

With effect from AY 2026-27



**CHAITANYA BHARATHI
INSTITUTE OF TECHNOLOGY**

An Autonomous Institute | Affiliated to Osmania University
Kokapet Village, Gandipet Mandal, Hyderabad, Telangana-500075, www.cbit.ac.in



COMMITTED TO
RESEARCH,
INNOVATION AND
EDUCATION

47
years

SCHEME OF INSTRUCTION AND SYLLABI (R-26) OF

I & II SEMESTERS

IN

Master of Business Administration

(In line with AICTE Model Curriculum with effect from AY 2026-27)

MBA – Regulation 2026 (R-26)



CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY (A)

Affiliated to OU, Approved by AICTE, Accredited by NBA, NAAC (A++)

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CBIT- SCHOOL OF MANAGEMENT STUDIES (A)

Nurturing Leadership Capabilities

MBA PROGRAMME

INSTITUTE VISION & MISSION:

VISION

To be the center of excellence in technical education and research

MISSION

To address the emerging needs through quality technical education and advanced research

DEPARTMENT VISION & MISSION:

VISION

To establish an institutional culture for management education, research, entrepreneurship, and innovation to achieve sustainable impact on society

MISSION

M1: Impart quality management education through innovative, experiential, and technology-enabled teaching-learning practices.

M2: Promote research, innovation, and industry collaboration to generate knowledge and solve real-world business problems.

M3: Develop ethical, socially responsible, and sustainability-oriented managerial leaders.

M4: Foster entrepreneurship, leadership, digital competence, and lifelong learning to succeed in dynamic global business environments.

Program Educational Objectives (PEOs)

PEO	PEO Statements
PEO 1	Graduates will demonstrate managerial and analytical competencies to solve complex business and organizational problems.
PEO 2	Graduates will demonstrate leadership, teamwork, communication, and decision-making abilities in diverse business environments.
PEO 3	Graduates will engage in research, innovation, entrepreneurship, and continuous professional development.
PEO 4	Graduates will demonstrate ethical values, social responsibility, and sustainability orientation in managerial practice.

Program Outcomes (POs)

PO	PO Statements
PO 1	Apply knowledge of Management theories and practices to solve Business problems.
PO 2	Foster Analytical and Critical thinking abilities for Data-based decision making.
PO 3	Ability to develop Value Based Leadership skills.
PO 4	Ability to understand, analyze and communicate Global, Economic, Legal, and Ethical aspects of Business.
PO 5	Ability to lead themselves and others in the achievement of Organizational goals, contributing effectively to a team environment.

Program Specific Outcome (PSOs)

PSO	PSO Statements
PSO 1	Demonstrate functional expertise in marketing, finance, human resources, business analytics, and entrepreneurship to address managerial challenges.
PSO 2	Apply data-driven managerial tools, digital platforms, and emerging technologies for strategic business decisions.



CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY MBA PROGRAMME

Semester-wise Credit Distribution

Semester	Credits
I Semester	27
II Semester	27
III Semester	24
IV Semester	24
Total	102

Course structure with the Credit weightage distribution

Sl No	Description	Credits
1.	Core Courses (Theory and Lab)	57
2.	Elective Courses (Theory)	24
3.	Open Electives (Theory)	6
4.	Internship	2
5.	Project work	7
6.	Skill Development Course (Mandatory)	2
7.	Comprehensive Development	4
	Total	102



CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY
(In line with AICTE Model Curriculum with effect from AY 2026-2027)

SCHEME OF INSTRUCTION AND EXAMINATION
MBA PROGRAMME

SEMESTER – I

S. No	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits
			Hours per Week			Duration of SEE in Hours	Maximum Marks		
			L	T	P		CIE	SEE	
THEORY									
1	26MBC101	Management and Organizational Behaviour	3	1	-	3	40	60	4
2	26MBC102	Financial Accounting for Managers	3	1	-	3	40	60	4
3	26MBC103	Marketing Management	3	1	-	3	40	60	4
4	26MBC104	Research Methodology and Statistical Analysis	3	1	-	3	40	60	4
5	26MBC105	Managerial Economics	3	1	-	3	40	60	4
6	26MBC106	Data Analysis Lab		-	4	3	50	50	2
7	26MBS101	Business Communication Lab			2	3	50	50	1
8	26MBD101	Holistic Development & Student Engagement - I	-	-	-	-	50	-	1
OPEN ELECTIVE									
9	26MBO101	Sustainable Business and Corporate Governance	2	1	-	3	40	60	3
	26MBO102	Digital Business & IT Applications							
	26MBO103	Design Thinking							
		TOTAL	17	6	6	24	390	460	27
Clock Hours Per Week: 29									

L: Lecture P: Practical

CIE: Continuous Internal Evaluation

T: Tutorial

SEE-Semester End Examination

SEMESTER – II

S. No	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits
			Hours per Week			Duration of SEE in Hours	Maximum Marks		
			L	T	P		CIE	SEE	
THEORY									
1	26MBC201	Human Resource Management	3	1	-	3	40	60	4
2	26MBC202	Financial Management	3	1	-	3	40	60	4
3	26MBC203	Operations Research	3	1	-	3	40	60	4
4	26MBC204	Operations Management	3	1	-	3	40	60	4
5	26MBC205	Business Analytics & Data Visualization	2	1	-	3	40	60	3
6	26MBC206	Spreadsheet Lab	-	-	4	3	50	50	2
7	26MBC207	Python Lab	-	-	2	3	50	50	1
8	26MBS201	Employability Skills Lab	-	-	2	3	50	50	1
9	26MBD201	Holistic Development & Student Engagement - II	-	-	-	-	50	-	1
OPEN ELECTIVE									
10	26MBO201	Business Environment & Public Policy	2	1	-	3	40	60	3
	26MBO202	Banking, Financial Services and Insurance							
	26MBO203	Cyber Security & IoT							
		TOTAL	16	6	8	27	440	510	27
Clock Hours Per Week: 30									

L: Lecture P: Practical
T: Tutorial

CIE: Continuous Internal Evaluation
SEE-Semester End Examination

SEMESTER – III

S. No	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits
			Hours per Week			Duration of SEE in Hours	Maximum Marks		
			L	T	P/D		CIE	SEE	
THEORY									
1	26MBC301	Strategic Management	2	1	-	3	40	60	3
2	26MBC302	Project Management	2	1	-	3	40	60	3
3	26MBE301 to 26MBE308	FE-1	2	1	-	3	40	60	3
4		FE-2	2	1	-	3	40	60	3
5		SE-1	2	1	-	3	40	60	3
6		SE-2	2	1	-	3	40	60	3
7	26MBD301	Holistic Development & Student Engagement - III	-	-	-	-	50	-	1
8	26MBI301	Internship	-	-	-	-	50	50	2
9	26MBC303	Project Work – Part-I	-	-	-	-	100	100	3
		TOTAL	12	6	-	18	440	510	24
Clock Hours Per Week: 18									

Note: III semester Electives are given in the separate table [FE- First Elective, SE- Second Elective]

Semester III Electives

Elective Wise Course Titles in III Semester		
Elective	Course Code	Course Title
Finance (F)	26MBE301	Investment Management
	26MBE302	Financial Analytics
Human Resource (HR)	26MBE303	Learning and Development
	26MBE304	HR Analytics
Marketing (M)	26MBE305	Product and Brand Management
	26MBE306	Marketing Communication and Analytics
Business Analytics (BA)	26MBE307	Business Data Mining
	26MBE308	Python Programming

SEMESTER – IV

S. No	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits
			Hours per Week			Duration of SEE in Hours	Maximum Marks		
			L	T	P/D		CIE	SEE	
THEORY									
1	26MBC401	Innovation, Entrepreneurship & Start Up	2	1	-	3	40	60	3
2	26MBC402	Logistics & SCM	2	1	-	3	40	60	3
3	26MBE401 to 26MBE408	FE-1	2	1	-	3	40	60	3
4		FE-2	2	1	-	3	40	60	3
5		SE-1	2	1	-	3	40	60	3
6		SE-2	2	1	-	3	40	60	3
7	26MBC403	Business Simulation Lab	-	-	2	3	50	50	1
8	26MBC404	Project Work – Part-II	-	-	-	-	100	100	4
9	26MBD401	Holistic Development & Student Engagement - IV	-	-	-	-	50	-	1
		TOTAL	12	6	2	-	440	510	24
Clock Hours Per Week: 20									

