



(Autonomous Institution)

Affiliated to Anna University, Chennai

MBA Curriculum and Syllabus

Regulations 2026

Abbreviations

Letter	Category	Description
C	Programme Core	Mandatory foundational management courses providing core conceptual knowledge across the functions of management.
S	Specialisation Elective	Depth courses in a chosen functional area (Annexure II). Students choose six electives and may pursue dual specialisation.
BA	Business Analytics	The progressive analytics sequence (I–III) building data, statistical and visualisation proficiency.
PD	Personality Development Programme (PDP)	The Personality Development Programme / soft-skills sequence (I–III), an Ability Enhancement Course assessed wholly through continuous internal assessment.
ED	Entrepreneurship Development	The applied entrepreneurship sequence: Ideation → Business Model → Business Formation.
SM	Simulation	The integrative Business Simulation course.
IN	Summer Internship	The Summer Internship Project undertaken after Semester II.
PR	Capstone Project	The final-semester Capstone Research Project.


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Approved by

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Annexure I — Curriculum Matrix (Batch 2026–2028)

L = Lecture, T = Tutorial, P = Practical, C = Credits; IA / ESE in marks (out of 100). Category letters per Clause 6.4.

Semester I

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBC101	Management Concepts and Organizational Behaviour	C	4	0	0	4	50	50
26MBC102	Managerial Economics	C	4	0	0	4	50	50
26MBC103	Accounting for Decision Making	C	4	0	0	4	50	50
26MBC104	Legal Aspects of Business	C	4	0	0	4	50	50
26MBC105	Artificial Intelligence & Information Systems for Business	C	4	0	0	4	50	50
26MBBA101	Data Analysis and Visualization	BA	0	0	4	2	50	50
26MBED101	Entrepreneurship Development – I (Ideation)	ED	0	2	0	2	100	–
26MBPD101	Personality Development Programme (PDP) – I	PD	0	0	2	2	100	–
Semester I Total			21	0	7	26		

Semester II

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBC201	Digital Transformation	C	4	0	0	4	50	50
26MBC202	Operations Management	C	4	0	0	4	50	50
26MBC203	Financial Management	C	4	0	0	4	50	50
26MBC204	Human Resource Management	C	4	0	0	4	50	50
26MBC205	Business Research Methods	C	4	0	0	4	50	50
26MBC206	Marketing Management	C	4	0	0	4	50	50
26MBBA201	Data Analysis and Management Science	BA	0	0	4	2	50	50
26MBED201	Entrepreneurship Development – II (Business Model)	ED	0	2	0	2	100	–
26MBPD201	Personality Development Programme (PDP) – II	PD	0	0	2	2	100	–
Semester II Total			25	0	7	30		

Semester III

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBIN301	Summer Internship Project (undertaken after Sem II; credited in Sem III)	IN	–	–	–	4	100	–
26MBC301	Strategic Management	C	4	0	0	4	50	50
26MBC302	International Business Management	C	3	0	0	3	50	50
26MBSM301	Business Simulation	SM	0	0	2	2	60	40
26MBBA301	Advanced Data Analysis	BA	0	0	4	2	50	50
26MBED301	Entrepreneurship Development – III (Business Formation)	ED	0	2	0	2	100	–
26MBPD301	Personality Development Programme (PDP) – III	PD	0	0	2	2	100	–
26MBS3□□	Programme Elective I (from Annexure II)	S	3	0	0	3	50	50
26MBS3□□	Programme Elective II (from Annexure II)	S	3	0	0	3	50	50
26MBS3□□	Programme Elective III (from Annexure II)	S	3	0	0	3	50	50

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBS3□□	Programme Elective IV (from Annexure II)	S	3	0	0	3	50	50
26MBS3□□	Programme Elective V (from Annexure II)	S	3	0	0	3	50	50
26MBS3□□	Programme Elective VI (from Annexure II)	S	3	0	0	3	50	50
Semester III Total (incl. SIP)			26	0	9	35		

Semester IV

Code	Course Title	Cat	L	T	P	C	IA	ESE
26MBSM401	Business Simulation	SM	0	0	2	2	60	40
26MBPR401	Capstone Project	PR	–	–	–	12	60	40
Semester IV Total						14		

Total Programme Credits: 26 (Sem I) + 30 (Sem II) + 4 (SIP) + 33 (Sem III own courses) + 12 (Sem IV) = 105 credits, within the prescribed range of 102–108 (Clause 6.2).

Divergence & Reconciliation Log (per your request to flag differences from the AR2026 draft):

Annexure II — Specialisation Electives

Students choose SIX Specialisation Electives (18 credits) in Semester III, from a single stream or across streams; dual specialisation is encouraged. Each elective is a 3-credit theory course (L-T-P 3-0-0) assessed IA 50 / ESE 50. A minimum of ten registrants is required to offer an elective with contact classes (Clause 8.5).

Marketing

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS301	Sales and Distribution Management	3-0-0	3	50 / 50
26MBS302	Customer Relationship Management	3-0-0	3	50 / 50
26MBS303	Digital Marketing	3-0-0	3	50 / 50
26MBS304	Consumer Behaviour and Neuroscience	3-0-0	3	50 / 50
26MBS305	Services Marketing	3-0-0	3	50 / 50
26MBS306	Retail Management	3-0-0	3	50 / 50
26MBS307	Brand Management	3-0-0	3	50 / 50
26MBS308	Marketing Analytics	3-0-0	3	50 / 50
26MBS309	Green Marketing & Sustainable Consumption	3-0-0	3	50 / 50

Human Resource Management

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS310	Industrial Relations and Labour Legislations	3-0-0	3	50 / 50
26MBS311	Managing HR in the Digital Age	3-0-0	3	50 / 50
26MBS312	Reward and Compensation Management	3-0-0	3	50 / 50
26MBS313	Negotiation and Conflict Management	3-0-0	3	50 / 50
26MBS314	Emotional Intelligence for Managerial Effectiveness	3-0-0	3	50 / 50
26MBS315	HR Analytics	3-0-0	3	50 / 50
26MBS316	Strategic Human Resource Management	3-0-0	3	50 / 50
26MBS317	Organisation Development Change and Design	3-0-0	3	50 / 50

Finance

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS318	Security Analysis and Portfolio Management	3-0-0	3	50 / 50
26MBS319	Merchant Banking and Financial Services	3-0-0	3	50 / 50
26MBS320	Derivatives Management	3-0-0	3	50 / 50
26MBS321	Financial Modelling	3-0-0	3	50 / 50
26MBS322	Applications of AI and ML in Finance	3-0-0	3	50 / 50
26MBS323	Fintech and Blockchain Applications in Finance	3-0-0	3	50 / 50
26MBS324	Capital and Financial Markets	3-0-0	3	50 / 50
26MBS325	International Financial Management	3-0-0	3	50 / 50
26MBS326	Sustainable Finance and ESG Investing	3-0-0	3	50 / 50

Operations & Supply Chain Management

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS327	Project Management	3-0-0	3	50 / 50
26MBS328	Total Quality Management	3-0-0	3	50 / 50
26MBS329	Logistics Management	3-0-0	3	50 / 50
26MBS330	Materials Management	3-0-0	3	50 / 50
26MBS331	Services Operations Management	3-0-0	3	50 / 50
26MBS332	Supply Chain Management	3-0-0	3	50 / 50
26MBS333	Product Design	3-0-0	3	50 / 50
26MBS334	Supply Chain Analytics	3-0-0	3	50 / 50
26MBS335	Circular Economy and Sustainable Operations	3-0-0	3	50 / 50

Systems & Business Analytics

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS336	System Analysis and Design	3-0-0	3	50 / 50
26MBS337	E-Business Management	3-0-0	3	50 / 50
26MBS338	Internet of Things	3-0-0	3	50 / 50
26MBS339	Cloud Computing	3-0-0	3	50 / 50
26MBS340	Enterprise Resource Planning	3-0-0	3	50 / 50
26MBS341	Software Project and Quality Management	3-0-0	3	50 / 50
26MBS342	Data Warehousing	3-0-0	3	50 / 50
26MBS343	Deep Learning and Artificial Intelligence	3-0-0	3	50 / 50
26MBS344	Social Media and Web Analytics	3-0-0	3	50 / 50
26MBS345	Data Mining and Decision Science	3-0-0	3	50 / 50

Healthcare Administration

Code	Elective Course Title	L-T-P	Credits	IA/ESE
26MBS346	Health Policy and Health Care Systems	3-0-0	3	50 / 50
26MBS347	Hospital Planning and Administration	3-0-0	3	50 / 50
26MBS348	Hospital Records Management	3-0-0	3	50 / 50
26MBS349	Hospital Core Services	3-0-0	3	50 / 50
26MBS350	Hospital Support Services	3-0-0	3	50 / 50
26MBS351	Quality Assurance in Health Care	3-0-0	3	50 / 50
26MBS352	Operations Management in Healthcare	3-0-0	3	50 / 50
26MBS353	Health Care Governance and Technology	3-0-0	3	50 / 50
26MBS354	Health Care Accreditation and Law	3-0-0	3	50 / 50

Annexure III — First-Year Detailed Syllabi (Semesters I & II)

The following detailed syllabi cover all courses of the first year (Semesters I and II) under AR2026. Every course is presented in a uniform template: course code and title; L-T-P-C, category, contact hours and IA/ESE; course objective; unit-wise content with indicative hours; Course Outcomes tagged to Bloom's levels; the CO–PO

mapping matrix (against the six Programme Outcomes of Clause 3A.2); assessment scheme; and references. Correlation levels in every CO–PO matrix are 3 = strong, 2 = moderate, 1 = slight; a dash (–) denotes no significant correlation.

