact.org

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	3	2	-	-	2	3	-
CO3	1	-	-	-	-	3	-
CO4	2	2	-	-	-	3	-
CO5	-	-	2	3	-	2	-
Average	1.5	1	0.5	0.7	0.5	2.7	0

Note: 1–Low, 2–Medium, 3– High

26MB102L	CONTEMPORARY BUSINESS COMMUNICATION	L	T	P	C
		0	0	4	2

Course Objectives:
This course aims to provide essential business communication skills required for modern managerial roles. It emphasizes both oral and written communication for various business contexts such as interviews, meetings, presentations, and professional correspondence.

UNIT I	FUNDAMENTALS OF COMMUNICATION AND MANAGERIAL SPEECH PRACTICE	12 Hours

Introduction to Business Communication: Principles of Effective Communication, Target group profile, Barriers of Communication, Reading Skills, Listening and Feedback. Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of Managerial Speeches - Presentations and Extempore, speech of introduction, speech of thanks, occasional speech, theme speech. Group Communication: Meetings and group discussions. Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.

UNIT II	BUSINESS WRITING AND CORPORATE COMMUNICATION TOOLS	12 Hours

Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through, notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes.

UNIT III	PRESENTATION SKILLS, INTERVIEWING AND JOB PREPAREDNESS	12 Hours

Principles of Effective Presentations, Principles governing the use of audio-visual media. Mastering the art of giving interviews in, selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web/videoconferencing, Tele-Meeting.

UNIT IV	BUSINESS NETWORKING AND PERSONAL BRANDING	12 Hours

Business networking techniques–Ice-breakers, small talk, digital etiquette – Conversational intelligence – Professional dining etiquette – Social media presence and grooming – Self confidence and image management using AI feedback tools – AI-driven real-life simulations and personalized feedback.

UNIT V	REPORT WRITING	12 Hours

Objectives of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.

Note: The emphasis of the entire subject should be on practical aspects.

Practical: This module introduces both written and spoken communication skills to students to build their confidence delivering clear and logical messages to their audience. They will develop written communication skills through crafting Business messages such as Business letters, emails, and meeting minutes. In addition, students will work through

presentations and simulated meeting store fine their spoken communication skills, discussion techniques and people skills.

Practical: This module builds on the foundation of Business Communication 1 and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal Business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role-plays and simulations.

Practical: This practical module aims to help students be persuasive in the Business world. Students will learn listening and data gathering skills to better understand their target audience's needs and requirements and persuasive skills to convince the audience to accept a new policy/suggestion/product through role-playing aboard room presentation. Students will also be Taught Business networking skills including conversation techniques, dining etiquette and personal branding through role-plays and simulations.

Total Hours	**60**

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate effective verbal and non-verbal communication skills, including public speaking, written correspondence, interviewing, professional networking and report writing in various business contexts.

CO2: Interpret and relate the principles of effective communication, business writing, presentation techniques, job preparedness, and professional networking to develop clear and persuasive communication strategies.

CO3: Apply communication fundamentals, business writing techniques, public speaking skills, interviewing strategies, networking etiquette, and report writing principles to solve real-world business communication challenges.

CO4: Analyse business communication scenarios including managerial speeches, written correspondence and interviews, networking interactions, to adapt communication styles for different audiences and purposes.

CO5: Evaluate the effectiveness of various communication methods, including presentations, professional correspondence and reports, to build a personal brand, foster professional relationships, and enhance business communication.

REFERENCES:

1. Pal, R., &Korlahalli, J. S. (2011).*Essentials of business communication* (13th rev. ed.).Sultan Chand.
2. Raman,M., & Singh,P.(2012).*Business communication*(2nded.).Oxford.
3. Sharma, R. C., & Mohan, K. (2020). *Business correspondence & report writing* (6th ed.).Tata McGraw Hill.
4. Goodale,M.*Professional presentations: Developing communication skills*. Cambridge University Press.
5. Adair, J. *Effective communication*. Pan Macmillan.

E–RESOURCES:

1. NPTEL–SoftSkillshttps://onlinecourses.nptel.ac.in/noc21_hs76
2. MindTools–CommunicationSkillsPortalww.mindtools.com/cawh8bu/communication- skills
3. TEDx–Effective Speaking & Personal Branding https://www.youtube.com

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	-	-	-	-	-	-	-
CO2	1	3	-	-	2	-	-
CO3	-	2	-	2	-	-	-
CO4	-	1	-	-	-	3	-
CO5	-	-	3	-	1	-	-
Average	**0.5**	**3**	**1.5**	**1**	**1.5**	**1.5**	**1**

Note: 1–Low, 2–Medium, 3– High

SEMESTER-II



26MB201T	FINANCIAL MANAGEMENT	L	T	P	C
		3	1	0	4

Course Objectives:

This course aims to impart a comprehensive understanding of the core financial functions in an organization, emphasizing value creation and efficient resource allocation. Students will explore decision-making tools related to investment, financing, working capital, and dividend distribution. Emphasis is laid on time value of money, capital budgeting, risk-return trade-offs, cost of capital, and modern capital market instruments. The course prepares students to make effective financial decisions under real-world constraints and uncertainties.

UNIT I	FOUNDATIONS OF FINANCIAL MANAGEMENT	12 Hours

Introduction, Nature and Scope of Financial Management – Objectives of Financial Management – Major Financial Decisions – Role of Finance Manager – Organization of Finance Functions – Time Value of Money – Valuation of Shares and Bonds – Risk and Return Analysis: Single Asset and Portfolio Context.

UNIT II	INVESTMENT AND CAPITAL BUDGETING DECISIONS	12 Hours

Capital Budgeting: Concepts and Relevance – Identification of Cash Flows – Evaluation Techniques: Payback, ARR, NPV, IRR, Profitability Index (Problem) – Comparison of DCF and Non-DCF Methods – Cost of Capital: Specific Costs and Weighted Average Cost (Problem) – Application of Investment Appraisal Tools.

UNIT III	FINANCING DECISIONS AND CAPITAL STRUCTURE	12 Hours

Leverages – Operating and Financial Leverage (Problem) – Combined Leverage – EBIT-EPS Analysis – Indifference Point (Problem) – Capital Structure Theories: NI, NOI, MM Approach – Determinants of Capital Structure – Financial Planning and Strategy.