Note: IV semester Electives are given in the separate table

Semester IV Electives

Elective Wise Course Titles in IV Semester		
Elective	Course Code	Course Title
Finance (F)	26MBE401	Financial Risk Management
	26MBE402	FinTech
Human Resource (HR)	26MBE403	Performance and Compensation Management
	26MBE404	Leadership and Change Management
Marketing (M)	26MBE405	Consumer Behaviour
	26MBE406	Services and Retail Marketing
Business Analytics (BA)	26MBE407	AI & Machine Learning for Business
	26MBE408	Cloud Computing & Big Data Analytics

MBA SYLLABUS

SEMESTER: I - II

SEMESTER – I

S. No	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits
			Hours per Week			Duration of SEE in Hours	Maximum Marks		
			L	T	P		CIE	SEE	
THEORY									
1	26MBC101	Management and Organizational Behaviour	3	1	-	3	40	60	4
2	26MBC102	Financial Accounting for Managers	3	1	-	3	40	60	4
3	26MBC103	Marketing Management	3	1	-	3	40	60	4
4	26MBC104	Research Methodology and Statistical Analysis	3	1	-	3	40	60	4
5	26MBC105	Managerial Economics	3	1	-	3	40	60	4
6	26MBC106	Data Analysis Lab	-	-	4	3	50	50	2
7	26MBS101	Business Communication Lab	-	-	2	3	50	50	1
8	26MBD101	Holistic Development & Student Engagement - I	-	-	-	-	50	-	1
OPEN ELECTIVE									
9	26MBO101	Sustainable Business and Corporate Governance	2	1	-	3	40	60	3
	26MBO102	Digital Business & IT Applications							
	26MBO103	Design Thinking							
		TOTAL	17	6	6	24	390	460	27
Clock Hours Per Week: 29									

L: Lecture P: Practical

CIE: Continuous Internal Evaluation

T: Tutorial

SEE-Semester End Examination

26MBC101

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. Provide students with foundational knowledge of management concepts, functions, organizational behaviour, and contemporary management practices.
2. Develop analytical and decision-making abilities for planning, organizing, leadership, communication, conflict resolution, and organizational effectiveness.
3. Enable students to evaluate managerial challenges and apply behavioural and management theories for effective organizational performance in dynamic business environments.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Explain the evolution of management thought, managerial functions, roles, and contemporary management challenges.
2. Apply planning, organizing, and decision-making techniques for effective managerial functioning in organizations.
3. Analyze leadership, motivation, communication, and control systems for improving organizational effectiveness.
4. Examine individual and group behaviour, personality, perception, attitudes, and team dynamics in organizational settings.
5. Evaluate the role of power, politics, conflict, and negotiation strategies in managing organizational relationships and performance.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	1	1	1	2	-
CO2	3	2	1	1	2	2	1
CO3	2	1	3	2	2	1	1
CO4	1	1	1	1	3	1	-
CO5	2	2	2	1	2	1	2

UNIT - I

Introduction to Management: Management- Nature, Purpose and Scope, Functions. Evolution of Management Thought - Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Behavioural Approach, Systems Theory. Managerial Roles (Mintzberg Model), Managerial Levels, Managerial Skills, Administration vs. Management, Contemporary Management Issues and Challenges.

UNIT - II

Planning and Organizing: Planning – Nature, Purpose, Process, Types of Plans, Management by Objectives (MBO). Decision Making – Concept, Importance and Process, Decision-Making Models & Techniques, Decision-Making Styles and Cognitive Biases in Decision Making, Barriers of Effective Decision Making, Decision Making under Certainty, Uncertainty and Risk. Decision Making using AI-assisted Systems. Design Thinking in Management. Case Studies on Modern Startups.

Organizing – Formal and Informal Organization, Weber's Bureaucratic model, Process, Types of Organization Structures, Line and Staff concepts, Span of Management – Factors, Delegation of Authority, Decentralization, and Empowerment. Organisation structure for global environment, Organisational fit, McKinsey 7 S framework.

UNIT - III

Leading and Controlling: Motivation- Early and Contemporary Theories of Motivation. Employee Engagement and Workplace Well-being. Leadership - Leadership Behaviour and Styles. Digital Leadership. Leadership in Crisis. Leadership Simulations. Communication - Purpose, Process, Barriers in Communication, Overcoming barriers to communication.

Controlling- Basic Control Process, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Requirements for effective controls. Balanced Scorecard method.

UNIT - IV

Organization Behaviour: Organization Behaviour – Nature, Levels, Challenges. Individuals in Organizations - Personality and Ability. Personality - Determinants, Personality and Situation, Big Five Model of Personality, Myers-Briggs Type Indicator (MBTI), DISC Personality Framework, Other Organizationally Relevant Personality Traits. Ability - Cognitive Ability, Physical Ability, Emotional Intelligence – Nature and Framework. Perception - Nature, Characteristics of Perceiver, Target and Situation, Biases and Problems in Person Perception. Attitude and Job Satisfaction. Transactional Analysis, Johari Window. Group Dynamics and Teams- Types of Work Groups, Remote Work and Virtual Teams Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.

UNIT - V

Conflict and Negotiations: Nature of Power and Politics, Sources of Individual Power, Functional and Divisional Power. Organizational Politics - The use of Power. Organizational Conflict - Sources, Pondy's Model of Organizational Conflict, Negotiation: Resolving Conflict - Individual level conflict, Group level conflict and promoting Compromise.

Text Books:

1. Harold Koontz, Heinz Weihrich, Mark V. Cannice, "Essentials of management: An International & Leadership Perspective", 11th edition, Tata McGraw-Hill Education, 2020.
2. Charles W.L Hill and Steven L McShane, "Principles of Management", Special Indian Edition, McGraw Hill Education, 2017.
3. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", 6th Ed., Pearson Education Inc., 2019.
4. John Schermerhorn, Jr., James G. Hunt and Richard N. Osborn, "Organizational behaviour", 11th edition, Wiley India Edition, 2019.

Suggested Readings:

1. Andrew J. Dubrin, "Essentials of Management", 10th Ed., Thomson Southwestern, 2016.
2. Stephen A Robbins, David A. Decenzo and Mary Coulter, "Fundamentals of Management", 10th Edition, Pearson Education, 2019.
3. Richard Pettinger, "Organizational Behaviour", Routledge, 2013.
4. K. Aswathappa, "Organizational behavior", Himalaya Publishing House, 2018.

Online Resources:

1. MIT OpenCourseWare – Sloan School of Management <https://ocw.mit.edu/courses/sloan-school-of-management>
2. OpenStax – Organizational Behavior <https://openstax.org/details/books/organizational-behavior>
3. Saylor Academy – Principles of Management <https://learn.saylor.org/course/view.php?id=84>
4. Harvard Business Review <https://hbr.org/>
5. McKinsey & Company – Organization and Leadership Insights <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights>
6. NPTEL – Principles of Management <https://nptel.ac.in/courses/110105146>

26MBC102

FINANCIAL ACCOUNTING FOR MANAGERS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. Develop foundational knowledge of financial accounting principles and processes, including accounting concepts, double-entry system, and preparation of basic accounting records.
2. Enable students to prepare and interpret financial statements, incorporating adjustments, accounting standards, and global reporting frameworks like IFRS.
3. Equip learners with analytical skills for financial decision-making, using tools such as depreciation methods, ratio analysis, and cash flow statements.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Apply accounting principles and concepts to record business transactions and prepare journal entries, ledgers, and trial balance.
2. Prepare Trading, Profit & Loss Account, Balance Sheet and rectify accounting errors in practical scenarios.
3. Evaluate different methods of depreciation and determine their impact on financial statements and business decisions.
4. Analyze financial statements using ratio analysis to assess liquidity, profitability, and solvency of organizations.
5. Prepare and interpret cash flow statements and common size statements to support managerial decision-making.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	-	1	3	1
CO2	3	2	-	1	1	3	1
CO3	2	3	-	1	-	3	2
CO4	3	3	-	2	2	3	3
CO5	3	3	-	2	2	3	3

Unit - I

Introduction to Financial Accounting: Objectives, and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system, Parties interested in Accounting Information, Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting, Balancing and Preparation of Trial Balance (Including Numerical Problems), Suspense Account, Rectification of Errors, Subsidiary Books, Accounting Equation – Static and Dynamic view.