SEMESTER I



26MBC101 Management Concepts and Organizational Behaviour

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To build a strong conceptual foundation in management principles and managerial functions; develop competence in planning, decision-making, organising and controlling; enable analysis of individual and group behaviour; and sensitise students to contemporary OB perspectives including DEI, AI-enabled workplaces and cross-cultural management.

Course Content

Unit	Title and Content	Hrs
UNIT I	Fundamentals of Management and Evolutionary Theories Management: meaning, levels, management as an art or science, Managerial functions and roles, Evolution of management thought — Classical, Behavioral and Management Science approaches, Classical era: contributions of F.W. Taylor and Henri Fayol, Neo-classical era: Elton Mayo and the Hawthorne experiments, Modern era: systems and contingency approach, Managerial skills, contemporary Challenges in Management (VUCA, BANI)	6
UNIT II	Planning, Decision Making and Organizing for Effectiveness. Planning: steps in the planning process, scope and limitations, Forecasting and types of planning; characteristics of a sound plan, Management by Objectives (MBO), Policies and strategies: scope and formulation, Decision making: types, techniques and processes, Organisation structure and design; authority and responsibility relationships, Delegation of authority and decentralisation; interdepartmental coordination, Formal and informal organisation	9
UNIT III	Organisational Control and Digital Transformation in Management. Control: meaning, function, process and types of control, Mechanistic vs adaptive organisational structures; impact of technology on organisational design, Digital Transformation and AI-enabled Managerial Decision Making, Data-driven and algorithmic control systems: opportunities and ethical concerns	10
UNIT IV	Individual Behaviour in Organizations. Meaning of organizational behavior, contributing disciplines and importance of OB, Perception and learning, Personality and individual differences, Motivation theories and job performance, Values, attitudes and beliefs, Employee Well-being, Communication: types, process, barriers and making communication effective.	12
UNIT V	Group Dynamics, Leadership and Organizational Culture. Groups and teams: definition, difference between groups and teams, stages of group development, Group cohesiveness; types of teams; group dynamics, Managing Hybrid and Virtual Teams, Leadership: styles, approaches; power and politics, Organisational structure, climate and culture, Conflict: concept, sources, types, stages and management of conflict, Organisational change and development	11
UNIT VI	Contemporary and Emerging Perspectives in Organizational Behaviour. Japanese management practices, Organizational behavior across cultures; conditions affecting cross-cultural operations; managing international workforce; cross-cultural communication; management of diversity, Diversity, Equity and Inclusion (DEI) in the digital workplace, Artificial Intelligence, automation and the future of work, Emotional Intelligence, Employee well-being, mental health and hybrid/remote work, Organisational agility and resilience (incorporating organizational creativity & innovation), Gig Economy.	12
Total Contact Hours		60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Explain the evolution of management thought and the fundamental functions of management.	K2 – Understand
CO2	Apply planning, decision-making and organising techniques for organisational effectiveness.	K3 – Apply
CO3	Analyse control systems and evaluate the impact of digital transformation and AI on managerial decision-making.	K4 – Analyse
CO4	Examine individual-level determinants of behaviour — perception, personality, motivation and communication.	K4 – Analyse
CO5	Evaluate group dynamics, leadership styles, power/politics and organisational culture in team settings.	K5 – Evaluate
CO6	Assess contemporary OB practices — DEI, AI and automation, well-being and cross-cultural management.	K5 – Evaluate

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	1	1	2
CO2	3	3	2	2	1	2
CO3	3	3	1	3	2	2
CO4	2	2	3	1	2	2
CO5	2	3	3	2	2	2
CO6	2	2	3	3	3	3
Avg	2.50	2.50	2.33	2.00	1.83	2.17

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

Text Books

- Robbins, S. P., & Judge, T. A. (2024). Organizational Behavior (19th ed., Global Edition). Pearson Education.
- Certo, S. C., & Certo, T. L. (2021). Modern Management: Concepts & Skills (16th ed.). Pearson Education.

Reference Books

- Koontz, H., & Weihrich, H. (2020). Essentials of Management (11th ed.). Tata McGraw Hill.
- Luthans, F. (2015). Organizational Behavior (14th ed.). McGraw Hill.
- DuBrin, A. J. (2020). Essentials of Management (11th ed.). Thomson South Western. (Additional reading)
- Pareek, U. (2020). Understanding Organizational Behavior (4th ed.). Oxford Higher Education. (Additional reading)
- Nelson, D. L., Quick, J. C., & Khandelwal, P. (2018). ORGB — An Innovative Approach to Learning & Teaching (3rd ed.). Cengage Learning. (Additional reading)
- Karthikeyan, C., et al. (Eds.). (2024). Navigating Organizational Behavior in the Digital Age with AI. IGI Global.

E-Resources

- NPTel — Principles of Management and Organizational Behaviour (<https://nptel.ac.in>)
- Springer chapter: 'Diversity and Inclusion from an Organizational Behavior Perspective: Can AI Play a Role?' (2024)

26MBC102 Managerial Economics

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To provide a strong foundation in economic principles and tools applicable to managerial decision-making, introducing scarcity, efficiency and market mechanisms in both micro- and macro-economic settings, and their application to production, pricing and resource-allocation decisions.

Course Content

Unit	Title and Content	Hrs
UNIT I	Introduction to Managerial Economics and Fundamental Concepts. Themes of economics; scarcity and efficiency; three fundamental economic problems; society's capability; Production Possibility Frontiers (PPF); productive vs economic efficiency; economic growth and stability; micro- vs macro-economics; role of markets and government; positive and negative externalities.	10
UNIT II	Demand, Supply and Consumer Behaviour. Market, demand and supply; determinants; market equilibrium; elasticity of demand and supply; consumer behaviour and consumer equilibrium; approaches to consumer behaviour.	10
UNIT III	Production, Costs and Firm-Level Analysis. Production; short-run and long-run production functions; returns to scale; economies vs diseconomies of scale; cost analysis; short-run and long-run cost functions; relation between production and cost; pricing models and their types.	10
UNIT IV	Market Structures and Factor Pricing. Product market — perfect and imperfect markets; market structures; firm's equilibrium and supply; market efficiency; economic costs of imperfect competition; factor markets — land, labour and capital; determination of factor price; general equilibrium and efficiency of competitive markets.	10
UNIT V	Macroeconomic Performance Indicators. Macro-economic aggregates; circular flow of macroeconomic activity; national income determination; aggregate demand and supply; macroeconomic equilibrium; multiplier effect; demand-side management; fiscal policy in theory.	10
UNIT VI	Emerging Trends in Business Economics. Digital economy; platform and gig economy; Artificial Intelligence in business; digital payments and FinTech; start-ups and innovation; sustainable business practices; global business environment; technology and automation; future of business and economic development.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate the fundamental concepts of managerial economics, including scarcity, demand and supply, production, costs, market structures, factor pricing and macroeconomic indicators.	K2 – Understand
CO2	Interpret consumer behaviour, production and cost functions, market structures and macroeconomic concepts to understand their influence on business decision-making.	K2 – Understand
CO3	Apply managerial-economic principles and analytical tools to production, pricing, resource allocation and decision-making in different business environments.	K3 – Apply
CO4	Analyse economic problems, market structures, firm-level costs, pricing strategies and macroeconomic variables to evaluate their impact on business performance.	K4 – Analyse

CO	Statement	Bloom's Level
CO5	Evaluate economic theories, market mechanisms and macroeconomic policies to support strategic business decisions in both Indian and global contexts.	K5 – Evaluate
CO6	Develop an understanding of emerging trends in business economics by applying concepts of the digital, platform and gig economy, AI, FinTech and sustainability to contemporary business decisions.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	–	–	–	3	2
CO2	3	2	–	–	3	2
CO3	3	2	–	2	–	2
CO4	3	3	1	2	–	2
CO5	3	3	–	–	2	2
CO6	2	2	2	3	3	3
Avg	2.83	2.40	1.50	2.33	2.75	2.17

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Samuelson, P. A., & Nordhaus, W. D. (2019). Economics (19th ed.). McGraw Hill.
- Dwivedi, D. N. (2021). Managerial Economics (9th ed.). Vikas Publishing.
- Gregory Mankiw, N. (2020). Principles of Economics (8th ed.). Cengage.
- Salvatore, D. (2019). Managerial Economics in a Global Economy (9th ed.). Oxford University Press.