UNIT IV	DIVIDEND POLICY DECISIONS	12 Hours

Dividend Policy: Importance and Issues – Relevance and Irrelevance Theories – Walter's Model, Gordon's Model, MM Hypothesis – Types and Forms of Dividends – Factors Influencing Dividend Decisions – Real-World Dividend Practices.

UNIT V	WORKING CAPITAL MANAGEMENT AND CAPITAL MARKET FINANCING	12 Hours

Working Capital: Concepts, Determinants and Estimation (Problems) – Operating Cycle Receivables Management – Inventory and Cash Management – Working Capital Financing: Trade Credit, Commercial Paper, Bank Finance, Company Deposits – Liquidity vs. Profitability Trade-offs Indian Capital Market Overview – Primary and Secondary Markets– Long-Term Sources of Finance: Equity, Debentures, Term Loans – Lease and Hire Purchase – Venture Capital and Private Equity – SEBI Regulations – Financing Strategies for Startups.

	Total Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%).

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of financial management, time value of money, capital budgeting, capital structure, dividend policies, working capital management, and long-term financing options.

CO2: Interpret and relate the objectives of financial management, risk and return analysis, capital budgeting techniques, leverage and capital structure theories, dividend policies, and the role of capital markets in a company's financial decisions.

CO3: Apply financial management principles, time value of money concepts, and capital budgeting techniques to make informed investment, financing, and working capital decisions.

CO4: Analyze financial data, including cash flows, leverage, and working capital components, to evaluate investment proposals, capital structure, and liquidity management strategies.

CO5: Develop and evaluate a comprehensive financial management strategy by integrating investment, financing, capital structure, dividend policy, working capital management, and long-term financing decisions to create value, manage risk, and support the sustainable growth of a business

REFERENCES:

1. I.M. Pandey, Financial Management, Vikas Publishing, 12th Ed., 2023.

2. M.Y. Khan & P.K. Jain, Financial Management: Text, Problems and Cases, TMH, 9th Ed., 2023.
3. Aswath Damodaran, Corporate Finance: Theory and Practice, Wiley, 4th Ed., 2014
4. James C. Van Horne, Fundamentals of Financial Management, PHI Learning, 14th Ed., 2021.
5. Brigham & Ehrhardt, Financial Management: Theory and Practice, Cengage, 15th Ed., 2022.

E-RESOURCES:

1. Investopedia Financial Education – https://www.investopedia.com
2. NSE India Corporate Finance Modules – https://www.nseindia.com
3. Coursera: Corporate Finance Specializations – https://www.coursera.org
4. SEBI Investor Awareness Resources – https://investor.sebi.gov.in
5. Harvard Business Review Finance Insights – https://hbr.org

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	1	-	-	-	3	1	-
CO3	3	-	-	2	-	3	-
CO4	3	-	1	2	-	3	-
CO5	3	-	2	2	-	2	-
Average	2.5	0	0.7	1.5	3	2.2	0

Note: 1–Low, 2–Medium, 3– High

26MB202T	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives:

This course aims to provide an in-depth understanding of strategic and operational aspects of Human Resource Management (HRM) in modern organizations. It equips students with competencies in manpower planning, recruitment, training, performance management, employee engagement, and digital HR practices. The course emphasizes current trends such as HR analytics, self-development, knowledge management, and technology-enabled HR practices within the Indian and global Business contexts. Students will gain exposure to real-time HR challenges and how to align HR strategy with organizational goals.

UNIT I	STRATEGIC PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	12 Hours

Evolution of human resource management – The importance of the human capital – Role of human resource manager – Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit – Introduction to HR analytics.

UNIT II	WORKFORCE PLANNING AND TALENT ACQUISITION	12 Hours

Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources - Organizational Attraction - Recruitment, Selection, Induction and Socialization - Theories, Methods and Process – Legal and ethical issues in hiring-skill mapping and career mapping.

UNIT III	EMPLOYEE TRAINING, DEVELOPMENT, AND HR GOVERNANCE	12 Hours

Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management systems and practices- HR control processes – Legal compliance in HRM – Diversity and Inclusion – Ethical HR practices – Employee wellbeing-SOP/KRN/KPN.

UNIT IV	MOTIVATION, COMPENSATION, AND CAREER ENGAGEMENT	12 Hours
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management- Career Readiness Module – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.		
UNIT V	**PERFORMANCE MANAGEMENT AND FUTURE OF HRM**	**12 Hours**
Method of performance evaluation – Feedback – Industry practices. Promotion – Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods –Requirement of effective control systems grievances – Causes Implications – Redressal methods- Future of work: AI in HRM, remote workforce management – HR metrics and dashboards – Global HRM trends – Sustainable HRM practices.		
	Total Hours	**60**

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of strategic HRM, workforce planning, talent acquisition, training and development, compensation, performance management, employee relations, and emerging HR trends and governance.

CO2: Interpret and relate the evolution of HRM, human resource planning, training and development programs, motivational theories, performance evaluation methods, and emerging HR trends to the overall organizational context.

CO3: Apply HRM principles and practices, including workforce planning, recruitment, selection, training, compensation, performance evaluation, and grievance redressal, to address organizational challenges and develop contemporary HR policies and strategies for effective talent management and organizational

CO4: Analyze human resource strategies, talent acquisition processes, training and development needs, compensation plans, performance management systems, and emerging HR trends to align them with organizational goals.

CO5: Apply HRM principles and practices, including workforce planning, recruitment, selection, training, compensation, performance evaluation, and grievance redressal, to address organizational challenges and formulate contemporary HR policies and strategies for effective talent management and organizational success.

REFERENCES:

1. Gary Dessler & Biju Varkkey, Human Resource Management, 16th Ed., Pearson Education, 2024.
2. DavidA. DeCenzo, Stephen P.Robbins, SusanL. Verhulst,Fundamentals of Human Resource Management, Wiley, 13th Ed., 2024
3. Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press, 2nd Ed., 2023.
4. Wayne F. Cascio, Managing Human Resources: Productivity, Quality of Work Life, Profits, McGraw Hill, 12th Ed., 2024.
5. Michael Armstrong, Armstrong's Handbook of Strategic Human Resource Management, Kogan Page, 8th Ed., 2023.