Unit - II

Preparation of Final Statements: Distinction between Capital and Revenue Expenditure. Preparation of Financial Statements -Trading, Profit and Loss account, Balance Sheet with Adjustments. Accounting standards – Objectives, Scope - their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS)

Unit - III

Depreciation Accounting: Causes, Importance, Factors determining, Methods of depreciation- Straight-line method, Written down value method, Annuity method, Depreciation fund method, Insurance policy method,

Revaluation Method, Depletion Method, Machine Hour Rate Method (Numerical problems). Accounting Standards Depreciation Accounting (AS 6).

Unit - IV

Financial Statement Analysis: Rationale and Utility of Ratio analysis. Classification of Ratios, Calculation and Interpretation of Ratios: Liquidity ratios, Activity/Turn over ratios, Profitability ratios, Leverage and Structural ratios (Including Numerical Problems) - Advantages and disadvantages. Analysis of Annual Reports, Ratio Analysis of Listed Companies, and Using Excel for Financial Statement Analysis and Interpretation.

Unit – V

Cash Flow Statement: Preparation of Cash Flow Statement- Cash from Operations, Investment and Financing activities. Accounting Standards Cash Flow Statement (AS3). (Numerical problems) - Advantages and Utility of Cash flow statement. Emerging trends in Accounting – Cloud Accounting, AI-enabled Accounting Systems, Forensic Accounting, Case Studies on Forensic Accounting, Exposure to free trial accounting tools available on Zoho platform.

Text Books:

1. Ramachandran N, Kakani R K, Financial Accounting for Management 5th Edition, McGraw Hill Education, 2022.
2. Bhattacharyya A K, Financial Accounting for Business Managers 5th Edition, PHI Learning, 2021.
3. Jawaharlal, Srivastava S, Financial Accounting Principles and Practice 3rd Edition, S Chand Publishing, 2021.
4. Shukla M C, Grewal T S, Advanced Accounts Vols I and II, Vikas Publishing House, 2023.

Suggested Readings:

1. Gupta S K, Sharma R K, Management Accounting Principles and Practice, Kalyani Publishers, 2022.
2. Maheshwari S N, Basic Accounting, S Chand Publishing, 2020.
3. Shah P, Basic Financial Accounting for Business Managers, Oxford University Press, 2020.
4. Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.

Online Resources:

1. Institute of Chartered Accountants of India (ICAI) – <https://www.icaai.org>
2. International Accounting Standards Board (IASB) – <https://www.ifrs.org>
3. Accounting Coach – <https://www.accountingcoach.com>
4. Coursera – <https://www.coursera.org>

26MBC103

MARKETING MANAGEMENT

Instruction	4 hours per week
Duration of Semester End Examination	3 hours
Semester End Exam	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	4

Course Objectives

This course aims to:

1. Provide knowledge of basic marketing concepts, principles, marketing environment, marketing mix, and emerging applications of Artificial Intelligence in marketing.
2. Focus on how a marketer can effectively use segmentation, targeting, positioning, and marketing mix decisions to attract, satisfy, and retain customers.
3. Create awareness of consumer and industrial buying behavior, competitive strategies, relationship marketing, sustainability, consumer rights, and contemporary issues in marketing.

Course Outcomes

Upon Completion of this Course, Student will be able to:

1. Explain the fundamental concepts of marketing management and emerging applications of Artificial Intelligence in marketing
2. Apply segmentation, targeting, differentiation, and positioning strategies to identify attractive markets and create customer value
3. Design appropriate marketing programs relating to product, pricing, channels, promotion, and customer retention to achieve organizational objectives
4. Analyze consumer, industrial, and services market behavior to support effective marketing decisions and strategies
5. Evaluate competitive, global, sustainability, consumerism, and contemporary marketing issues to develop responsible and sustainable marketing strategies

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	1	3	2	2
CO2	3	2	1	1	3	3	2
CO3	3	2	2	1	3	2	2
CO4	2	3	1	1	3	2	2
CO5	2	3	3	3	3	3	2

Unit - I

Introduction: Scope and Importance of Marketing Management; Marketing Environment: Micro and Macro Environment; Business Models: B2B, B2C, B2G, G2C, and D2C; Marketing Mix and Expanded Marketing Mix; Managing Marketing Effort; Marketing Audit; Applications of Artificial Intelligence in Marketing; Emerging Marketing Trends.

Unit - II

Customer-driven Strategy: Market Segmentation: Concept; Segmenting Consumer Markets, Business Markets, and International Markets; Requirements for Effective Segmentation; Market Targeting: Evaluating Market Segments and Selecting Target Market Segments; Differentiation and Positioning: Concept, Positioning Maps, Choosing Differentiation and Positioning Strategy, Communicating and Delivering the Chosen Position; Customer Journey Mapping; Performance Marketing; Balancing Customer and Competitor Orientations; Customer Relationship Management: An Overview.

Unit - III

Designing Marketing Program: Products, Services, and Brands; Product Decisions; Branding, Packaging, Product Line, and Product Mix; New Product Development; Product Life Cycle; Pricing: Objectives, Factors, and Strategies; Costing versus Pricing; Discounts and Allowances; Marketing Channels; Promotion Mix: Advertising,

Public Relations, Personal Selling, Sales Promotion, Sales Funnels, Direct Marketing, and Digital Marketing. Designing Ad Campaigns, Familiarization with Canva, Google Ads Applications. Retention Marketing: Pareto Principle.

Unit - IV

Consumer and Industrial Markets: Model of Consumer Behavior; Seven Os Framework of Buyer Behaviour; Factors Affecting Consumer Behavior; Neuromarketing; Stages in the Adoption Process; Industrial Markets: Characteristics; Industrial Buyer Behavior; Services Markets: Characteristics and Marketing Strategies.

Unit - V

Extending Marketing and Consumerism: Creating Competitive Advantage; Competitor Analysis; Competitive Strategies; Balancing Customer and Competitor Orientations; Global Marketplace; Customer Relationship Marketing; Digital, Online, and Internet Marketing. Google Analytics, Social Media Analytics, Marketing Automation, Customer Data Privacy, Ethics of AI-generated Content. Sustainability in Marketing with ESG and SDG Focus; Consumerism; Consumer Rights and Consumer Forums; Contemporary Issues and Challenges of Marketing.

Text Books:

1. Kotler, Philip, Keller, Kevin Lane, & Chernev, Alexander. (2025). Marketing management (17th ed.). Pearson
2. Ramaswamy, V. S., & Namakumari, S. (2024). Marketing management: Indian context, global perspective (7th ed.). McGraw-Hill Education India
3. Saxena, Rajan. (2024). Marketing management (7th ed.). McGraw-Hill Education India
4. Grewal, Dhruv, & Levy, Michael. (2024). Marketing (9th ed.). McGraw-Hill

Suggested Readings:

1. MM: A South Asian Perspective Iacobucci, D., & Vohra, A. (2023). Marketing management: A South Asian perspective (2nd ed.). Cengage Learning.
2. Marketing Strategy Sridhar, S. (2024). Marketing strategy: Based on first principles and data analytics. Palgrave Macmillan.
3. Market-Based Management Best, R. J. (2022). Market-based management (8th ed.). Pearson.
4. Marketing Management: A Casebook Pradhan, D. (2023). Marketing management: A casebook (Revised ed.). Cengage.

Online Resources:

1. NPTEL - Strategic Marketing - Contemporary Issues, IIT Kanpur - Prof. Jayanta Chatterjee
2. NPTEL - Innovation in Marketing and Marketing of Innovation, IIT Roorkee - Prof. Vinay Sharma
3. Marketing Strategy: Competitive Intelligence
<https://www.linkedin.com/learning/marketing-strategy-competitive-intelligence-24930542>
4. Marketing Strategy: Nurturing your customers
<https://www.linkedin.com/learning/marketing-strategy-nurturing-your-customers>

26MBC104**RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims to:

1. Develop understanding of business research methods, research design, data collection techniques, and ethical research practices.
2. Equip students with statistical and analytical tools for data interpretation, hypothesis testing, and decision-making.
3. Enable students to conduct research studies, analyze data using appropriate techniques, and prepare professional research reports.

Course Outcomes:

Upon Completion of this Course, Student will be able to:

1. Explain the concepts, process, and design of business research, including literature review and identification of research gaps using AI tools.
2. Apply appropriate data collection methods, sampling techniques, measurement scales, and questionnaire design in research studies.
3. Analyze and interpret data using descriptive and inferential statistical techniques for business decision-making.
4. Perform correlation and regression analysis and present data effectively through tabulation and graphical methods.
5. Prepare structured research reports by following ethical research practices, academic integrity, and plagiarism guidelines.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	3	2	2	1
CO2	2	3	-	1	-	3	2
CO3	2	3	-	-	-	3	3
CO4	2	3	-	-	-	3	3
CO5	3	3	-	2	1	3	3

UNIT - I

Introduction: Importance of Business Research, Types of Research, Research Process, Review of Literature, generating research gaps and ROL using AI, Conceptualization of Variables, Types of variables and its measurement, Research Design - Introduction and Types.