26MBC103 Accounting for Decision Making

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To equip a comprehensive understanding of financial, cost and management accounting principles, emphasising the analysis and interpretation of financial statements to support informed decision-making through techniques such as ratio analysis, costing methods, marginal costing and budgeting.

Course Content

Unit	Title and Content	Hrs
UNIT I	Introduction to Financial Accounting and Reporting. Introduction to financial, cost and management accounting; GAAP; double-entry system; journal, ledger and trial balance; final accounts — trading, profit and loss account and balance sheet (problems); Ind AS overview and convergence with IFRS; ERP-based accounting systems (SAP, Oracle, Tally Prime).	10
UNIT II	Financial Statement Analysis. Financial ratio analysis (problems); interpretation of ratios for financial decisions; DuPont ratios; comparative and common-size statements; cash flow and Free Cash Flow (FCF) analysis (AS 3); funds-flow statement analysis; trend analysis; Economic Value Added (EVA) and Market Value Added (MVA).	10
UNIT III	Cost Accounting Systems. Cost accounts; classification of costs; job cost sheet; job-order costing; process costing (excluding inter-departmental transfers and equivalent production); joint and by-product costing; Time-Driven Activity-Based Costing (TDABC); target costing; sustainability costing.	10
UNIT IV	Marginal Costing and Decision-Making. Marginal costing and profit planning; Cost-Volume-Profit and break-even analysis; decision-making problems — make-or-buy, sales-mix determination, exploring new markets; pricing decisions using data analytics; scenario and sensitivity analysis.	10
UNIT V	Budgeting and Performance Management. Budgetary control; sales, production and cash-flow budgets; fixed and flexible budgets (problems); standard costing and variance analysis (excluding overhead costing); accounting standards and disclosure practices in India.	10
UNIT VI	Accounting Standards and Strategic Applications. Accounting standards and disclosures in India; Business Responsibility and Sustainability Reporting (BRSR); ethical issues in accounting; AI in accounting and auditing; use of accounting in strategic business decision-making; ESG reporting; role of analytics in finance and accounting.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate conceptual knowledge of financial, cost and management accounting principles, financial-statement analysis, costing systems, marginal costing, budgeting and relevant accounting standards.	K2 – Understand
CO2	Interpret accounting principles and analyse financial statements using various techniques, explaining the significance of budgetary control and accounting standards in financial disclosures.	K2 – Understand
CO3	Apply the principles of financial accounting to prepare statements and use costing systems, budgeting and variance analysis for decision-making and performance management.	K3 – Apply
CO4	Analyse financial statements, cost data and marginal-costing reports to evaluate business performance and assess strategic decisions and the implications of accounting standards.	K4 – Analyse

CO	Statement	Bloom's Level
CO5	Evaluate the effectiveness of financial-analysis tools, costing methods, budgetary controls and performance-management techniques to support strategic decision-making and identify ethical issues.	K5 – Evaluate
CO6	Develop contemporary accounting practices by integrating financial reporting, cost management, budgeting, performance measurement and accounting standards for strategic business decisions.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	–	–	–	2	–
CO2	2	3	–	–	2	–
CO3	3	2	–	2	–	–
CO4	3	3	1	2	–	2
CO5	3	3	2	–	2	2
CO6	3	2	2	2	2	3
Avg	2.60	2.33	1.67	2.00	2.67	2.33

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Narayanaswamy, R. (2022). Financial Accounting (7th ed.). PHI.
- Khan, M. Y., & Jain, P. K. (2021). Management Accounting (8th ed.). Tata McGraw Hill.
- Singhvi, N. M., & Bodhanwala, R. J. (2018). Management Accounting — Text and Cases (3rd ed.). PHI.
- Stice, E. K., & Stice, J. D. (2024). Financial Accounting, Reporting & Analysis (9th ed.). Cengage.
- 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>).
3. NFRA, SAP Learning Hub, Power BI Learning, IFRS Foundation Learning Portal.

26MBC104 Legal Aspects of Business

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To introduce key business laws and their practical applications across commercial contracts, company operations, industry regulations, taxation (including GST) and cyber laws, helping learners gain critical awareness of the legal framework for managing business risks.

Course Content

Unit	Title and Content	Hrs
UNIT I	Commercial Laws and Business Contracts. Indian Contract Act 1872: definition, essential elements and types; formation; e-contracts and electronic agreements; digital signatures and electronic records; quasi contracts; contract of agency. Sale of Goods Act 1930; Negotiable Instruments Act 1881; Payment and Settlement Systems Act 2007.	10
UNIT II	Company Law and Competition Regulations. Companies Act 1956 & 2013: principles, recent amendments, formation, Memorandum and Articles, prospectus, independent directors and ESG governance, digital corporate compliance, winding up; competition in digital markets and the platform economy; Competition Act 2002.	10
UNIT III	Industrial Relations and Labour Legislation. Overview of the Factories Act; Payment of Wages Act; Code on Wages 2019; Industrial Relations Code 2020; Code on Social Security 2020; Occupational Safety, Health and Working Conditions Code 2020.	10
UNIT IV	Corporate Taxation and Goods & Services Tax (GST). Corporate tax planning; latest developments in indirect-tax laws relating to GST; constitutional aspects; levy and collection of CGST & IGST; time and value of supply; input tax credit; e-invoicing and GST compliance automation; registration, tax invoice, credit and debit notes, returns.	10
UNIT V	Consumer Protection and Cyber Laws. Consumer Protection (E-Commerce) Rules 2020; Digital Personal Data Protection Act 2023; privacy, data protection and AI-related cyber risks.	10
UNIT VI	Intellectual Property Rights (IPR) in Business. Introduction to IPR and intellectual-property laws; AI-generated intellectual property; digital copyright and trademark protection; software and open-source licensing; technology-transfer agreements; start-up IP strategy.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate conceptual knowledge of commercial laws, company law, industrial relations and labour legislation, corporate taxation (including GST), consumer protection, cyber laws and IPR.	K2 – Understand
CO2	Interpret key legal principles from contract law, company regulations, industrial acts, taxation frameworks, consumer-protection laws and IP statutes to understand the legal environment of business.	K2 – Understand
CO3	Apply legal principles from commercial and company law, labour legislation, tax laws and IPR to evaluate business contracts, governance practices and compliance requirements.	K3 – Apply
CO4	Analyse legal and regulatory frameworks — competition law, industrial-relations acts, corporate tax and GST, cyber laws and IPR — to assess their impact on business operations and strategy.	K4 – Analyse

CO	Statement	Bloom's Level
CO5	Evaluate the effectiveness of legal provisions such as consumer-protection and cyber laws and IPR to build compliance strategies and mitigate legal risks.	K5 – Evaluate
CO6	Develop contemporary legal compliance and risk-management strategies by integrating commercial, company, labour, taxation, cyber and IPR laws for ethical business operations.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	–	–	–	3	–
CO2	2	2	–	–	3	–
CO3	3	2	–	3	–	1
CO4	3	3	1	2	2	2
CO5	2	3	2	–	3	2
CO6	3	2	2	2	3	3
Avg	2.40	2.00	2.00	2.50	2.75	2.33

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Kapoor, N. D. (2024). Elements of Mercantile Law (39th rev. ed.). Sultan Chand and Company.
- Goel, P. K. (2023/24). Business Law for Managers (2nd ed.). Biztantra Publishers.
- Pathak, A. (2022). Legal Aspects of Business (8th ed.). Tata McGraw Hill.
- Taxmann. (2023). GST Manual with GST Law Guide & Digest of Landmark Rulings (12th ed.).

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>
4. Competition Commission of India (CCI).
5. National Company Law Tribunal (NCLT).
6. India Code Portal.
7. MeitY and CGPDTM portals.

26MBC105 Artificial Intelligence and Information Systems for Business

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To equip foundational and advanced knowledge of how Artificial Intelligence and information systems contribute to strategic business decisions and operations, covering data, system design, databases, information security and recent IT advancements aligned to organisational strategy.