E–RESOURCES:

1. SHRM India Knowledge Center
2. HBR Human Resource Management Articles
3. Course– HRM management Specialization
4. Linked In Learning–Human Resources Courses
5. AIHR–Academy to Innovate HR

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	-	2	2	-	-	-	-
CO3	-	3	1	3	-	3	3
CO4	-	1	-	-	1	-	-
CO5	3	-	-	2	1	3	2
Average	0.7	1.5	0.7	1.2	0.5	1.5	1.2

Note: 1–Low, 2–Medium, 3– High

26MB203T	OPERATIONS MANAGEMENT	L	T	P	C
		3	1	0	4

Course Objectives:

This course provides a holistic understanding of operations management as a vital function in achieving strategic and operational excellence in organizations. It covers tools, techniques, and strategies to design, plan, control, and improve manufacturing and service operations. Emphasis is placed on capacity planning, product design, supply chain strategies, quality management, and lean operations. Students will explore recent trends including digital operations, sustainable practices, and data-driven decision-making to gain competitive advantage in the global market.

UNIT I	OVERVIEW OF OPERATIONS MANAGEMENT AND STRATEGIC ALIGNMENT	12 Hours

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit, framework. Productivity; World-class manufacturing practices - Digital transformation in operations – Industry 4.0 and smart factories –- Sustainable operations and green manufacturing – Service operations and scalability – Operations analytics.

UNIT II	CAPACITY, FACILITY AND SUPPLY CHAIN DECISIONS	12 Hours

Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement – Strategic sourcing, make or buy decision, procurement process, managing vendors - Block chain in supply chains – Resilience and risk mitigation – Global operations strategy – Case studies on Indian and global practices.

UNIT III	PROCESS, PRODUCT AND LAYOUT DESIGN	12 Hours

Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques - MRP 1 & 2 under Production Scheduling – Service blueprinting – Role of design in lean and agile systems.

UNIT IV	FORECASTING, RESOURCE AND INVENTORY PLANNING	12 Hours

Demand Forecasting – Need, Types, Objective and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing

UNIT V	QUALITY MANAGEMENT AND LEAN THINKING	12 Hours

Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, Continuous Improvement through Artificial Intelligence - Six sigma and DMAIC methodology.

	Total Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of operations management, operations strategy, capacity planning, supply chain decisions, product and process design, forecasting, quality management, lean thinking, and emerging trends like Industry 4.0 and sustainability. Develop contemporary operations strategies by integrating knowledge of operations management, supply chain, design, forecasting, quality, and emerging trends to foster sustainable and resilient operations in a global market.

CO2: Interpret and relate the principles of operations management, capacity planning, supply chain strategies, product and process design, forecasting techniques, TQM, lean manufacturing, and the impact of digital and sustainable practices on operational excellence.

CO3: Apply operational management tools and techniques, including capacity and location models, product and process design methods, forecasting models, and quality management tools, to solve real-world business problems.

CO4: Analyze operations strategies, facility layouts, supply chain decisions, demand forecasts, and quality management systems to evaluate operational efficiency and identify areas for improvement

CO5: Evaluate various operational strategies, including capacity planning and sourcing, process and product design, forecasting methods, and quality management philosophies, to make informed decisions for achieving competitive advantage.

REFERENCES:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill, 17th Ed., 2023
2. B.Mahadevan, Operations Management : Theory and Practice, Pearson, 4thEd.,2018
3. William J.Stevenson, Operations Management, McGrawHill,14thEd., 2022
4. Norman Gaither & Gregory Frazier, Operations Management, Cengage,11thEd.,2022
5. R.Paneerselvam, Production and Operations Management, PHI Learning, 3rdEd., 2017

E–RESOURCES:

1. MIT Open Course Ware – Operations Management
2. Coursera – Operations Management by Wharton
3. Linked In Learning – Operations Strategy
4. ASQ – American Society for Quality
5. Harvard Business Review – Operations Insights

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	2	1	2	-	2	2	-
CO3	-	-	-	3	1	-	2
CO4	-	2	-	-	2	2	2
CO5	-	-	2	3	-	-	-
Average	**0.5**	**0.75**	**1**	**1.5**	**1.25**	**1**	**1**

Note: 1–Low, 2–Medium, 3– High

26MB204T	BUSINESS RESEARCH METHODS	L	T	P	C
		3	1	0	4

Course Objectives:
This course aims to develop a research-oriented mindset by imparting the principles and practices of scientific Business research. It enables students to systematically approach real-world Business problems using exploratory, descriptive, and causal research designs. Emphasis is placed on quantitative and qualitative research techniques, instrument design, statistical analysis using software tools, and ethical report writing. The course also trains students to critically evaluate research studies and independently prepare Business research reports for data-driven decision-making.

UNIT I	FOUNDATIONS OF BUSINESS RESEARCH AND SCIENTIFIC INQUIRY	12 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 TECHNIQUES	12 Hours

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental 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 METHODS AND SAMPLING TECHNIQUES	12 Hours

Types of data – Primary Vs Secondary data – Methods of primary data collection – Digital Surveys, 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 ANALYTICAL TECHNIQUES	12 Hours

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis –Application of statistical software for data analysis.

UNIT V	RESEARCH COMMUNICATION & EMERGING TRENDS	12 Hours

Research report – Types – Contents of report – Need for executive summary – Chapterization – Contents of chapter – Report writing – Role of audience – Readability – Comprehension – Tone – Final proof – Report format – Title of the report – Ethics in research – Subjectivity and Objectivity in research – Research Integrity – Emerging Trends: AI in Research, Online Panels, Real-Time Analytics – Case Studies on Ethical Dilemmas in Research.

Total Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of the research process, various research designs, data collection methods, analytical techniques, report writing, and emerging trends and ethical considerations in business research.

CO2: Interpret and relate research questions and objectives to appropriate research designs, measurement scales, sampling techniques, and data analysis methods for conducting scientific inquiry.

CO3: Apply research design principles, instrument construction, data collection methods, and statistical software to collect, prepare, and analyze both qualitative and quantitative data.