UNIT - II

Data Collection and Sampling: Data Collection Methods and Tools: Types of Data, Sources and Instruments for Data, Questionnaire design, Pilot testing. Survey Design using Google Forms. Sampling procedure- Characteristics of a Good sample -Sampling Techniques, Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

UNIT - III

Descriptive Statistics & Visualization: Statistics - An Overview, Its Applications. Descriptive Statistics: Measures of Central Tendency- Mean, Median, Mode. Measurement of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation. Skewness and Kurtosis. Data Visualization: Histograms, Box-plots, and Pareto Charts.

UNIT - IV

Inferential Statistics: Testing of Hypothesis: Type I and Type II Errors, Statistical Significance. Large Sample Tests- Test for one and two Means. Small sample tests: t- distribution, Properties and Applications, Testing for one and two Means, Paired t- test. Analysis of Variance: One way and Two-way ANOVA. Chi-square distribution: Test for goodness of fit, Test for independence of attributes.

UNIT - V

Data Analysis and Report Writing: Correlation Analysis: Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation (With and without ties). Regression Analysis: Concept, Simple linear regression. Properties of Regression Coefficients. Simple and Multiple regression analysis. Data Representation: Tabulation and Graphical presentation. Report Writing- Importance, Report Structure, Guidelines for Effective Documentation, Referencing Styles. Ethics in Research: Academic Integrity and Plagiarism detection using AI.

Text Books:

1. Depak Chawla and Neena Sondhi, "Research Methodology - Concepts and Cases", 3rd edition, Vikas Publications, 2018.
2. William G. Zikmund/Barry J. Babin/Jon C Carr/Mitch Griffin, "Business Research Methods", 9th edition, Cengage, 2013.
3. S.C.Gupta, "Fundamentals of Statistics", 8th Edition, Himalaya Publishing House, 2023.
4. Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, "Statistics for Management", 7th Edition, Pearson, 2017.

Suggested Readings:

1. Emma Bell, Bill Harley, and Alan Bryman, "Business Research Methods", 6th edition, Oxford University Press, 2022.
2. Saunders Mark, Philip Lewis and Adrian Thornhill, "Research Methods for Business Students", 9th edition, Pearson, 2023.
3. S.C. Gupta and V.K. Kapoor, "Fundamentals of Mathematical Statistics", 12th edition, Sultan Chand & Sons, 2023.
4. Anderson R. David, Sweeney J. Dennis & Williams A. Thomas, "Statistics for Business & Economics", 13th edition, Cengage Learning, 2019.

Online Resources:

1. Coursera
2. Quantitude - a podcast
3. International journal of social research methodology: theory and practices- Taylor and Francis
4. <https://www.youtube.com/@statquest>

26MBC105

MANAGERIAL ECONOMICS

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Mark
Credits	4

Course Objectives:

This course aims to:

1. Provide a strong foundation economic principles and managerial decision-making frameworks for solving business problems.
2. Develop analytical ability in demand, production, cost, pricing and market structure decisions.
3. Equip students with strategic business decisions using forecasting techniques, business cycle analysis, and quantitative economic models.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Apply and analyze economic concepts, principles, and managerial decision frameworks to solve business problems in dynamic environments.
2. Evaluate and interpret demand, supply, elasticity, and forecasting models using quantitative techniques and data-driven decision tools for business planning.
3. Analyse and optimize production functions and cost structures using economic models to support efficient resource allocation and operational decisions.
4. Assess and design pricing strategies and output decisions under different market structures using strategic and analytical approaches.
5. Formulate and justify strategic business decisions using business cycle analysis, inflation concepts, AI-based forecasting, and quantitative models.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	1	1	3	3
CO2	1	3	-	1	1	2	1
CO3	1	3	-	-	2	2	1
CO4	1	3	-	1	2	2	1
CO5	1	3	-	2	2	1	1

UNIT - I

Foundations of Managerial Economics: Evolution of economics, Micro and Macro Economics, Managerial Economics: nature, scope, and significance, its relationship with other disciplines, role of managerial economist in business decision-making, Fundamental principles: opportunity cost, marginal analysis, incremental reasoning, Equi-marginal principle, discounting principle, time perspective, Negotiation, Use of econometric models.

UNIT - II

Demand and Supply Analysis: Theory of utility: Law of marginal utility, Theory of demand: demand function, determinants of demand, types of demand, law of demand, elasticity of demand: price elasticity, income elasticity, cross elasticity, and advertising elasticity. Demand forecasting: survey and statistical methods. Using Excel for Business Forecasting. Supply: function, determinants, law of supply, elasticity of supply. (Numeric)

UNIT - III

Production, Cost and Scale Decisions: Production & Cost structure, production function, Determinants of Production, Theories of Production, Benham Theory, Cobb-Douglas production function, Law of Two Variable proportions, MRTS, Law of Returns to Scale, Economies and Dis-economies of scale. Cost Concepts, Types of Costs, Short-term and Long-term Cost Curves, Learning Curve, Iso- cost Curve, Equilibrium, BEP Analysis (Numeric).

UNIT - IV

Market Structure, Pricing and Strategic Behaviour: Markets & Market Behaviour, Classification of Markets, Virtual Markets, Perfect Competition Market, Imperfect Competition Markets, Monopolistic Competition Market, Monopoly, Oligopoly, Strategies of Oligopolists, Price determination under different market structures. kinked demand curve. Strategic pricing decisions: skimming pricing, penetration pricing, transfer pricing, dynamic pricing, price leadership. Case Studies on Dynamic Pricing.

UNIT - V

Profit Planning and Business cycles: BEP Analysis, Strategic decisions: make-or-buy decisions, shutdown decisions, expansion decisions, outsourcing decisions, pricing under uncertainty, Business cycles: Phases, features and theories, Inflation- meaning, demand pull inflation, cost push inflation, Fisher effect. AI usage in business forecasting.

Text Books:

1. Dominik Salvatore and Siddhartha K Rastogi, “Managerial Economics”, 8th edition, Oxford University Press, 2016.
2. P.L.Mehta. , “Managerial Economics-Analysis, Problems and Cases”, 21st revised edition, Sultan Chand and Sons, 2016.
3. Samuelson W F, Marks S G, Zagorsky J L, Kar S, “Managerial Economics” 9th Edition Indian Adaptation, Wiley India, 2022
4. Geethika, Piyoli Ghosh, and P.R. Chaudhary “Managerial Economics”, 3rd Edition, McGraw-Hill, 2017.

Suggested Readings:

1. R.L.Varshney and K.L.Maheswari, “Managerial Economics”, 22nd Revised Edition, Sultan Chand and Sons, NewDelhi, 2014.
2. Dwivedi, D. N. (2023). Managerial economics latest edition, Vikas Publishing House.
3. Mithani, D. M., “Managerial economics: Theory and applications.” Himalaya Publishing House, 2022.
4. Mark Hirschey, Eric bentzen, carstin scheibye, Leonardo Santiago, “Managerial Economics”, Cengage Publishers, 17th Edition, 2026.

Online Resources:

1. International Monetary Fund. (2024). World economic outlook database. International Monetary Fund. <https://www.imf.org/en/Publications/WEO/weo-database/2024/October>
2. Reserve Bank of India. (2025). Reports and publications. Reserve Bank of India. <https://www.rbi.org.in>
3. Ministry of Finance, Government of India. (2025). Economic survey of India. Government of India. <https://www.indiabudget.gov.in/economicsurvey>
4. Organisation for Economic Co-operation and Development. (2025). OECD economic outlook. OECD Publishing. <https://www.oecd.org/economic-outlook>
5. World Bank. (2025). World development indicators. World Bank Group. <https://databank.worldbank.org/source/world-development-indicators>
6. NITI Aayog. (2025). Policy reports and economic analysis. Government of India. <https://www.niti.gov.in>

26MBC106**DATA ANALYSIS LAB**

Instruction	4 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation:	50 Marks
Credits	2

Course Objectives:

This course aims to:

1. Provide hands-on experience in data collection, cleaning, and preparation for analysis.
2. Enable students to apply statistical and analytical tools using software like Excel, SPSS, or Python.
3. Develop skills in data visualization, interpretation, and business decision-making.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Understand and perform data preprocessing techniques.
2. Apply descriptive and inferential statistical tools for analysis.
3. Apply software tools for analyzing and interpreting real-world business data to support managerial decision-making.
4. Analyze and Visualize data effectively using charts and dashboards.
5. Examine and interpret analytical results to support managerial decision-making.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	-	-	-	3	2
CO2	2	3	1	1	1	3	3
CO3	2	3	-	-	-	3	3
CO4	3	3	-	-	-	2	2
CO5	3	3	1	1	1	3	3

UNIT I:

Introduction to Data Analysis Tools: Overview of Data Analytics in Business, Introduction to MS Excel Interface, Data Types and Data Entry, Basic Excel Functions Introduction to R and Python. Data Sorting and Filtering. Conditional formatting.