Course Content

Unit	Title and Content	Hrs
UNIT I	Fundamentals of Information Systems. Data, information, information system; evolution; types based on functions and hierarchy; enterprise and functional information systems.	10
UNIT II	System Analysis and Design. System-development methodologies; systems analysis and design; Data Flow Diagram (DFD); decision table; Entity-Relationship (ER); Object-Oriented Analysis and Design (OOAD); UML diagrams.	10
UNIT III	Integrated Systems and Information Security. Knowledge-based decision-support systems; integrating social media and mobile technologies; security; IS vulnerability; disaster management; computer crimes; securing the web.	10
UNIT IV	Emerging Information Technologies. Machine learning and deep learning; big data; pervasive computing; cloud computing; advancements in IoT; blockchain; cryptocurrency; quantum computing.	10
UNIT V	Managerial Applications and Strategic Use. Strategic role of IT in business; role of the CIO and IT governance; aligning IT with business objectives; legal and ethical issues in information management; technology-adoption models.	10
UNIT VI	Foundations of Artificial Intelligence and Intelligent Agents. Artificial Intelligence — applications and future; intelligent agents; agents and environments; characteristics; task environments and their properties; types; architecture; problem-solving approach to AI problems.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate knowledge of the fundamentals of AI, intelligent agents, information systems, system analysis and design, information security and emerging technologies and their role in business.	K2 – Understand
CO2	Explain AI concepts, intelligent-agent architectures, the evolution and types of information systems, system-development methodologies, integrated systems and information security.	K2 – Understand
CO3	Apply system analysis and design techniques, database and information-system concepts, AI principles, security practices and emerging technologies to solve business problems.	K3 – Apply
CO4	Analyse business information systems, intelligent-agent environments, system-development models, integrated enterprise systems and the strategic implications of emerging technologies.	K4 – Analyse
CO5	Evaluate the effectiveness of AI applications, information systems, security measures, emerging technologies and IT governance in achieving business objectives and addressing ethical issues.	K5 – Evaluate

CO	Statement	Bloom's Level
CO6	Develop strategic business solutions and information-management plans by integrating AI, information systems, emerging technologies and technology-adoption models.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	–	2	–	2
CO2	3	2	–	2	–	2
CO3	3	3	1	3	1	2
CO4	3	3	1	2	2	2
CO5	2	3	1	2	3	2
CO6	3	3	2	3	2	3
Avg	2.83	2.50	1.25	2.33	2.00	2.17

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Laudon, K. C., & Laudon, J. P. (2022). Management Information Systems (17th ed.). Pearson.
- Schultheis, R., & Sumner, M. Management Information Systems — The Manager's View. Tata McGraw Hill.
- Panneerselvam, R. (2018). Database Management Systems (3rd ed.). PHI Learning.
- Russell, S., & Norvig, P. (2021). Artificial Intelligence: A Modern Approach (4th ed.). Pearson.

26MBBA101 Data Analysis and Visualization

L	T	P	C	Category	Contact Hrs	IA	ESE
0	0	4	2	Business Analytics (BA) — Practical	60	50	50

Course Objective

To introduce the fundamentals of Business Analytics using Microsoft Excel and Power BI — enabling students to organise and prepare business data, apply analytical tools, analyse data with Pivot Tables and reports, and build interactive dashboards for managerial decision-making.

Course Content

Unit	Title and Content	Hrs
UNIT I	Data Management and Excel Fundamentals Introduction to Data Analytics, Types of Data - Structured and Unstructured Data, Business Data Sources, Importing CSV and Excel files, Formatting data - Data Cleaning, Removing Duplicates, Handling Missing Values, Data Validation, Formatting Tables - Sorting, Filtering, Freeze Panes	12
UNIT II	Excel Functions for Data Analytics Mathematical Functions, Statistical Functions, Logical Functions, Text Functions, Date Functions, IF, IFS, SUMIF, COUNTIF, AVERAGEIF, XLOOKUP, VLOOKUP, INDEX, MATCH	12
UNIT III	Business Data Analysis using Excel Conditional Formatting, Pivot Tables, Pivot Charts, Slicers, What-If Analysis, Goal Seek, Scenario Manager, Business Reporting	12
UNIT IV	Business Intelligence using Microsoft Power BI Introduction to Business Intelligence, Power BI interface, importing Excel data, data transformation using Power Query, relationships, basic DAX measures, Visualizations	12
UNIT V	Dashboard Development and Business Reporting Dashboard Design Principles, Charts, KPIs, Filters, Slicers, Drill Down, Drill Through, Interactive Dashboards, Publishing reports, Business storytelling, AI with Excel.	12
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Understand the role of Data Analytics in managerial decision-making.	K2 – Understand
CO2	Demonstrate proficiency in organising, cleaning and preparing business data using Microsoft Excel.	K3 – Apply
CO3	Apply Excel functions and analytical tools to solve business problems.	K3 – Apply
CO4	Analyse business data using Pivot Tables, Pivot Charts and business reports for managerial decision-making.	K4 – Analyse
CO5	Create interactive dashboards using Microsoft Power BI.	K6 – Create
CO6	Evaluate analytical results and recommend appropriate business decisions using Excel and Power BI.	K5 – Evaluate

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	–	2	1	2
CO2	3	3	–	3	–	2
CO3	3	3	–	3	–	2
CO4	3	3	2	3	1	2

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO5	3	2	2	3	–	3
CO6	3	3	2	2	2	3
Avg	3	2.67	2	2.67	2	2.33

Assessment

Internal Assessment: 50 marks | End Semester Examination (ESE): 50 marks. As a practical course, the Internal Assessment (50) comprises weekly exercises, laboratory record/observation, an individual /group project, a practical model examination and attendance/viva; the ESE (50) is a practical examination assessing aim and procedure, workouts and results, business interpretation, viva voce and the practical record.

Textbooks

1. Winston, W. L. (2016). Microsoft Excel 2016: Data Analysis and Business Modeling. Redmond, WA, USA: Microsoft Press.
2. Ferrari, A., & Russo, M. (2017). *Analyzing Data with Microsoft Power BI and Power Pivot for Excel*. Redmond, DC, USA: Microsoft Press.
3. Alexander, M. (2014). *Excel Dashboards and Reports for Dummies*. John Wiley & Sons.
4. Alexander, M., Kusleika, R., & Walkenbach, J. (2018). *Excel 2019 bible*. John Wiley & Sons.

Reference Books

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney & Williams – *Business Analytics* (Cengage)
- Evans, James R. – *Business Analytics* (Pearson)
- Albright & Winston – *Business Analytics: Data Analysis and Decision Making* (Cengage)
- Nitin Kale – *Business Intelligence and Analytics* (Pearson India)

26MBED101 Entrepreneurship Development – I (Ideation)

Theme: Entrepreneurship & Innovation

L	T	P	C	Category	Contact Hrs	IA	ESE
0	2	0	2	Experiential Learning (EL)	30	100	0

Course Objective

To equip learners with an entrepreneurial mindset and skills in opportunity identification, problem validation, market understanding and innovation, enabling them to identify and validate real-world startup opportunities. The course is delivered over 30 hours through experiential and design-thinking-based learning.

Course Content

Unit	Title and Content	Hrs
UNIT I	Entrepreneurial Mindset. Traits of successful entrepreneurs; business vs entrepreneurial venture vs startup; entrepreneurship as a career; types of entrepreneurs; need, want and demand; PMCM model; entrepreneurial competencies; top reasons startups fail; common startup mistakes; ethics; Indian and global startup case studies.	8
UNIT II	Problem Discovery and Validation. Problem-identification tools; observation; empathy mapping; customer interviews; problem analysis; cause and effect; 5 Whys; root-cause analysis; problem validation; hypothesis testing; problem–solution fit; problem-intensity meter; lean validation.	8
UNIT III	Market Understanding. Industry and domain; market and customer segmentation; Jobs-To-Be-Done (JTBD); persona; PESTLE; Porter's Five Forces; competitor analysis; SWOT; trends; Blue Ocean vs Red Ocean.	7
UNIT IV	Innovation and Idea Generation. Innovation types; 4Ps of innovation; Value Proposition Canvas; solution components; design thinking; brainstorming; brainwriting; SCAMPER; reverse brainstorming; idea prioritisation.	7
	Total Contact Hours	30

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Explain the entrepreneurial mindset and competencies and distinguish between a business, a venture and a startup, drawing on Indian and global cases.	K2 – Understand
CO2	Apply problem-discovery and validation tools — empathy mapping, customer interviews, 5 Whys and problem–solution fit — to identify and validate real-world problems.	K3 – Apply
CO3	Analyse industry and market conditions using segmentation, personas, PESTLE, Porter's Five Forces and SWOT to assess opportunity attractiveness.	K4 – Analyse
CO4	Apply innovation and idea-generation techniques — design thinking, SCAMPER and the Value Proposition Canvas — to generate and prioritise startup ideas.	K3 – Apply
CO5	Evaluate startup opportunities and common reasons for failure to select viable and ethical venture ideas.	K5 – Evaluate
CO6	Develop a validated problem–solution fit and value proposition for an identified startup opportunity.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	2	3	2	3
CO2	3	3	2	3	1	2

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO3	3	3	1	3	1	2
CO4	2	2	2	3	1	3
CO5	2	3	2	3	3	2
CO6	2	2	2	3	2	3
Avg	2.33	2.33	1.83	3.00	1.67	2.50

Assessment

As an experiential course, the Assessment is based on continuous deliverables — problem-discovery and validation exercises, customer-interview reports, market-analysis and opportunity notes, and idea-prioritisation submissions and review comprising a problem–solution-fit presentation and viva.