CO4: Analyze the validity and reliability of research instruments, the outcomes of bivariate and multivariate statistical analyses, and the ethical implications of a research project to derive meaningful insights and conclusions business operations.

CO5: Evaluate and prepare business research reports by applying principles of research communication, ethics, integrity, objectivity, and emerging research technologies to ensure reliable and effective decision-making. Culture.

REFERENCES:

1. **Donald R. Cooper**, Pamela S. Schindler, J.K. Sharma, Business Research Methods, McGraw Hill, 13th Ed., 2021
2. **Uma Sekaran & Roger** Bougie, Research Methods for Business: A Skill Building Approach, Wiley, 7th Ed., 2020
3. **William G. Zikmund et al.**, Business Research Methods – South Asian Perspective, Cengage, 9th Ed., 2018

4. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press, 5th Ed., 2019
5. R.Paneerselvam, Research Methodology, PHI Learning, 2nd Ed., 2015

E–RESOURCES:

1. Harvard Business Review– Research Insights
2. SAGE Research Methods Library
3. Elsevier–Researcher Academy
4. Stat Soft Textbook–Statistics and Analytics
5. Coursera –Data-Driven Decision Making (PwC)
6. Google Forms & Survey Monkey–Data Collection Tools

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	-	2	3	-	2	2	3
CO3	2	-	1	3	1	-	1
CO4	-	-	-	-	3	-	2
CO5	3	2	1	2	-	3	3
Average	1.2	1	1.2	1.2	1.5	1.2	2.2

Note: 1–Low, 2–Medium, 3– High

26MB205T	BUSINESS ANALYTICS	L	T	P	C
		4	0	0	4

Course Objectives:

This course aims to introduce students to the foundational principles and applications of Business analytics for effective decision-making. It equips learners with the knowledge to identify appropriate tools for descriptive, predictive, and prescriptive analytics. This course also explores real-world applications and Business cases to enhance problem-solving and analytical thinking. The course emphasizes the strategic use of data, resource management, and technology integration for competitive advantage. Upon completion, students will be able to model and analyse Business problems using contemporary analytics techniques.

UNIT I	FOUNDATIONS OF BUSINESS ANALYTICS	12 Hours

Business Analytics – Importance – Business Analytics Process – Relationship between Business Analytics and Organizational Decision Making – Business Analytics for Competitive Advantage – Strategic role of analytics.

UNIT II	DATA AND RESOURCE MANAGEMENT IN ANALYTICS	12 Hours

Managing Analytics Infrastructure – Human Resources and Data Requirements – Aligning Organizational Structure with BA – Role of Technology – Information Policy – Data Governance – Data Quality Management – Change Management in BA.

UNIT III	DESCRIPTIVE ANALYTICS AND VISUALIZATION	12 Hours

Descriptive Analytics – Visualizing and Exploring Data – Descriptive Statistics – Sampling Techniques–Estimation Methods –Probability Distributions used in Descriptive Analytics –Use of dashboards and visualization tools.

UNIT IV	PREDICTIVE ANALYTICS AND DATA MINING	12 Hours

Predictive Analytics – Predictive Models – Data-driven vs. Logic-driven Models – Predictive Modeling Procedures – Supervised vs. Unsupervised Learning – Reinforcement Learning– Data Mining Techniques – Association Analysis and Cluster Analysis –Model Validation – Application in Business cases.

UNIT V	PRESCRIPTIVE ANALYTICS AND OPTIMIZATION	12 Hours
Prescriptive Analytics – Prescriptive Modeling Techniques–Non-linear Optimization – Simulation– Scenario Planning – Demonstrating Business Performance Improvement – Role of decision support systems, Industry applications in Marketing, HR, Finance, and Operations – Real-time analytics – AI & ML integration – Cloud-based BA tools – Business Intelligence vs. BA – Ethics in Analytics – Case Studies on contemporary analytics usage.		
	Total Hours	**60**

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%)

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of Business Analytics fundamentals, data and resource management, descriptive analytics, predictive modeling, prescriptive techniques, and their application in various industries with an ethical perspective.

CO2: Interpret and relate the strategic role of Business Analytics, data governance, and technology infrastructure to descriptive statistics, predictive models, prescriptive methods, and emerging trends to inform managerial decisions.

CO3: Apply descriptive, predictive, and prescriptive analytics techniques, including data visualization, statistical analysis, data mining, and optimizations, to explore, forecast, and solve business problems using appropriate software and tools.

CO4:Analyze complex business problems by integrating knowledge of data requirements, analytical methods (descriptive, predictive, and prescriptive), and model validation to derive meaningful insights for competitive advantage

CO5: Evaluate the effectiveness of different analytical models and techniques, including descriptive statistics, predictive algorithms, and prescriptive optimization methods, to recommend optimal business solutions and demonstrate performance improvements data management, analytical techniques and emerging trends (AI/ML) to solve industry-specific problems.

REFERENCES:

1. MarcJ.Schniederjans, DaraG.Schniederjans, ChristopherM.Starkey, Business Analytics: Principles, Concepts, and Applications, Pearson, 1st Ed., 2022
2. Christian S. Albright & WayneL .Winston, Business Analytics: Data Analysis and Decision Making, Cengage, 6th Ed., 2019
3. James R.Evans, Business Analytics: Methods, Models and Decisions, Pearson,3rd Ed.,2020
4. U Dinesh Kumar, Business Analytics: The Science of Data-Driven Decision Making, Wiley, 2nd Ed., 2021
5. N.D.Vohra, Quantitative Techniques in Management, McGrawHill,6thEd.,2021

E–RESOURCES:

1. Harvard Business Review: https://hbr.org/topic/Business-analytics
2. IBM Data and AI Blog: https://www.ibm.com/blogs/watson
3. Microsoft Learn for Data Analytics: https://learn.microsoft.com/en-us/training/paths/analyze-data-power-bi
4. Coursera (Business Analytics):https://www.coursera.org/specializations/Business-analytics
5. Tableau Public Learning: https://public.tableau.com/en-us/s/resources
6. Kaggle (Data sets and Analytics Cases):https://www.kaggle.com/

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	1	-	-	-	3	1	-
CO3	3	-	-	2	-	3	-
CO4	3	-	1	2	-	3	-
CO5	3	-	2	2	-	2	-
Average	2.5	0	0.7	1.5	3	2.2	0

Note: 1–Low, 2–Medium, 3– High

26MB206T	MARKETING MANAGEMENT	L	T	P	C
		4	0	0	4

Course Objectives :

This course aims to develop a comprehensive understanding of marketing fundamentals, strategic planning, and marketing mix decisions in dynamic global and digital environments. Students will learn to analyze buyer behavior, develop market-driven strategies, and apply contemporary tools in digital and social media marketing. The course also equips learners with skills in customer relationship management, ethical marketing practices, and data-driven decision-making. Emphasis is placed on real-world application through case analysis, marketing research, and simulations aligned with global and Indian Business scenarios.