UNIT II:

Data Cleaning and Preparation: Handling Missing Data, Outliers, Normality, Linearity and multicollinearity. Data Transformation Techniques, Removing Duplicates, Data Validation, Importing Data from External Sources.

UNIT III:

Descriptive Statistics and Visualization: Measures of Central Tendency (Mean, Median, Mode). Measures of Dispersion (Variance, Standard Deviation). Charts: Bar, Pie, Line, Histogram. Pivot Tables and Pivot Charts. Dashboard Basics.

UNIT IV:

Inferential Statistics: Parametric Tests: t-test (independent, paired), ANOVA. Non-Parametric Tests: Chi-square, Mann-Whitney U test, Kruskal-Wallis test. Assumptions: Normality, Homogeneity of Variance. Hypothesis Testing Procedure. Implementation using SPSS/Excel.

UNIT V:

Advanced Analytics: Introduction to Multivariate Analysis. Correlation and regression analysis. Concept of Latent Variables. Structural Equation Modeling (SEM): Measurement and Structural Models. Model Fit Indices (CFI, RMSEA, etc.). Mediation Analysis (Baron & Kenny, Bootstrapping). Moderation Analysis. Introduction to Tools: AMOS / SmartPLS / PROCESS Macro. Interpretation of Outputs.

Textbooks:

1. Wayne L. Winston, Microsoft Excel Data Analysis and Business Modeling, 7th Edition, Microsoft Press, 2023.
2. Darren George & Paul Mallery, IBM SPSS Statistics Step by Step: A Simple Guide and Reference, 17th Edition, Routledge, 2023.
3. Sanjiv Jaggia & Alison Kelly, Business Statistics: Communicating with Numbers, 4th Edition, McGraw-Hill Education, 2023.
4. Andy Field, Discovering Statistics Using IBM SPSS Statistics, 6th Edition, Sage Publications, 2024.

Suggested Readings:

1. Albright, S. Christian & Winston, Wayne L., Business Analytics: Data Analysis and Decision Making, 7th Edition, Cengage Learning, 2023.
2. Michael R. Berthold, David J. Hand, Intelligent Data Analysis: An Introduction, 2nd Edition, Springer, 2020.
3. Gareth James, Daniela Witten, Trevor Hastie & Robert Tibshirani, An Introduction to Statistical Learning, 2nd Edition, Springer, 2021.
4. J.K. Sharma, Business Statistics, 10th Edition, Pearson Education India, 2023.

Online Resources:

1. NPTEL-Introduction to Data Analytics, Descriptive statistics with R
2. Coursera-Google Data Analytics
3. Kaggle learn
4. Microsoft Learn
5. edX

26MBS101**BUSINESS COMMUNICATION LAB**

Instruction	2 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	50 Marks
Credits	1

Course Objectives:

This course aims to:

1. Develop effective oral, written, and digital communication skills required in professional and organizational settings.
2. Build competency in business writing, presentations, and workplace communication practices.
3. Enhance interpersonal communication, professional etiquette, and confidence for corporate environments.

Course Outcomes:

After completion of the course, students will be able to:

1. Apply appropriate workplace communication strategies to facilitate effective interaction in professional and organizational environments.
2. Prepare structured and professional business documents using effective writing techniques and workplace correspondence practices.
3. Demonstrate effective oral communication and presentation skills in meetings, discussions, and professional interactions.
4. Utilize digital communication tools and AI-enabled platforms to improve communication effectiveness in modern workplaces.
5. Exhibit professional etiquette, interpersonal effectiveness and ethical communication behavior required in corporate and social environments.

CO-PO Articulation Matrix

CO/PO-PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2
CO-1	2	1	1	3	2	1	1
CO-2	3	1	1	3	2	2	1
CO-3	2	1	3	3	3	1	1
CO-4	1	2	1	3	1	1	3
CO-5	1	1	3	3	3	1	1

Unit - I

Foundations of Business Communication: Importance of Business Communication in corporate settings, Types and flow of communication in organizations, Barriers to communication & how to overcome them. Technology-enabled communication.

Unit - II

Listening, Reading & Feedback Skills: Active listening techniques, Note-taking, Constructive feedback, Business reading skills.

Unit - III

Professional Writing Skills: Essentials of Good Writing, Business letters, Report writing, Workplace Written Communication. Building a Professional Resume.

Unit - IV

Speaking Skills: Public speaking, Business Presentations, AI Tools for Business Communication and Presentations, Significance of Body Language.

Unit - V

Corporate Etiquettes: Workplace Professionalism, Meeting etiquette, Email Etiquette, Dress Code and Greetings.

Text Books:

1. Lesikar, R.V. and M.E. Flatley, "Business Communication" 11th edition, SIE, McGraw Hill, 2017.
2. Sanjay Kumar and Pushp Lata, "Communication Skills", Oxford University Press, 2024.
3. Mary Munter, "Guide to Managerial Communication" 10th edition, Pearson Education, 2022.
4. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning, 2007.

Suggested Readings:

1. Kelly and Quintanilla, "Business and Professional Communication", Sage Publications, 2023.
2. Bovee, Thill John and Roshan, "Business Communication Today, 15th edition, Pearson Education. 2020.
3. D. Chaturvedi and Mukesh Chaturvedi, 'Art and Science of Business communication', 4th edition, Pearson education, 2017.
4. CSG Krishnamacharyalu and L. Ramakrishna, "Business Communications", 3rd edition, Himalaya publishing house, 2026.

Online Resources:

1. <https://www.linkedin.com/learning/>
2. <https://www.coursera.org/courses?query=business%20communication&msockid=0608ae8d85d8682d0623b9c3846c69ac>
3. <https://learnenglish.britishcouncil.org/free-resources/grammar>
4. <https://toastmasters.org/>
5. <https://hbr.org/topic/subject/business-communication>
6. https://swayam.gov.in/nc_details/NPTEL

26MBD101**HOLISTIC DEVELOPMENT AND STUDENT ENGAGEMENT-I**

Instruction	-
Duration of Semester End Examination	-
Semester End Examination	-
Continuous Internal Evaluation:	50 Marks
Credits	1

Course Objectives:

This course aims to:

1. Provide students with experiential learning opportunities that reinforce classroom concepts and enhance managerial and soft skills.
2. Encourage participation in co-curricular and extra-curricular activities to develop interests, skills, and social interaction beyond academics.
3. Promote community engagement, extension activities, and wellness practices for overall student development.

Course Outcomes:

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

1. Demonstrate leadership skills, build professional networks, and gain experiential learning beyond the classroom.
2. Identify and engage in opportunities for personal growth, leadership development, and exploration of new interests.
3. Contribute to social change by participating in community-oriented activities and proposing solutions to social issues.
4. Apply acquired skills to create a positive impact on the department, institution, and community.
5. Exhibit holistic well-being by integrating social, emotional, physical, mental, and intellectual development practices.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PS01	PS02
CO1	3	2	2	3	2	3	2
CO2	3	3	1	2	2	3	3
CO3	2	2	3	3	2	2	1
CO4	1	1	3	2	3	1	1
CO5	-	-	2	1	3	-	-

Description:

For the holistic development, student shall get engaged in the categories of activities:

1. Co-Curricular Activities,
2. Extra-curricular activities,
3. Community Engagement/Extension Activities,
4. Coordinator for Class, Alumni, Internship, Placements, Leadership and Volunteer Roles for Department Activities/Events, participation in department events etc.
5. Professional Body Activities and Industry Exposure

The assessment will be done for maximum 50 marks at the end I semester considering the achievements of I semester.