References

- Khanka, S. S. (2020). Entrepreneurial Development (Rev. ed.). S. Chand & Company.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2024). Entrepreneurship (12th ed.). McGraw Hill.
- Ries, E. (2011). The Lean Startup. Crown Business.
- Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value Proposition Design. Wiley.
- E-Resource: Startup India Portal — <https://www.startupindia.gov.in>
- Blue ocean Strategy by HBR

26MBPD101 Personality Development Programme (PDP) – I

L	T	P	C	Category	Contact Hrs	IA	ESE
0	0	2	2	Skill Development (SD) — Ability Enhancement Course	60	100	–

Course Objective

To facilitate students' transition into management education and develop the foundation of personal effectiveness — self-awareness, confidence and emotional maturity; professional behaviour, ethics and executive etiquette; interpersonal and communication competencies; and habits of reflective thinking and continuous personal and professional development. The programme is delivered over 30 sessions (approximately 60 hours) using experiential learning, reflective practice and structured writing.

Course Content

Unit	Title and Content	Hrs
UNIT I	Knowing Self and Developing Self. Self-awareness; personality, values and attitudes; confidence building; goal setting; SWOT analysis of self; reflective practice; personal mission and vision.	12
UNIT II	Professional Behaviour and Executive Etiquette. Grooming and professional appearance; workplace, dining and digital etiquette; discipline, punctuality and professional conduct; corporate culture and expectations.	12
UNIT III	Communication and Personal Branding. Verbal, non-verbal and written communication; active listening; personal branding; the elevator pitch; professional self-presentation.	12
UNIT IV	Emotional Intelligence and Self-Management. Understanding emotions; self-regulation; stress and time management; resilience; managing self under pressure.	12
UNIT V	Team Building and Reflective Learning. Teamwork and collaboration; peer feedback; group dynamics; reflective journaling; the personal development portfolio.	12
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate increased self-awareness and confidence.	K3 – Apply
CO2	Exhibit professional behaviour, grooming and workplace etiquette.	K3 – Apply
CO3	Communicate effectively in verbal, non-verbal and written forms.	K3 – Apply
CO4	Apply time management, emotional regulation and interpersonal skills.	K3 – Apply
CO5	Prepare structured reflective journals, personal development plans and professional writing assignments.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	1	2	3
CO2	1	–	3	1	2	3
CO3	1	1	3	1	1	2
CO4	1	1	3	1	2	3
CO5	1	2	2	2	2	3
Avg	1.00	1.25	2.60	1.20	1.80	2.80

Assessment

Internal Assessment: 100 marks (assessed wholly internally; no End Semester Examination). PDP is assessed wholly through Internal Assessment (100 marks), with no End Semester Examination. Components: Class Participation 10%, Activities & Workshops 20%, Reflection Journal 20%, Writing Portfolio 20%, Individual Assignment 10%, Faculty Observation 10%, Portfolio Presentation 10%. Every student maintains a Personal Development Portfolio (personal profile, SWOT, reflection journal, goal diary, mission statement, personal-branding statement, time-management planner, emotional-awareness journal and team-reflection reports).

References

- Covey, S. R. (2020). The 7 Habits of Highly Effective People (30th Anniversary ed.). Simon & Schuster.
- Goleman, D. (2020). Emotional Intelligence: Why It Can Matter More Than IQ. Bloomsbury.
- Barun K. Mitra (2021). Personality Development and Soft Skills (2nd ed.). Oxford University Press.
- Sherfield, R. M., & Moody, P. G. (2019). Developing Soft Skills. Pearson.

SEMESTER II



26MBC201 Digital Transformation

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To enable students to understand the concepts, strategies, technologies and managerial practices of digital transformation — formulating digital strategies, managing organisational transformation, leveraging digital technologies and applying analytics for competitive advantage.

Course Content

Unit	Title and Content	Hrs
UNIT I	Fundamentals of Digital Transformation. Introduction; digital strategy and transformation; digital transformation of conventional enterprises; mastering disruption; culture for digital transformation; business process re-engineering.	10
UNIT II	Digital Transformation Roadmap. Assessment of current state; strategy and technology considerations; execution and implementation; stakeholder management and communication; change management.	10
UNIT III	Digital Transformations in Industries. Digital banking and payment systems; digital transformation in operations, global business, marketing and global supply chains.	10
UNIT IV	Digital Technologies for Business. Cloud computing; SaaS applications; CRM systems; cyber-security; BI technologies; digital-marketing technologies; communication tools; mobile-app development platforms.	10
UNIT V	Digital Product Management. Introduction to digital product management; digital vs traditional products; digital product strategy; digital marketing; emerging trends and the future of digital products.	10
UNIT VI	Analytics for Digital Transformation. Types of analytics in digital transformation; Introduction to PBMs - Business Models & Strategy, Pricing in Platforms, Value Architecture, Platform Risks & Regulating Platforms.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate conceptual knowledge of digital transformation, digital strategy, business process re-engineering, organisational culture and digital technologies.	K2 – Understand
CO2	Interpret and relate digital-transformation frameworks, implementation roadmaps, stakeholder and change-management practices and industry-specific applications.	K2 – Understand
CO3	Apply digital-transformation strategies, cloud technologies, CRM systems, digital-marketing tools, BI platforms and analytics to business scenarios.	K3 – Apply
CO4	Analyse digital-transformation initiatives across industries by evaluating business processes, technology adoption, stakeholder engagement and digital maturity.	K4 – Analyse
CO5	Evaluate digital-transformation strategies, emerging technologies, digital product-management approaches and analytics solutions to recommend improvements.	K5 – Evaluate
CO6	Develop a comprehensive digital-transformation roadmap by integrating digital strategy, BPR, cloud technologies, digital marketing and analytics.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	–	3	–	2

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO2	3	3	1	2	1	2
CO3	3	3	2	3	–	3
CO4	3	3	2	3	2	2
CO5	2	3	1	3	3	2
CO6	3	3	2	3	2	3
Avg	2.83	2.83	1.60	2.83	2.00	2.33

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Rogers, D. L. (2023). The Digital Transformation Roadmap. Columbia Business School Publishing.
- Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2019). The Technology Fallacy / Accelerating Digital Innovation. MIT Press.
- Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading Digital. Harvard Business Review Press.
- https://onlinecourses.swayam2.ac.in/e-learning/preview/imb23_mg28

26MBC202 Operations Management

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To provide a holistic understanding of operations management as a vital function in achieving strategic and operational excellence — covering capacity, facility and supply-chain decisions, product and process design, forecasting and inventory, quality and lean thinking, and emerging operations trends.

Course Content

Unit	Title and Content	Hrs
UNIT I	Overview of Operations Management and Strategic Alignment. Fundamentals of operations management-nature, importance and historical development; transformation processes; Goods and service continuum - Manufacturing Operations vs Service Operations vs Digital Operations; operations strategy-strategic fit, framework; productivity- world-class manufacturing practices	10
UNIT II	Capacity, Facility and Supply Chain Decisions. 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.	10
UNIT III	Process, Product and Layout Design. Product Design and Development - Design objectives, design criteria, approaches, New Product Development (NPD), Stage-Gate approach, concurrent engineering, agile product development. Process design - strategy, types, analysis. Facility Layout - Types, Planning tools and techniques – Service blueprinting – Service process design. Role of design in lean and agile systems.	10
UNIT IV	Forecasting, Resource and Inventory Planning. Demand Forecasting – Need and objectives, forecasting process, qualitative and quantitative forecasting methods, overview of AI-enabled forecasting. Operations Planning and Control – Resource planning, inventory planning and control, operations scheduling, Gantt charts, and personnel scheduling. Theory of Constraints (TOC) – Bottlenecks, capacity-constrained resources, synchronous manufacturing.	10
UNIT V	Quality Management and Lean Thinking. Quality Management – Concepts and dimensions of quality, Total Quality Management (TQM), TQM philosophies and quality gurus (Deming, Juran, Crosby, and Ishikawa), Lean Management, Just-in-Time (JIT) manufacturing, continuous improvement (Kaizen), Six Sigma and the DMAIC methodology.	10
UNIT VI	Emerging Trends in Operations Management. Digital transformation in operations – Industry 4.0 and smart factories – Sustainable operations and green manufacturing – Service operations and scalability – Operations analytics – Blockchain in supply chains – Resilience and risk mitigation – Global operations strategy – Case studies on Indian and global practices.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Explain the fundamentals, scope and strategic role of operations management and its transformation processes.	K2 – Understand
CO2	Apply capacity, facility-location and supply-chain decision tools to operations planning.	K3 – Apply
CO3	Apply product, process and layout-design methods, including NPD and the Stage-Gate approach.	K3 – Apply