UNIT I	FOUNDATIONS OF MARKETING AND BUSINESS ENVIRONMENT	12 Hours

Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment : Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System – Marketing in global environment – International Marketing – Rural Marketing – Prospects and Challenges.

UNIT II	STRATEGIC MARKETING, MARKET SEGMENTATION AND CONTEMPORARY TRENDS AND ETHICAL MARKETING	12 Hours

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components. Cause - Related and Sustainable Marketing – Ethical and Legal Aspects in Marketing – Green Marketing – Social Media Marketing – Influencer and Content Marketing – Mobile and Digital Marketing Trends – Personalization and Marketing Automation – Emerging Tools in Digital Marketing (SEO, SEM, Email, Analytics) – Customer-Centric Marketing Organizations.

UNIT III	PRODUCT, PRICING, AND CHANNEL DECISIONS	12 Hours

Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation –Targeting, Retargeting and Positioning – Brand Positioning and Differentiation–Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objective, Policies and Methods

UNIT IV	CONSUMER AND ORGANIZATIONAL BUYER BEHAVIOR	12 Hours

Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour –Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection –Creating Long Term Loyalty Relationships

UNIT V	MARKETING RESEARCH AND DATA-DRIVEN DECISION MAKING	12 Hours

Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing – Ethics in marketing – AI intervention in marketing - Online marketing trends - social media and digital marketing.

	Total Hours	60 Hours

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%).

Course Outcome : At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of marketing fundamentals, strategic marketing, product and pricing decisions, consumer behavior, marketing research, and contemporary trends like digital and ethical marketing.

CO2: Interpret and relate marketing concepts, environmental analysis, strategic marketing mix components, consumer behavior models, and marketing research processes to understand the dynamics of a market. Develop a comprehensive marketing strategy by integrating knowledge of marketing fundamentals, consumer behavior, market research, and emerging digital and ethical practices to achieve organizational goals.

CO3: Apply marketing principles to develop market segmentation, targeting, and positioning strategies; design product, pricing, and channel decisions; and create customer relationship management programs.

CO4: Analyze the marketing environment, strategic marketing mix components, consumer and industrial buyer behavior, and marketing information systems to make data-driven decisions and develop effective marketing strategies.

CO5: Evaluate the effectiveness of different marketing strategies, including product and pricing decisions, advertising campaigns, and digital marketing trends, to build a competitive and sustainable brand.

REFERENCES:

1. Philip Kotler & Kevin Lane Keller, Marketing Management,16thEd.,Pearson,2022
2. Paul Baines, Chris Fill, Kelly Page, Marketing, Oxford University Press, 6th Ed.,2023
3. V.S.Ramaswamy & S.Namakumari, Marketing Management: Global Perspective Indian Context, Macmillan, 7th Ed., 2023
4. K.S.Chandrasekar, Marketing Management–Text and Cases, Tata Mc Graw Hill, 2012
5. Rajan Saxena, Marketing Management, McGraw Hill Education,6thEd.,2023

E-RESOURCES:

1. Hub Spot Academy – Digital Marketing
2. Google Digital Garage – Fundamentals of Digital Marketing
3. Think with Google – Consumer Insights
4. Statista – Marketing Statistics
5. HBR Marketing Resources
6. Coursera – Marketing in a Digital World(Illinois)

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	3	1	-	2	1	3	3
CO3	1	-	2	1	-	1	-
CO4	-	3	1	-	-	2	2
CO5	2	-	2	-	3	1	-
Average	**1.5**	**1**	**1.25**	**0.75**	**1**	**1.75**	**1.25**

Note: 1 – Low, 2 - Medium, 3 - High

26MB207T	APPLIED OPERATIONS RESEARCH	L	T	P	C
		3	1	0	4

Course Objectives :

To develop students' ability to apply quantitative decision-making techniques, including linear programming, transportation and assignment models, decision theory, game theory, inventory control, replacement models, queuing theory, and Monte Carlo simulation, for analyzing, optimizing, and solving complex managerial problems under various business situations.

UNIT I	INTRODUCTION TO LINEAR PROGRAMMING (LP)	12 HOURS

Relevance of quantitative techniques in management decision making. Linear Programming formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.

UNIT II	LINEAR PROGRAMMING EXTENSIONS	12 HOURS

Transportation Models (Minimising and Maximising Problems) - Balanced and unbalanced Problems - Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods -Check for optimality -Solution by MODI -Case of Degeneracy - Transhipment Models. Assignment Models (Minimising and Maximising Problems) - Balanced and Unbalanced Problems - Solution by Hungarian method- Travelling Salesman problem - Crew Assignment Models.

UNIT III	DECISION THEORY AND GAME THEORY APPLICATIONS	12 HOURS

Decision making under risk – Decision trees – Decision making under uncertainty. Game Theory Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV	INVENTORY CONTROL AND REPLACEMENT MODELS	12 Hours

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Replacement Models-Individual replacement Models (With and without time value of money) – Group Replacement Models..

UNIT V	QUEUING MODELS AND MONTE CARLO SIMULATION	12 Hours

Queuing Theory - single and multi-channel models – infinite number of customers and infinite calling source. Monte Carlo simulation – use of random numbers, application of simulation techniques

	Total Hours	60 Hours

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%).

Course Outcome : At the end of the course, the students will be able to

CO1: Explain the concepts and principles of linear programming, transportation, assignment, decision theory, game theory, inventory, replacement, queuing, and simulation models used in quantitative decision making.