Every student shall participate in the activities and submit a report of the participation with the proofs along with learning outcomes. Assessment will be done by a panel formed by the Head of the Department.

Refer MBA Academic Rules (R-26).

26MBO101

SUSTAINABLE BUSINESS AND CORPORATE GOVERNANCE

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. Provide a strong foundation in corporate governance theories, frameworks, and regulatory mechanisms
2. influencing organizational performance.
3. Develop understanding of board structures, governance committees, sustainability and ESG practices.
4. Equip students with knowledge of governance risk, reporting and ethical decision-making in organizations.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Analyse and interpret corporate governance concepts, theories, and regulatory frameworks in national and global business environments for effective managerial decision-making.
2. Evaluate and apply governance codes, committee structures, and compliance mechanisms using analytical tools and decision models in organizational contexts.
3. Assess and justify the role of boards, directors, and governance structures in strategic decision-making, leadership, and ethical corporate practices.
4. Analyse and implement ESG frameworks, sustainability practices, and stakeholder-oriented governance strategies considering global, ethical, and regulatory business environments.
5. Design and evaluate governance risk management systems, sustainability reporting frameworks, and digital governance solutions using analytics tools and data-driven approaches.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PS01	PS02
CO1	3	1	-	3	-	3	-
CO2	1	3	-	2	2	3	1
CO3	1	1	3	2	3	3	-
CO4	1	1	3	3	1	3	1
CO5	1	3	-	2	2	2	3

UNIT - I

Introduction to Corporate Governance: Introduction to Corporate Governance, objectives, scope, and significance, major corporate governance challenges, need for corporate governance, corporate governance in India and global context. Theories of Corporate Governance: Agency Theory, Stewardship Theory, Stakeholder Theory, Shareholder value perspective, Stakeholder capitalism. Role of regulators and government in corporate governance: Ministry of Corporate Affairs, SEBI, RBI, NFRA, stock exchanges. Corporate governance failures and lessons from major cases.

UNIT - II

Codes, Committees and Governance Framework: Global Reporting Initiative (GRI), OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49, SEBI LODR Regulations. Important governance committees: Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, CSR Committee, Stakeholder Relationship Committee, Corporate governance standards and global best practices.

UNIT - III

Role of Board and Directors: Structure of Board, board composition, board diversity, independent directors, executive and non-executive directors – women directors. Role of Board in strategic decision making, governance oversight, risk governance, compliance. Role of Board subcommittees: Audit Committee, Compensation Committee, CSR Committee, ESG Committee. Functions, duties, and responsibilities of directors, fiduciary responsibilities, conflict of interest, related party transactions, insider trading prevention, remedial actions. Governance ratings, ESG ratings, merits and demerits of governance ratings. Overview of business laws.

UNIT - IV

Sustainability, ESG and Ethical Governance: Concept of sustainability, sustainable development goals (SDGs), triple bottom line: People, Planet, Profit. Environmental, Social and Governance (ESG) framework: environmental governance, social governance, board accountability, stakeholder rights. Business ethics, code of conduct, anti-bribery, whistle blower mechanism, CSR and sustainability governance. Case Studies on Successes and Failures in Corporate Governance.

UNIT - V

Governance Risk, Reporting and Sustainability Audit: Governance risks: operational risk, reputational risk, fraud risk, cyber risk, ESG risk, climate risk. Sustainability reporting: GRI, BRSR, Integrated Reporting, sustainability audit, ESG disclosures. Governance analytics: governance KPIs, board performance dashboards, governance scorecards. Digital governance: data governance, AI ethics, cyber governance.

Text Books:

1. Tricker, B., Corporate Governance: Principles, Policies and Practices, 5th Edition, Oxford University Press, 2023.
2. Monks, R.A.G. & Minow, N., Corporate Governance, 6th Edition, Wiley, 2020.
3. Mallin, C.A., Corporate Governance, 7th Edition, Oxford University Press, 2022.
4. Robert Brinkmann, Vaibhav Bhamoriya, Introduction to sustainability, 2nd edition, Wiley, 2024.

Suggested Readings:

1. Ministry of Corporate Affairs (MCA), Companies Act, 2013-Corporate Governance and CSR Provisions.
2. Global Reporting Initiative (GRI), Sustainability Reporting Standards, 2024.
3. United Nations, Sustainable Development Goals (SDG) Report, 2024.
4. Balaguru, R., Corporate Governance, Ethics and Sustainability, Jupiter Publications, 2024.

Online Resources:

1. Securities and Exchange Board of India. (2025). SEBI listing obligations and disclosure requirements (LODR) regulations. SEBI. <https://www.sebi.gov.in>
2. Reserve Bank of India. (2025). Corporate governance guidelines for banks and financial institutions. Reserve Bank of India. <https://www.rbi.org.in>
3. International Sustainability Standards Board. (2025). IFRS sustainability disclosure standards. IFRS Foundation. <https://www.ifrs.org/groups/international-sustainability-standards-board>
4. United Nations. (2025). Sustainable development goals. United Nations. <https://sdgs.un.org/goals>
5. World Economic Forum. (2025). Corporate governance and ESG initiatives. World Economic Forum. <https://www.weforum.org>
6. Deloitte. (2025). Corporate governance and sustainability reports. Deloitte Insights. <https://www.deloitte.com/global/en.html>

26MBO102**DIGITAL BUSINESS AND IT APPLICATIONS**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. Provide a strong conceptual foundation in information systems and digital business applications.
2. Develop understanding of business intelligence, enterprise systems and emerging technologies.
3. Equip students with skills in analytics, cloud computing, cybersecurity and AI-enabled business solutions.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Analyse information systems and digital business models to support managerial decision-making.
2. Apply and evaluate business intelligence and analytics tools for data-driven decision-making.
3. Analyse and implement enterprise applications such as ERP, CRM, and SCM systems in business contexts.
4. Evaluate cloud computing architectures and cybersecurity practices for secure and efficient business operations.
5. Apply and recommend innovative digital solutions using emerging technologies for business transformation.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	-	1	-	2	-
CO2	1	3	-	-	1	2	3
CO3	1	1	-	-	2	3	2
CO4	-	2	-	3	1	1	2
CO5	-	2	1	-	2	1	3

UNIT - I

Information Systems and Digital Business Foundations: Introduction: Role of IT in modern business, business in the digital age, types of information systems: Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS), Executive Information Systems (EIS), Strategic Information Systems (SIS). Digital transformation in organizations, IT-enabled business models, platform economy, role of IT in functional areas: finance, marketing, HR, and operations.

UNIT- II

Business Intelligence, Data Analytics and Decision Support: MIS and DSS architecture, knowledge management systems, expert systems, data warehouse, data marts, data mining, OLAP, business intelligence tools. Applications using: Excel advanced analytics, Cloud Power BI, Tableau, Google Data Studio, AI in business decision-making: machine learning basics, recommendation systems, forecasting applications.

UNIT - III

Enterprise Systems and Business Applications: Customer Relationship Management (CRM), Enterprise software applications: SAP- Modules, Management of resources using AI tools, Oracle ERP, Salesforce, Microsoft Power BI. Usage of applications in inventory management, payroll, finance reporting, customer analytics, service operations

UNIT - IV

Networks, Cloud Computing and Cybersecurity: Data Mining cloud computing: SaaS, PaaS, IaaS, Business cloud platforms, Amazon Web Services, Microsoft Azure, Google Cloud, Cybersecurity in business: Data privacy, cyber risks, ransomware, phishing, access control, business continuity systems. Digital payments and fintech systems: UPI, online banking, e-wallets.

UNIT - V

Emerging Technologies and IT Strategy for Business: Quantum Computing, Blockchain, Robotic Process Automation (RPA), Big Data, 5G applications, Generative AI in business, customer service chatbots, smart supply chains, IT strategy and governance, future of work and automation.

Textbooks:

1. Laudon, K. C., & Laudon, J. P. (2021). Management information systems (Special Indian edition.). Pearson India.
2. Turban, E., Volonino, L., & Wood, G. R. (2022). Information technology for management: Driving digital transformation (Indian adaptation, 12th edition.). Wiley India.
3. Prasad, L. M., & Prasad, U. (2023). Management information system. 3rd revised edition, Sultan Chand & Sons.
4. Milind Oka (2023), Management information systems: Text and cases. Latest Edition, Everest Publishing

Reference books:

1. Sharma, R. (2020). Information technology for management. McGraw Hill India.
2. Haag, S., Cummings, M., & Phillips, A. (2021). Management information systems for the information age (11th edition), McGraw Hill.
3. Sharda, R., Delen, D., & Turban, E. (2020). Business intelligence, analytics, and data science: A managerial perspective (4th edition). Pearson.
4. Chaffey, D. (2022). Digital business and e-commerce management (8th ed.). Pearson.