CO	Statement	Bloom's Level
CO4	Analyse demand forecasting, resource and inventory-planning techniques for operational efficiency.	K4 – Analyse
CO5	Evaluate quality-management and lean approaches (TQM, Six Sigma, JIT) for operational excellence.	K5 – Evaluate
CO6	Assess emerging trends — Industry 4.0, sustainable and service operations — for competitive advantage.	K5 – Evaluate

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	–	2	2	2
CO2	3	3	–	2	2	2
CO3	3	3	–	3	2	2
CO4	3	3	–	2	2	2
CO5	3	3	1	3	3	2
CO6	3	3	2	3	3	3
Avg	3.00	2.83	1.50	2.50	2.33	2.17

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual/group assignment (20%), group presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill, 17th Ed., 2023
- B. Mahadevan, Operations Management: Theory and Practice, Pearson, 4th Ed., 2018
- William J. Stevenson, Operations Management, McGraw Hill, 14th Ed., 2022
- Cecil C. Bozarth & Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 5th Ed., 2023
- Norman Gaither & Gregory Frazier, Operations Management, Cengage, 11th Ed., 2022
- R. Paneerselvam, Production and Operations Management, PHI Learning, 3rd Ed., 2017
- Nigel Slack, Operations Management, Pearson, 10th Ed., 2023
- S. Chopra & P. Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 8th Ed., 2024
- Russel & Taylor, Operations Management, Wiley, 11th Ed., 2022

26MBC203 Financial Management

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To develop an understanding of the objectives and functions of financial management and the ability to apply time value of money, capital-budgeting, capital-structure, working-capital and long-term financing concepts to create value and manage risk in business organisations.

Course Content

Unit	Title and Content	Hrs
UNIT I	Foundations of Financial Management. Nature and scope of financial management; objectives; major financial decisions; role of the finance manager; organisation of finance functions; time value of money; valuation of shares and bonds; risk and return — single asset and portfolio context.	10
UNIT II	Investment and Capital Budgeting Decisions. Capital budgeting — concepts and relevance; identification of cash flows; evaluation techniques — Payback, ARR, NPV, IRR, Profitability Index (problems); DCF vs non-DCF; cost of capital — specific costs and WACC (problems).	10
UNIT III	Financing Decisions and Capital Structure. Operating, financial and combined leverage (problems); EBIT-EPS analysis; indifference point (problems); capital-structure theories — NI, NOI, MM approach; determinants of capital structure; financial planning and strategy.	10
UNIT IV	Corporate Financing and Emerging Finance. Sources of corporate finance; internal and external financing; equity and debt financing; venture capital, private equity and angel investment; start-up financing; IPO and FPO; sustainable and green finance; ESG investing; FinTech in corporate finance.	10
UNIT V	Working Capital Management. Working capital — concepts, determinants and estimation (problems); operating cycle; receivables, inventory and cash management; working-capital financing — trade credit, commercial paper, bank finance; liquidity vs profitability trade-offs.	10
UNIT VI	Long-Term Financing and Capital Markets. Indian capital-market overview; primary and secondary markets; long-term sources — equity, debentures, term loans; lease and hire purchase; SEBI regulations; financing strategies for start-ups.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate conceptual knowledge of financial management, time value of money, capital budgeting, capital structure, corporate financing, working-capital and long-term financing.	K2 – Understand
CO2	Interpret the objectives of financial management, risk-return analysis, capital-budgeting techniques, leverage and capital-structure theories and the role of capital markets.	K2 – Understand
CO3	Apply financial-management principles, time value of money and capital-budgeting techniques to make investment, financing and working-capital decisions.	K3 – Apply
CO4	Analyse financial data — cash flows, leverage, working-capital components and financing alternatives — to evaluate proposals, capital structure and liquidity.	K4 – Analyse
CO5	Evaluate corporate-financing alternatives, start-up and FinTech-enabled financing and long-term instruments to formulate effective financial strategies.	K5 – Evaluate
CO6	Develop a financial-management framework by integrating investment, financing, emerging-finance and working-capital decisions to create value and manage risk.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	–	–	–	3	2
CO2	2	2	–	–	3	2
CO3	3	3	2	2	–	2
CO4	3	3	3	2	–	3
CO5	2	3	3	2	3	3
CO6	2	3	2	3	3	3
Avg	2.17	2.80	2.50	2.25	3.00	2.50

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Pandey, I. M. (2021). Financial Management (12th ed.). Pearson.
- Khan, M. Y., & Jain, P. K. (2020). Financial Management (8th ed.). Tata McGraw Hill.
- Chandra, P. (2019). Financial Management: Theory and Practice (10th ed.). Tata McGraw Hill.
- Ross, Westerfield & Jordan (2022). Fundamentals of Corporate Finance (13th ed.). McGraw Hill.

26MBC204 Human Resource Management

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To provide an in-depth understanding of the strategic and operational aspects of HRM, building competencies in manpower planning, recruitment, training, performance management, employee engagement and digital HR practices, with exposure to HR analytics and technology-enabled HR in Indian and global contexts.

Course Content

Unit	Title and Content	Hrs
UNIT I	Strategic Perspectives in Human Resource Management. Evolution of HRM; importance of human capital; role of the HR manager; challenges and trends in HR policies; computer applications in HRM; generative AI in HR; human-resource accounting and audit; introduction to HR analytics.	10
UNIT II	Workforce Planning and Talent Acquisition. Human-resource planning; forecasting requirements; matching supply and demand; internal and external sources; people-analytics dashboards; recruitment, selection, induction and socialisation; legal and ethical issues in hiring.	10
UNIT III	Training, Development and Knowledge Management. Types and methods of training; purpose, benefits and resistance; executive-development programmes; self-development; knowledge-management systems and practices.	10
UNIT IV	Motivation, Compensation and Career Engagement. Compensation plans and rewards; application of motivation theories; career management and mentoring; job satisfaction, employee engagement and organisational citizenship behaviour.	10
UNIT V	Performance Management and Employee Movement. Performance-evaluation methods and feedback; industry practices; promotion, demotion, transfer and separation; the control process; grievances — causes, implications and redressal.	10
UNIT VI	HR Governance and Emerging Issues. HR control processes; legal compliance; diversity and inclusion; ethical HR practices; employee well-being; AI in HRM and remote-workforce management; HR metrics and dashboards; global and sustainable HRM.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate conceptual knowledge of strategic HRM, workforce planning, talent acquisition, training, compensation, performance management and emerging HR trends and governance.	K2 – Understand
CO2	Interpret the evolution of HRM, HR planning, training programmes, motivational theories, performance-evaluation methods and emerging HR trends in the organisational context.	K2 – Understand
CO3	Apply HRM principles — workforce planning, recruitment, selection, training, compensation and grievance redressal — to solve real-world organisational challenges.	K3 – Apply
CO4	Analyse HR strategies, talent-acquisition processes, training needs, compensation plans and performance systems to align them with organisational goals.	K4 – Analyse
CO5	Evaluate HR practices — training programmes, motivational theories, performance-management systems and legal frameworks — to build a robust HR governance model.	K5 – Evaluate
CO6	Develop contemporary HR policies by integrating HR planning, talent management, performance evaluation and emerging trends such as HR analytics and AI.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	2	1
CO2	3	3	2	2	2	2
CO3	3	3	3	2	2	2
CO4	3	3	3	3	2	2
CO5	3	3	2	2	3	2
CO6	3	3	3	3	3	3
Avg	3	2.83	2.5	2.33	2.33	2

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Dessler, G., & Varkkey, B. (2024). Human Resource Management (16th ed.). Pearson Education.
- DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2024). Fundamentals of Human Resource Management (13th ed.). Wiley.
- Cascio, W. F. (2024). Managing Human Resources (12th ed.). McGraw Hill.
- Armstrong, M. (2023). Armstrong's Handbook of Strategic Human Resource Management (8th ed.). Kogan Page.

26MBC205 Business Research Methods

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To develop a research-oriented mindset by imparting the principles and practices of scientific business research — approaching real-world business problems using exploratory, descriptive and causal designs; applying quantitative and qualitative techniques, instrument design and statistical software; writing ethical research reports; and critically evaluating research studies for data-driven decision-making.