CO2: Apply linear programming, transportation, assignment, inventory, replacement, queuing, and simulation techniques to solve business and management decision problems.

CO3: Analyze decision-making situations under risk and uncertainty using decision theory, game theory, and optimization models to identify appropriate managerial solutions.

CO4: Evaluate alternative quantitative models and interpret their results to support effective managerial decision making in diverse business environments.

CO5: Formulate quantitative models by combining optimization, probabilistic, and simulation techniques to address complex business decision problems.

REFERENCES:

1. R. Paneerselvam, Operations Research, PHI Learning, 4th Ed., 2018
2. G. Srinivasan, Operations Research: Principles and Applications, PHI Learning, 2nd Ed., 2011
3. N. D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill,2010
4. Hamdy A. Taha, Operations Research: An Introduction, 11th Ed., Pearson Education, 2022
5. S. Kalavathy, Operations Research, Vikas Publishing House, 4th Ed., 2022
6. Bernard W. Taylor III, Introduction to Management Science, Pearson, 9th Ed., 2020

E-RESOURCES:

1. MIT Open Course Ware–Operations Research
2. OR-Tools by Google
3. Coursera–Business Analytics : Decision Making Using Data(Wharton)
4. https://onlinecourses.swayam2.ac.in/e-learning/preview/ntr26_ed100
5. https://onlinecourses.swayam2.ac.in/e-learning/preview/cec26_ma20

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	3	3	-	-	-	1	1
CO3	3	3	1	-	-	2	1
CO4	3	3	2	-	1	1	2
CO5	3	3	1	-	1	2	1
Average	2.4	2.4	1.4	1.6	0.4	1.21	1

Note: 1 – Low, 2 - Medium, 3 - High

26MB201L	CREATIVITY AND INNOVATION LABORATORY	L	T	P	C
		0	0	4	2

Course Objectives:
This course aims to enable students to understand and apply creative thinking and innovation principles in problem-solving. It blends theory and practice to cultivate the ability to generate novel ideas, visualize innovative concepts, and apply design thinking techniques. The course explores heuristic models, tools for directed creativity, and disruptive innovation frameworks. Through hands-on activities and real-world projects, learners will acquire the mindset and tools required to ideate and develop innovative products, services, or solutions in Business contexts.

UNIT I	FOUNDATIONS OF CREATIVITY AND INNOVATION	12 Hours

Importance of creative thinking in Business – Directed creativity theories – Components of creativity – Organizational and individual creativity – Innovation types – Barriers to innovation – Innovation process – Assessing creativity and innovation

UNIT II	THINKING MECHANISMS AND VISUALIZATION TECHNIQUES	12 Hours

Cognitive mechanisms and heuristics – Models supporting creative thinking – Visual elements and design principles (line, form, texture, color, symmetry) – Spatial composition – Basics of computer animation –Aerodynamics - Scientific visualization and benchmarking.

UNIT III	UNDERSTANDING CREATIVITY AND ITS DIMENSIONS	12 Hours

Creativity components: Person, Process, Product, Environment – ICEDIP model (Inspiration, Clarification, Distillation, Perspiration, Evaluation, Incubation)–Motivation and rewards in creativity – Tools for directed creative stimulation – Applying creativity in innovation.

UNIT IV	CREATIVITY IN DESIGN AND PROBLEM SOLVING	12 Hours

Generating and developing ideas / product and service design – six thinking heads – lateral thinking – contextual influence on creativity – personal creativity assessment – hands-on exercise and case based simulations.

UNIT V	INNOVATION TOOLS, LAB AND METHODOLOGY (PRACTICE BASED PROJECT)	12 Hours

Types of innovation; radical, evolutionary – TRIZ methodology for inventive problem solving – disruptive innovation and new market disruption / strategic innovation models / entrepreneurial tools for innovation development, workshop format - students ideate – design and build and innovative products or service / Thinking frameworks – prototyping – peer review – final presentation and evaluation by faculty, panel – focus on problem solving, teamwork and creativity.

	Total Hours	60

Note: Students will undergo the entire programme similar to a Seminar. It is an activity-based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with

Types of innovation; radical, evolutionary – TRIZ methodology for inventive problem solving – disruptive innovation and new market disruption / strategic innovation models / entrepreneurial tools for innovation development, workshop format - students ideate – design and build and innovative products or service / Thinking frameworks – prototyping – peer review – final presentation and evaluation by faculty, panel – focus on problem solving, teamwork and creativity.

Total Hours	**60**

Note: Students will undergo the entire programme similar to a Seminar. It is an activity-based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course.

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of creativity and innovation, heuristic models and visualization techniques, the components of creativity, design and problem-solving, innovation methodologies, and the practical application of design thinking in a lab setting.

CO2: Interpret and relate the principles of creative thinking, directed creativity theories, cognitive mechanisms, the ICEDIP model, and innovation tools to understand the process of generating and developing new ideas and solutions.

CO3: Apply heuristic models, visualization techniques, directed creative stimulation tools, and design thinking approaches to generate, develop, and prototype innovative products or services in a collaborative environment.

CO4: Analyze the nature of creativity, cognitive mechanisms, the six thinking hats framework, and innovation methodologies like TRIZ and disruptive innovation to solve business problems and assess the potential of new ideas.

CO5: Evaluate different creative and innovation models, design thinking approaches, and strategic innovation frameworks to assess their effectiveness in fostering innovation and addressing complex business challenges develop a comprehensive innovation project by integrating knowledge of creativity fundamentals, design thinking, innovation tools.

REFERENCES:

1. Floyd Hurt, Rousing Creativity: Think New Now, Crisp Publications,
2. Geoffrey Petty, How to Be Better at Creativity, Industrial Society, 2012
3. Clayton Christensen & Michael Raynor, The Innovator's Solution, Harvard Business School Pres, 2024.
4. Semyon D. Savransky, Engineering of Creativity – TRIZ, CRC Press, 2000
5. C. S. G. Krishnamacharyulu & Lalitha R., Innovation Management, Himalaya Publishing House, 2013.