Online Resources:

1. Microsoft. (2025). Microsoft Power BI documentation and learning resources. Microsoft Learn. <https://learn.microsoft.com/en-us/power-bi/>
2. Amazon Web Services. (2025). AWS cloud computing services and training. Amazon Web Services. <https://aws.amazon.com>
3. SAP SE. (2025). SAP enterprise applications and business solutions. SAP. <https://www.sap.com>
4. IBM Corporation. (2025). Artificial intelligence and business analytics solutions. IBM. <https://www.ibm.com/artificial-intelligence>
5. Tableau Software. (2025). Tableau data analytics and visualization resources. Tableau. <https://www.tableau.com/learn>
6. Coursera. (2025). Digital business and information systems courses. Coursera Inc. <https://www.coursera.org>

26MBO103**DESIGN THINKING**

Instruction	3 Hours per Week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. Develop an understanding of innovation, creativity, and design thinking frameworks for addressing complex business problems.
2. Enable students to apply structured design thinking methodologies including ideation, prototyping, and testing for innovative solutions.
3. Equip students with the ability to use contemporary AI-enabled tools for innovation management and sustainable business transformation.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Explain the concepts, principles, models, and strategic relevance of innovation and design thinking in organizations.
2. Apply innovation techniques such as TRIZ, SCAMPER, and AI-based tools to solve business and managerial problems.
3. Analyze customer needs using empathy mapping, user journey mapping, and case-based design thinking approaches.
4. Develop innovative solutions through ideation, prototyping, testing, and iterative improvement.
5. Implement design thinking frameworks for business transformation, sustainability, and innovation-led growth.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	-	-	-	2	-
CO2	3	2	-	1	-	2	3
CO3	2	3	-	2	1	2	2
CO4	2	2	3	2	3	2	2
CO5	1	2	3	2	2	2	3

UNIT - I

Introduction of Innovation and Design Thinking: Meaning and distinction between innovation and creativity. Characteristics, importance, principles, and types of innovation. Innovation process and lifecycle. Strategic importance of innovation in organizations. Innovation adoption and diffusion models. Introduction to design thinking and its relationship with innovation. Overview of organizational innovation ecosystem and innovation-driven transformation.

UNIT - II

Innovation Management and Creativity Tools: Macroscopic view of innovation in organizations. Approaches to innovation: push vs pull innovation. Enablers and barriers to innovation. Innovation management in organizations and key success factors. Creativity enhancement techniques including TRIZ and SCAMPER. Introduction to innovation metrics and evaluation of innovative outcomes. Case study analysis of innovation in management. Application of AI tools in innovation processes.

UNIT - III

Customer-Centric Design and Insight Development: Fundamentals of new product development and innovation lifecycle. Integration of engineering, technology, and management for innovation. Industrial design concepts and innovation platforms. Principles and stages of design thinking. Human-centered design approach

and importance of empathy. Techniques such as empathy mapping, persona development, and user journey mapping. Problem definition from user-centric perspective. Case study analysis using design thinking. Application of AI tools in understanding customer insights.

UNIT - IV

Ideation, Prototyping, and Solution Testing: Ideation phase and creative thinking techniques. Brainstorming and structured ideation tools. Introduction to prototyping: concepts, methods, and hands-on approaches. Role of testing and validation in design thinking. Iterative development and refinement of solutions. Feedback interpretation and improvement cycles. Case studies on successful innovation development cycles. Application of AI tools in ideation, prototyping, and testing.

UNIT - V

Design Thinking Implementation and Business Transformation: Transition from design thinking to implementation in business contexts. Tools and frameworks for implementing design thinking. Scaling innovation within organizations. Development of innovative products and services using design thinking. Role of organizational culture in fostering innovation. Design thinking for business transformation and sustainability. Integration of ESG and sustainable innovation practices. Case studies of successful innovation-led organizations. Application of AI tools in implementation and scaling of design thinking.

Text Books:

1. Nawomica Sahay, Design Your World: Solving Real Problems with Empathy and Creativity, Hardcover Edition, Notion Press, 2026, ISBN: 979-8902697725.
2. Clayton M. Christensen & Harvard Business Review, *HBR's 10 Must Reads on Design Thinking*, Paperback Edition, Harvard Business Review Press, 2020, ISBN: 978-1633698802.
3. Kumandari Ranga Chari, Applied Design Thinking for Problem Solving, Paperback Edition, BS Publications, 2023, ISBN: 978-9395038430.
4. Thomas Lockwood (Ed.), Design Thinking: Integrating Innovation, Customer Experience, and Brand Value, Paperback Edition, Allworth Press, 2009, ISBN: 978-1581156683.

Suggested Readings:

1. R. V. Dhanalakshmi, M. S. Kokila, Dr. Richa Tiwari & B. Sireesha, Mastering Design Thinking: Tools, Techniques, and Real-World Applications, Shanlax Publications, 2024.
2. D. Ravindran, Dr. S. K. Nagarajan, Prof. Roshan K. Bonde & Dr. D. Nithya, Introduction to Design Thinking, Paperback Edition, 2023.
3. Ponmurugan Panneer Selvam & Dr. Anitha K., Design Thinking and Innovation, Red Shine Publication Pvt. Ltd., 2024.
4. K. R. Ananth, Dr. S. Prasath & Dr. M. Vijayakumar, Problem Solving with Design Thinking, Paperback Edition, 2023.

Online Resources:

1. [dt-guide-book-master-copy.pdf](#)
2. [Design Thinking Resources, Activities & Exercises – IDEO U](#)
3. [The Innovation Brief | EP. 57 What is Digital Innovation?](#)
4. [EdTech Innovations & Digital Learning Tools – Career Point Edutech Ltd.](#)

SEMESTER – II

S. No	Course Code	Title of the Course	Scheme of Instruction			Scheme of Examination			Credits
			Hours per Week			Duration of SEE in Hours	Maximum Marks		
			L	T	P		CIE	SEE	
THEORY									
1	26MBC201	Human Resource Management	3	1	-	3	40	60	4
2	26MBC202	Financial Management	3	1	-	3	40	60	4
3	26MBC203	Operations Research	3	1	-	3	40	60	4
4	26MBC204	Operations Management	3	1	-	3	40	60	4
5	26MBC205	Business Analytics & Data Visualization	2	1	-	3	40	60	3
6	26MBC206	Spreadsheet Lab	-	-	4	3	50	50	2
7	26MBC207	Python Lab	-	-	2	3	50	50	1
8	26MBS201	Employability Skills Lab	-	-	2	3	50	50	1
9	26MBD201	Holistic Development & Student Engagement - II	-	-	-	-	50	-	1
OPEN ELECTIVE									
10	26MBO201	Business Environment & Public Policy	2	1	-	3	40	60	3
	26MBO202	Banking, Financial Services and Insurance							
	26MBO203	Cyber Security & IoT							
		TOTAL	16	6	8	26	440	510	27
Clock Hours Per Week: 30									

L: Lecture P: Practical
T: Tutorial

CIE: Continuous Internal Evaluation
SEE-Semester End Examination

26MBC201

HUMAN RESOURCE MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course objectives:

This course aims to:

1. Develop foundational and strategic understanding of Human Resource Management practices in contemporary organizations.
2. Enable students to apply modern HR processes including talent acquisition, performance management, employee engagement, and workforce analytics.
3. Equip students with knowledge of emerging HR trends, HR technologies, digital platforms, and future-ready workforce management practices.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Explain the concepts, functions, and strategic role of Human Resource Management in organizations.
2. Apply modern recruitment, selection, training, and talent management practices using digital HR tools and platforms.
3. Analyze and implement performance management, compensation, employee engagement, and career development systems.
4. Evaluate workforce challenges related to diversity, hybrid work, employee well-being, and service-oriented HR practices.
5. Utilize HR analytics, HRIS, AI-enabled HR tools, and emerging HR technologies for effective decision-making and organizational development.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	2	3	2	1
CO2	3	2	1	2	2	2	3
CO3	2	2	1	2	1	1	2
CO4	2	2	2	3	3	2	1
CO5	2	3	2	3	2	2	3

UNIT - I

Introduction: Meaning, objectives, scope, and functions of HRM. Evolution of HRM and strategic role of HR in organizations. HR policies and procedures. Competency framework and career opportunities for HR professionals. Strategic HR metrics and HR dashboards. Introduction to digital HR transformation. Overview of HR software and platforms.