Course Content

Unit	Title and Content	Hrs
UNIT I	Foundations of Business Research and Scientific Inquiry. Business research — definition and significance; the research process; types of research — basic vs applied, exploratory, descriptive and causal, theoretical and empirical, cross-sectional and time-series; research questions and problem formulation; objectives; hypotheses and their characteristics; role of theory; research in an evolutionary perspective.	10
UNIT II	Research Design, Measurement and Instrumentation. Research design — definition and purpose; exploratory, descriptive and causal (experimental) designs; internal and external validity; variables; measurement and scaling; types of scales; construction of the research instrument; reliability and validity.	10
UNIT III	Data Collection Methods and Sampling Techniques. Primary vs secondary data; sources of secondary data; survey, observation and experiment; modes of questionnaire administration; sampling plan; optimal sample size; probability and non-probability sampling techniques.	10
UNIT IV	Data Preparation and Analytical Techniques. Editing, coding, data entry, cleaning and validation; qualitative vs quantitative analysis; descriptive statistics; bivariate and multivariate techniques — factor, discriminant and cluster analysis, multiple regression and correlation, MDS and conjoint analysis; statistical software (SPSS / R).	10
UNIT V	Report Writing and Research Communication. The research report — types and purpose; contents and structure; executive summary; chapterisation; audience; readability and tone; report format and title; effective presentation and data visualisation; the final proof.	10
UNIT VI	Research Ethics, Integrity and Emerging Trends. Ethics in research; subjectivity and objectivity; research integrity; plagiarism and academic misconduct; data privacy, informed consent and responsible data use; digital surveys, AI and generative AI in research, online panels, big data and real-time analytics; ethical dilemmas.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate conceptual knowledge of the research process, designs, data-collection methods, analytical techniques, report writing and emerging trends and ethics in business research.	K2 – Understand
CO2	Relate research questions and objectives to appropriate research designs, measurement scales and sampling techniques for scientific inquiry.	K2 – Understand
CO3	Apply research-design principles, instrument construction, data-collection methods and statistical software to collect, prepare and analyse qualitative and quantitative data.	K3 – Apply

CO	Statement	Bloom's Level
CO4	Analyse the validity and reliability of research instruments and the outcomes of bivariate and multivariate analyses to derive meaningful insights.	K4 – Analyse
CO5	Evaluate research methodologies, analytical techniques and ethical dilemmas to ensure the integrity, objectivity and reliability of findings.	K5 – Evaluate
CO6	Develop a comprehensive, ethically sound business research report integrating design, data collection, analysis and emerging technologies to support managerial decision-making.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	3	2	2
CO2	3	3	3	3	3	3
CO3	3	2	3	3	2	2
CO4	3	3	3	3	3	3
CO5	3	3	3	2	2	3
CO6	2	3	3	3	3	3
Avg	2.83	2.83	2.83	2.83	2.50	2.67

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Cooper, D. R., Schindler, P. S., & Sharma, J. K. (2021). Business Research Methods (13th ed.). McGraw Hill.
- Sekaran, U., & Bougie, R. (2020). Research Methods for Business: A Skill-Building Approach (7th ed.). Wiley.
- Zikmund, W. G., et al. (2018). Business Research Methods — South Asian Perspective (9th ed.). Cengage.
- Saunders, M., Lewis, P., & Thornhill, A. (2022). Research Methods for Business Students (8th ed.). Pearson.

26MBC206 Marketing Management

L	T	P	C	Category	Contact Hrs	IA	ESE
4	0	0	4	Programme Core (PC)	60	50	50

Course Objective

To develop a comprehensive understanding of marketing fundamentals, strategic planning and marketing-mix decisions in dynamic global and digital environments — analysing buyer behaviour, developing market-driven strategies, applying digital and social-media tools, and building skills in CRM, marketing analytics and ethical marketing through case analysis and simulations aligned to global and Indian contexts.

Course Content

Unit	Title and Content	Hrs
UNIT I	Foundations of Marketing and the Marketing Environment. Defining marketing; core concepts; evolution of marketing; the marketing-planning process; scanning the internal and external environment; value chain and core competencies; PESTEL and SWOT; interface with other functions; marketing in the global environment; international and rural marketing.	10
UNIT II	Strategic Marketing: Segmentation, Targeting and Positioning. Marketing-strategy formulation; key drivers; strategies for industrial, consumer and services marketing; competition analysis; consumer and industrial markets; segmentation — bases and process; targeting; positioning and differentiation; strategic marketing-mix components.	10
UNIT III	Product, Branding and Pricing Decisions. Product planning and development; product life cycle; new-product development and management; product-mix decisions; branding, packaging and labelling; pricing objectives, policies and methods.	10
UNIT IV	Distribution and Integrated Marketing Communication. Channel management; designing and managing integrated channels; retailing, wholesaling and logistics; the promotion mix; advertising; sales promotion; personal selling and public relations; integrated marketing communication (IMC).	10
UNIT V	Buyer Behaviour, CRM and Marketing Insights. Consumer and organisational buyer behaviour; influencing factors; buyer-behaviour models; online buyer behaviour; customer satisfaction; CRM; acquisition, retention and defection; long-term loyalty; marketing information system; marketing analytics and metrics.	10
UNIT VI	Digital Marketing, Contemporary Trends and Ethical Marketing. Digital and social-media marketing; content, influencer and mobile marketing; SEO, SEM, email marketing and web analytics; personalisation and marketing automation; AI and generative AI in marketing; green, sustainable and cause-related marketing; ethical and legal aspects; the customer-centric organisation.	10
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate conceptual knowledge of marketing fundamentals, strategic marketing, product, pricing and distribution decisions, buyer behaviour and contemporary digital and ethical marketing.	K2 – Understand
CO2	Relate marketing concepts, environmental analysis and buyer-behaviour models to the dynamics of a market.	K2 – Understand
CO3	Apply marketing principles to develop segmentation, targeting and positioning strategies and design product, pricing, distribution and communication decisions.	K3 – Apply

CO	Statement	Bloom's Level
CO4	Analyse the marketing environment, buyer behaviour and marketing information to make data-driven decisions and build effective strategies.	K4 – Analyse
CO5	Evaluate the effectiveness of marketing strategies, communication campaigns and digital-marketing trends to build a competitive and sustainable brand.	K5 – Evaluate
CO6	Develop a comprehensive marketing strategy integrating fundamentals, buyer behaviour, analytics and emerging digital and ethical practices to achieve organisational goals.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	2	2
CO2	3	3	3	2	3	3
CO3	3	2	3	3	2	2
CO4	3	3	3	2	3	3
CO5	2	3	3	3	3	3
CO6	3	3	2	3	3	3
Avg	2.83	2.67	2.83	2.67	2.67	2.67

Assessment

Internal Assessment (Midterm Examination): 50 marks | End Semester Examination (ESE): 50 marks. The Internal Assessment (50 marks) comprises a Midterm Written Test (50%) and individual assignment (20%), group assignment and presentation (20%) and class-participation (10%) components per Clause 18.1, CO-tagged to the course blueprint; the ESE is a three-hour examination set to the CO-tagged blueprint.

References

- Kotler, P., & Keller, K. L. (2022). Marketing Management (16th ed.). Pearson.
- Baines, P., Fill, C., & Page, K. (2023). Marketing (6th ed.). Oxford University Press.
- Ramaswamy, V. S., & Namakumari, S. (2023). Marketing Management: Global Perspective, Indian Context (7th ed.). Sage.
- Saxena, R. (2023). Marketing Management (6th ed.). McGraw Hill Education.

26MBBA201 Data Analysis and Management Science

L	T	P	C	Category	Contact Hrs	IA	ESE
0	0	4	2	Business Analytics (BA) — Practical	60	50	50

Course Objective

To extend the analytical competencies of Business Analytics – I by introducing statistical analysis, predictive techniques and database querying — enabling descriptive and inferential analysis, correlation and regression, forecasting, optimization techniques for business decision support.

Course Content

Unit	Title and Content	Hrs
UNIT I	Descriptive Statistics Introduction to Statistical Analysis, Types of Business Data, Data Preparation for Statistical Analysis, Measures of Central Tendency (Mean, Median and Mode), Measures of Dispersion (Range, Variance and Standard Deviation), Quartiles and Percentiles, Frequency Distribution, Histograms, Box Plots, Descriptive Statistics using Excel Data Analysis ToolPak, Interpretation of Statistical Results	12
UNIT II	Hypothesis Testing, Correlation and Regression Analysis Hypothesis Testing, One-Sample Paired sample and Independent Sample t-Tests, Chi-Square Test, One-Way ANOVA, Business Interpretation of Statistical Results. Scatter Diagrams, Covariance, Pearson Correlation Analysis, Correlation Matrix, Coefficient of Determination (R^2), Residual Analysis, Interpretation of Results.	12
UNIT III	Forecasting Techniques for Business Analytics Introduction to Business Forecasting, Time Series Data, Trend Analysis, Moving Average, Weighted Moving Average, Exponential Smoothing, Forecast Accuracy Measures, Interpretation of Forecasting Results, Business Applications of Forecasting.	12
UNIT IV	Optimization Techniques using Microsoft Excel Solver Introduction to Business Optimization, Decision Variables, Objective Functions, Constraints, Linear Programming Models using Solver, Product Mix Problems, Resource Allocation Problems, Transportation Problems, Assignment Problems, Sensitivity Report, Interpretation of Optimization Results for Managerial Decision-Making.	12
UNIT V	Business Analytics Applications and Decision Support Introduction to Simulation, Deterministic and Probabilistic Models, Random Number Generation using Microsoft Excel, Probability Distributions, Monte Carlo Simulation (Introduction), Interpretation of Simulation Results, Decision-Making under Uncertainty, Risk Analysis, What-if Analysis using Goal Seek, and Scenario Manager.	12
	Total Contact Hours	60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Understand the concepts and applications of statistical and optimization techniques in business analytics.	K2 – Understand
CO2	Apply descriptive statistical techniques to summarize and interpret business data using Microsoft Excel.	K3 – Apply
CO3	Apply correlation, regression, and forecasting techniques to analyze business data and predict business outcomes.	K4 – Analyse
CO4	Analyze business problems using optimization techniques and Microsoft Excel Solver to identify optimal solutions.	K6 – Create
CO5	Create simulation models using Microsoft Excel to evaluate business risk and decision-making under uncertainty.	K3 – Apply
CO6	Evaluate analytical results obtained from statistical, optimization, and simulation techniques to recommend evidence-based managerial decisions.	K5 – Evaluate