E-RESOURCES:

1. IDEO U – Creative Problem Solving
2. MIT OpenCourseWare – Innovation and Design Thinking
3. Interaction Design Foundation – Innovation Resources
4. Harvard Business Review – Innovation Articles
5. TRIZ Journal
6. Coursera: Creative Problem Solving

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	-	-	-	-	-	-	-
CO2	1	3	-	1	2	3	-
CO3	-	-	3	2	-	-	3
CO4	3	3	2	-	2	3	3
CO5	2	-	3	3	1	3	-
Average	**1.5**	**1.5**	**2**	**1.8**	**1.5**	**2.5**	**1.5**

Note: 1–Low, 2–Medium, 3– High

26MB2021	DATA ANALYSIS AND BUSINESS MODELING (LABORATORY)	L	T	P	C
		0	0	4	2

Course Objectives: This course is designed to provide practical knowledge and hands-on experience in applying data analysis techniques for solving Business problems. The learners will be equipped with the use of spreadsheet tools and analytical software for descriptive statistics, hypothesis testing, forecasting, and modeling. Emphasis is laid on Business applications like risk analysis, revenue management, and optimization models using real-world data. The course integrates advanced decision-making techniques and prepares learners for data-driven strategic and operational decision-making in various functional domains.

UNIT I	DATA DESCRIPTION AND HYPOTHESIS TESTING	12 Hours

Descriptive statistics – Data visualization – Measures of central tendency and dispersion – Parametric tests (t-test, ANOVA) – Non-parametric tests (Chi-square, Mann–Whitney U test) – Interpretation using spreadsheet software or R/Python.

UNIT II	CORRELATION, REGRESSION AND FORECASTING	12 Hours

Bivariate and multivariate correlation – Simple and multiple regression analysis – Interpretation of coefficients – Forecasting using series data – Moving averages – Exponential smoothing – Real-time forecasting models.

UNIT III	FINANCIAL MODELING FOR BUSINESS DECISIONS	12 Hours

Portfolio selection – Scenario analysis – Sensitivity analysis – Risk and return measures – Application in investment decision-making – Simulation techniques in Excel. Linear programming using Solver – Transportation models – Assignment problems – Network models –Application of Queuing theory – Waiting line models – Inventory control models.

UNIT IV	REVENUE MANAGEMENT AND OPTIMIZATION	12 Hours

Revenue maximization principles – Pricing decisions – Capacity allocation – Data modeling for revenue optimization – Real-life case modeling in Excel / Python.

UNIT V	INTEGRATED LAB PROJECTS AND ADVANCED EXCELTOOLS	12 Hours

Use of Solver, Data Analysis Toolpak, Power Query – Mini project integrating multiple models – Dashboard preparation – Report generation and decision support system development using spreadsheet / analytics software.

	Total Hours	60

Note: Spreadsheet Software and Data Analysis Tools.

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of descriptive statistics, hypothesis testing, regression analysis, financial modeling, optimization techniques, and integrated dashboard creation for data-driven business decisions.

CO2: Interpret and relate descriptive statistics, regression models, time series data, financial modeling concepts, operational research models, and advanced Excel tools to understand business problems and analytical solutions

CO3: Apply statistical techniques, regression analysis, time series models, financial modeling concepts, and optimization methods to analyze data, perform forecasting, and solve business problems.

CO4: Analyze business data using statistical tests, correlation and regression analysis, and operational research models to interpret relationships, forecast outcomes, and evaluate potential solutions

CO5: Evaluate various analytical models and techniques, including financial, revenue management, and operations research models, to make informed decisions and optimize business performance, data-driven decision-making in a comprehensive business context.

REFERENCES:

1. David R. Anderson etal., An Introduction to Management Sciences, South-Western College, 16th Ed., 2024
2. William J.Stevenson& Ceyhun Ozgur, Introduction to Management Science with Spreadsheet, Mc Graw-Hill, 2009
3. Hansa Lysander Manohar, Data Analysis and Business Modeling using Microsoft Excel, PHI, 2017
4. DavidM Levineetal., Statistics for Managers using MS Excel, Pearson, 9thEd., 2021
5. Albright, Winston & Zappe, Data Analysis for Managers with Microsoft Excel, Cengage, 6th Ed., 2019

E-RESOURCES:

1. https://www.solver.com/–Excel Solver Tutorials
2. https://dataanalysisfordummies.com
3. https://www.analyticsvidhya.com
4. https://exceljet.net/–Excel tips and tutorials
5. https://statisticalhorizons.com–Applied statistics resources

CO's Vs PO's & PSO's Mapping

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	2	1	-	2	3	1	1
CO3	1	2	2	1	3	3	2
CO4	2	-	3	-	2	3	-
CO5	-	3	1	2	1	2	2
Average	2.5	3	1	1	4.5	4.5	2.5

Note: 1–Low, 2–Medium, 3– High

NON – FUNCTIONAL ELECTIVE



26MB101E	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		3	0	0	3

Course Objectives:
This course aims to equip the knowledge and skills to identify entrepreneurial opportunities, develop a comprehensive business plan, and manage the lifecycle of a startup, from launch to sustainable growth. It integrates theoretical frameworks with practical applications of the Entrepreneurial eco system and ethical business practices.

UNIT I	ENTREPRENEURIAL MINDSET AND COMPETENCIES	12 Hours

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality – Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur-Startup India, Design Thinking, Lean Startup..

UNIT II	ENTREPRENEURIAL ECOSYSTEM AND POLICY SUPPORT	12 Hours

Entrepreneurial Environment – Role of Family, Society and Culture – Government Industrial Policies – State and Central Schemes (Startup India, Stand-Up India, PMEGP, MSME) – Role of DICs, SIDBI, EDII, TBI, DST, NSIC – Role of Industry Associations and Support Services – Incubation Centers and Accelerators – International Policy Ecosystem (Global Innovation Index, GEM).

UNIT III	OPPORTUNITY IDENTIFICATION AND BUSINESS PLANNING	12 Hours

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation – Matching Entrepreneur with the Project Feasibility Report Preparation and Evaluation Criteria. Finance and Human Resource Mobilization - Operations Planning - Market and Channel Selection – Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.

UNIT IV	MANAGING AND SCALING THE BUSINESS	12 Hours

Small Business Operations – Inventory, Finance, and People Management – Customer Acquisition and Retention – Digital Tools for Small business – Measuring Business Performance – Managing Uncertainty and Change – Business Model Innovation – Lean Startup Strategy – Scaling Frameworks – Case Studies on Growth - Oriented Startups.

UNIT V	BUSINESS SUSTAINABILITY, EXIT STRATEGIES, AND ETHICS	12 Hours

Monitoring and Evaluation of Business – Business Sickness - Prevention and Rehabilitation of Business Units – Effective Management of Small Business – Venture Capital -Innovation Management- Case Studies.

	Total Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%).

Course Outcomes: At the end of the course, the students will be able to

CO1: Demonstrate conceptual knowledge of entrepreneurial mindset and competencies, the entrepreneurial ecosystem, opportunity identification, business planning, startup funding, operations management, and business sustainability and ethics.

CO2: Interpret and relate the characteristics of successful entrepreneurs, government policies, business planning processes, funding mechanisms, operational strategies, and business sustainability frameworks to identify and evaluate entrepreneurial opportunities.

CO3: Apply entrepreneurial competencies, government schemes, business planning tools, resource mobilization strategies, and operational management principles to launch and manage a new venture.

CO4: Analyze business opportunities, the entrepreneurial ecosystem, business plans, growth strategies, and sustainability frameworks to make informed decisions about venture creation and management.

CO5: Evaluate different business models, funding mechanisms, operational strategies, and exit plans to ensure the growth, sustainability, and ethical conduct of a new enterprise and develop a comprehensive business plan by integrating knowledge of entrepreneurial principles.

REFERENCES:

1. Khanka,S.S.(2020). Entrepreneurial development (Rev.ed.).S.Chand & Company Ltd.
2. Hisrich,R.D.,Peters,M.P.,& Shepherd,D.A. (2024).Entrepreneurship (12thed.). McGraw Hill.
3. Roy,R.(2020).Entrepreneurship (3rded.).Oxford University Press.
4. Kumar,A.(2012).Entrepreneurship. Pearson Education.
5. Chandra,P.(2023).Projects–Planning, analysis, selection, implementation and review (10th ed.). Tata McGraw Hill.

E–RESOURCES:

1. Startup India Portal https://www.startupindia.gov.in/
2. Your Story https://yourstory.com/

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	1	-	-	-	3	1	-
CO3	3	-	-	2	-	3	-
CO4	3	-	1	2	-	3	-
CO5	3	-	2	2	-	2	-
Average	2.5	0	0.7	1.5	3	2.2	0

Note: 1–Low, 2–Medium, 3– High

26MB102E	EVENT MANAGEMENT	L	T	P	C
		3	0	0	3

Course Objectives:
This course provides theoretical and practical skills to plan, execute, and evaluate various types of events. It focuses on the core aspects of event management, including conceptualization, marketing, legal compliance, and risk management, to ensure successful and impactful events.

UNIT I	FOUNDATIONS OF EVENT MANAGEMENT	12 Hours

History and evolution of event management – Types of events – MICE (Meetings, Incentives, Conferences, and Exhibitions) – Event industry structure – Event management as a profession–Perspectives: Government, Corporate, Community– Professional ethics and codes of conduct.

UNIT II	EVENT DESIGN AND CONCEPTUALIZATION	12 Hours

Event ideation – Roles of host, sponsor, media, participants, spectators, crew – Designing the event concept – Theme and content development – Settingeventobjectives–Functionalsheets–Timelineplanning–Budgetpreparation–Budget Check list.

UNIT III	LEGAL AND REGULATORY ASPECTS, RISK MANAGEMENT, AND EVALUATION	12 Hours

Contracts and agreements – Event insurance – Licenses and permits – Government regulations and compliance – Negotiation techniques – Risk mitigation through legal frameworks

UNIT IV	EVENT MARKETING AND SPONSORSHIP	12 Hours

Strategic event marketing – Pricing decisions – Communication channels – Integrated marketing communication – Sponsorship planning and management – Evaluation of sponsorship effectiveness – Role of digital marketing in events- Post-event evaluation

UNIT V	OPERATIONS, COORDINATION, AND SAFETY	12 Hours

Venue and site selection – Infrastructure requirements: AV, lighting, catering, stage, décor – Protocols and guest management – Freelance event operations – Event day logistics–On-site execution and supply coordination–Managing children, media ,and entertainment–Vendor management- Risk identification and assessment- Safety planning –Food safety–Fire and structural safety–Crowd and traffic control.

Total Hours	60

Weightage: Continuous Assessment: 40%, End Semester Examinations: 60%.

Assessment Methodology: Written Test I & II (60%) Assignment, Presentation, Case Study, Quiz, Simulation, Online Certification, Seminar, Mini project (40%).

Course Outcomes: At the end of the course, the students will be able to

CO1: Learning about structure and code of ethics of events
CO2: Exploring and getting to know about event planning and regulations
CO3: Understand about event marketing, planning and strategies
CO4: Enhance professional skills in event management
CO5: Analyse the safety measure of event management using managerial economic principles.

REFERENCES:

1. Lynn Vander Wagen & Louise H. Event Management for Tourism, Cultural Business & Sporting Events, now 6thEd., Pearson, 2023
2. Judy Allen–Event Planning, 4th Ed., Wiley, Canada, 2020—includes expanded ethics and social media modules.
3. John Beech, Sebastian Kaiser & Robert Kaspar – The Business of Events Management, 2nd Ed., Pearson, 2019.
4. Julia Rutherford Silvers–Professional Event Coordination,3rdEd.,Wiley,2022.
5. Shannon Kilkenny – The Complete Guide to Successful Event Planning, 3rd (Revised)Ed., Atlantic Publishing, December 2021

E–RESOURCES:

1. Event Manager Blog https://eventmanagerblog.com
2. YouTube Learning: Event planning simulations, interviews, and behind-the-scenes operations

CO's Vs PO's & PSO's Mapping:

Course Outcomes	Programme Outcomes / Programme Specific Outcomes (POs/PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	-	-	-	-	-	-
CO2	-	3	2	-	1	3	2
CO3	2	3	-	3	-	2	-
CO4	-	2	1	-	3	-	3
CO5	-	3	2	2	-	3	2
Average	0.5	2.7	1.2	1.2	1	2	1.7

Note: 1–Low, 2–Medium, 3– High