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	–	2	–	2
CO2	3	3	–	3	–	2
CO3	3	3	1	3	–	2
CO4	3	3	1	3	–	3
CO5	3	3	1	3	–	2
CO6	3	3	2	3	2	3
Avg	2.83	2.83	1.25	2.83	2.00	2.33

Assessment

Internal Assessment: 50 marks | End Semester Examination (ESE): 50 marks. As a practical course, the Internal Assessment (50) comprises weekly exercises, laboratory record/observation, a statistical-analysis with case studies, an individual/group projects, a practical model examination and attendance/viva; the ESE (50) is a practical examination assessing aim and procedure, workouts and results, business interpretation, viva voce and the practical record.

References

Suggested Textbooks

1. Albright, S. C., & Winston, W. L. Business Analytics: Data Analysis and Decision Making. Cengage Learning.
2. Winston, W. L. Microsoft Excel Data Analysis and Business Modeling. Microsoft Press.
3. Levine, D. M., Stephan, D. F., & Szabat, K. A. Statistics for Managers Using Microsoft Excel. Pearson.
4. Powell, S. G., & Baker, K. R. – Management Science: The Art of Modeling with Spreadsheets. Wiley.

Reference Books

1. Evans, J. R. Business Analytics. Pearson.
2. Siegel, E. Predictive Analytics. Wiley.
3. Montgomery, D. C., & Runger, G. C. Applied Statistics and Probability for Engineers. Wiley (selected chapters for business applications).
4. Kimball, R., & Ross, M. The Data Warehouse Toolkit. Wiley.
5. Few, S. Information Dashboard Design. Analytics Press.

26MBED201 Entrepreneurship Development – II (Business Model)

Theme: Entrepreneurship & Startup Management

L	T	P	C	Category	Contact Hrs	IA	ESE
0	2	0	2	Experiential Learning (EL)	30	60	40

Course Objective

To develop capabilities in prototyping, business modelling, venture creation, startup finance and ecosystem engagement, leading to a validated startup model. The course is delivered over 30 hours through experiential, build-measure-learn and canvas-based learning.

Course Content

Unit	Title and Content	Hrs
UNIT I	Prototype and Product Development. Prototype types; fidelity; MVP vs prototype; product–market fit; Build-Measure-Learn; customer testing; Technology and Market Readiness Levels (TRL & MRL); TAM, SAM, SOM; market sizing.	8
UNIT II	Business Model and Go-To-Market. Channels — marketing, sales and post-sales; go-to-market strategy; revenue models; pricing; cost structure; direct and indirect costs; CapEx vs OpEx; unit economics; customer acquisition and retention.	8
UNIT III	Venture Creation and Ecosystem. KRA and KPI; differentiation; MOAT; intellectual property rights; legal entities; startup registration; funding sources; the startup ecosystem; Startup India; MSME; incubators; accelerators; government initiatives.	7
UNIT IV	Lean Canvas and Business Model Canvas. Lean Startup; Lean Canvas components; Business Model Canvas; validation metrics; pivoting; business sustainability; pitch preparation.	7
	Total Contact Hours	30

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Explain prototyping, MVP, product–market fit and market-sizing concepts (TAM, SAM, SOM).	K2 – Understand
CO2	Apply Build-Measure-Learn and customer-testing methods to develop and test prototypes and MVPs.	K3 – Apply
CO3	Design go-to-market, revenue, pricing and cost structures and analyse the unit economics of a venture.	K4 – Analyse
CO4	Analyse venture-creation requirements — legal entities, IPR, registration, funding sources and the startup ecosystem (Startup India, MSME, incubators).	K4 – Analyse
CO5	Evaluate business models using the Lean Canvas and Business Model Canvas, validation metrics and pivoting decisions.	K5 – Evaluate
CO6	Develop a validated, sustainable startup business model and an investor pitch.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	3	1	2
CO2	3	3	2	3	1	2
CO3	3	3	2	3	2	3
CO4	2	2	2	3	2	3

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO5	3	3	2	3	2	3
CO6	2	2	3	3	3	3
Avg	2.50	2.50	2.00	3.00	1.83	2.67

Assessment

Internal Assessment: 100 marks . As an experiential course, the Assessment is based on prototype/MVP demonstrations, go-to-market and unit-economics submissions and the Lean / Business Model Canvas; pitch presentation and viva evaluating the validated business model.

References

- Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation. Wiley.
- Blank, S., & Dorf, B. (2020). The Startup Owner's Manual. Wiley.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2024). Entrepreneurship (12th ed.). McGraw Hill.
- Roy, R. (2020). Entrepreneurship (3rd ed.). Oxford University Press.
- E-Resource: Startup India — <https://www.startupindia.gov.in> | MSME — <https://msme.gov.in>

26MBPD201 Personality Development Programme (PDP) – II

L	T	P	C	Category	Contact Hrs	IA	ESE
0	0	2	2	Skill Development (SD) — Ability Enhancement Course	60	100	–

Course Objective

To build professional and interpersonal effectiveness — emotional intelligence and relationship management; leadership and professional ethics; critical thinking, creativity and structured problem-solving; professional and collaborative communication; and continuous professional growth. Delivered over 30 sessions (approximately 60 hours) through experiential activities, leadership journals and professional writing.

Course Content

Unit	Title and Content	Hrs
UNIT I	Emotional Intelligence and Professional Relationships. EI competencies; empathy; interpersonal effectiveness; managing professional relationships; trust and rapport building.	12
UNIT II	Leadership and Professional Ethics. Leadership styles and approaches; ethics, values and integrity; professional responsibility; ethical decision-making in the workplace.	12
UNIT III	Critical Thinking, Creativity and Problem Solving. Analytical and critical thinking; creativity and idea generation; structured decision-making; problem framing and managerial problem-solving.	12
UNIT IV	Professional Communication and Collaborative Effectiveness. Presentations; business, digital and written communication; executive emails and reports; collaboration, negotiation and conflict resolution.	12
UNIT V	Professional Growth and Continuous Development. Career planning; continuous and lifelong learning; the professional development portfolio; personal development plan; building a professional brand.	12
Total Contact Hours		60

Course Outcomes (COs)

On successful completion of this course, the student will be able to:

CO	Statement	Bloom's Level
CO1	Demonstrate emotional intelligence and interpersonal effectiveness in professional interactions.	K3 – Apply
CO2	Work collaboratively while exhibiting leadership, conflict-resolution and relationship-management skills.	K3 – Apply
CO3	Apply analytical thinking, creativity and structured decision-making to managerial situations.	K4 – Analyse
CO4	Communicate professionally through verbal, written, presentation and digital communication.	K3 – Apply
CO5	Prepare professional documents including reflective journals, leadership diaries, analytical summaries, executive emails, reports and professional development portfolios.	K6 – Create

CO–PO Mapping

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	3	1	2	3
CO2	1	1	3	2	2	3
CO3	2	3	2	3	1	2
CO4	1	1	3	1	1	2
CO5	1	2	2	2	2	3

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
Avg	1.20	1.60	2.60	1.80	1.60	2.60

Assessment

Internal Assessment: 100 marks (assessed wholly internally; no End Semester Examination). PDP is assessed wholly through Internal Assessment (100 marks), with no End Semester Examination. Components: Class Participation 10%, Experiential Activities 20%, Leadership & Reflection Journal 15%, Professional Writing Portfolio 20%, Individual Assignment 10%, Faculty Observation 10%, Group Presentation 15%.

References

- Goleman, D. (2020). Emotional Intelligence: Why It Can Matter More Than IQ. Bloomsbury.
- Covey, S. R. (2020). The 7 Habits of Highly Effective People (30th Anniversary ed.). Simon & Schuster.
- Robbins, S. P., & Hunsaker, P. L. (2019). Training in Interpersonal Skills (6th ed.). Pearson.
- Barun K. Mitra (2021). Personality Development and Soft Skills (2nd ed.). Oxford University Press.