UNIT - II

Human Resource Planning: Job analysis, job description, job specification, job design, and job evaluation. Workforce planning for hybrid, virtual, remote, and gig workforce models. Recruitment strategies, employer branding, social media recruitment, AI-enabled recruitment tools, Applicant Tracking Systems (ATS). Selection process, types of interviews, psychometric testing, onboarding and orientation. Training and development methods, e-learning platforms, Learning Management Systems (LMS), Kirkpatrick Model of training evaluation.

UNIT - III

Performance, Compensation, and Talent Development: Performance Management System: concepts, appraisal methods, and real-time performance management tools. Competency mapping and skill gap analysis. Compensation management, flexible benefits, total rewards approach, and pay benchmarking. Career planning, succession planning, employee retention strategies, and psychological contract. Introduction to HR analytics in performance management.

UNIT – IV

Employee Engagement and Service-Oriented HR Practices: Employee engagement and employee experience management. HR service delivery models and shared services. Quality of Work Life (QWL), employee wellness, work-life balance, mental health, and burnout management. Diversity, Equity, Inclusion, and Belonging (DEIB). Employee Counseling and workplace ethics. Managing hybrid teams and cross-cultural teams. HR role in organizational culture and employee satisfaction.

UNIT - V

Emerging Trends and HR Technologies: Strategic HRM in a changing business environment. E-HRM and Digital HR transformation. HR Analytics and data-driven HR decision making. Artificial Intelligence in HRM: AI-based hiring, chatbots, and people analytics. HRIS and cloud-based HR platforms. HR outsourcing, international HRM, Green HRM, and future trends in HRM.

Text Books:

1. Gary Dessler, “Human Resources Management”, 16th ed., Pearson, 2020.
2. Decenzo, “Human Resources Management”, 12th Edition, Wiley, 2016.
3. Michael Armstrong, “Human Resource Management”, Kogan Page, 2020.
4. David Lepak, Mary Gower, “Human Resource Management”, 3rd ed., Pearson, 2017.

Suggested Readings:

1. John P. Kotter, “Leading Change”, Harvard Business School Press, 2015.
2. Raymond Noe, John R. Hollenbeck, Barry Gerhart, Patrick Wright, Human Resource Management: Gaining a Competitive Advantage, 13th Edition, Mc Graw-Hill, 2023.
3. K.Aswathappa & Sadhna Dash “Human Resource Management”, 10th Edition, Mc Graw-Hill, 2017.
4. Raman Preet, “Future of Human Resource Management: Case Studies with Strategic Approach”, Wiley Publishers, 2019.

Online Resources:

1. Coursera – HRM, HR Analytics, Talent Management courses
2. LinkedIn Learning – HR skills, recruitment, leadership, communication
3. Harvard Business Review (HR articles, case studies)
4. SHRM HR Magazine articles and toolkits SHRM

26MBC202

FINANCIAL MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 marks
Continuous Evaluation	40 Marks
Credits	4

Course Objectives

This course aim to:

1. Provide a comprehensive understanding of the finance function, including its evolution, goals, and relevance in modern business decision-making.
2. Equip students with analytical skills for investment, financing, and dividend decisions using both traditional and modern financial techniques, along with Excel-based applications.
3. Develop the ability to evaluate financial performance and manage risk, capital structure, and working capital effectively in real-world corporate scenarios.

Course Outcomes

Upon Completion of this Course, students will be able to:

1. Explain the concepts, objectives, and functions of financial management and apply time value of money and risk–return principles in financial decision-making.
2. Evaluate investment proposals using capital budgeting techniques and apply quantitative methods for financial decision-making under risk and uncertainty
3. Analyze financing decisions using leverage analysis, EBIT–EPS analysis, capital structure theories, and cost of capital concepts for effective financial planning.
4. Assess dividend theories and dividend policies and evaluate their impact on firm value and shareholder wealth in the context of corporate practices.
5. Develop efficient working capital management strategies through estimation, cash budgeting, receivables management, and Excel-based analytical techniques

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	-	3	2
CO2	3	3	-	2	-	3	3
CO3	3	3	-	2	-	3	2
CO4	2	2	2	3	-	3	-
CO5	3	3	-	2	2	3	3

UNIT - I

Introduction: Nature, Scope, Evolution of Finance function and its New Role in the Contemporary Scenario, Goals of Finance function, Profit Maximizing vs Wealth Maximization. Risk - Return trade off. Time Value of Money - Future value and Present Value: Single Cash flows, Annuity, Multi period Compounding. Excel Functions for TVM

UNIT - II

Investment Decision: Capital Budgeting: Nature, Significance, Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Evaluation Techniques: Traditional - Payback method, Improvement in Traditional Payback, Average Rate Return and Discounted Cash Flow Techniques – Net Present Value, Internal Rate Return, Profitability Index. Capital budgeting under Risk and Uncertainty: Risk adjusted Discount Rate, Certainty Equivalents, Probability Tree Approach; Capital Rationing. (problems) Excel-based: Net Present Value, Internal Rate Return.

UNIT - III

Financing Decision: Concept of Leverage: Operating Leverage, Financial Leverage, Combined Leverage. EBIT - EPS Analysis, Indifference Points. Capital Structure Theories: Net Income approach, Net Operating Income approach, Traditional view and MM hypothesis. Cost of Capital: Cost of Debt cost of Preference Capital, Cost of

Equity Capital, Cost of Retained Earnings and Weighted Average Cost of Capital. Cost of Capital Practices in India. (Problems and Cases).

UNIT - IV

Dividend Decisions: Forms of Dividend, Bonus Shares, Rights Issue, Share-splits, Dividends and Value of the Firm, Dividend Theories: Relevance theory of Dividend: Walter's Model- Gordon's Model, Irrelevance Theory of Dividend: MM Hypothesis. Factors determining Dividend Policy, Share buybacks vs dividends. Dividend Policies of Indian Companies. (Problems and Cases).

UNIT - V

Working Capital Management: Concept of Working Capital, Components of Working Capital, Gross vs. Net Working capital, Determinants of Working Capital, Estimation of Working Capital requirements, Working Capital Policy, working capital estimation using Excel. Management of Current Assets: Cash Management-Basic Strategies for Cash Management, Cash Planning, Cash Budget. Receivables Management. (Problems and Cases).

Text Books:

1. I. M. Pandey, "Financial Management", 13th Ed. Vikas Publishing House, New Delhi 2024.
2. Khan, M. Y. and Jain P. K "Financial Management: Text, problems and Cases", 10th Edition, Tata McGraw Hill Pub. Co. Ltd New Delhi, 2023.
3. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", 17th Ed., Cengage Learning, USA, 2024.
4. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 5th Ed., Pearson Education Limited, UK, 2023.

Suggested Readings:

1. Vishwanath S.R., "Corporate Finance: Theory and Practice", 4th Ed. Response books, Sage Publications Ltd, New Delhi, 2022.
2. Prasanna Chandra, "Financial Management Theory and Practice" 11th Edition, McGraw Hill, New Delhi, 2023.
3. Bhalla V.K., "International Financial Management (Text and Cases)", S.Chand Publications, 3rd Edition, 2021.
4. Ruzbeh Bodhanwala, "Financial Management Using Excel Spreadsheet", Taxmann Publications Private Limited, 7th Edition, 2022.

Online Sources:

1. Prof. Abhijeet Chandra, NPTEL – Corporate Finance, IIT Kharagpur, 2024.
2. Prof. Anil K. Sharma, NPTEL – Financial Management for Managers, IIT Roorkee, 2024.
3. Prof. Anil K. Sharma, NPTEL – Working Capital Management, IIT Roorkee, 2024.

26MBC203**OPERATIONS RESEARCH**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	4

Course Objectives:

This course aims:

1. Familiarize students with techniques of linear programming and logistics models to figure out the absolute best way to use limited resources.
2. Enable students to apply practical ways to schedule complex projects, keeping costs down, and minimizing bottlenecks.
3. Empower students to apply game theory and simulation models to drive strategic, data-driven decisions under uncertainty

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Develop mathematical models and solve the real-life system with limited constraints by applying LPP.
2. Formulate and solve transportation and assignment concepts to implement Supply chain management.
3. Evaluate alternatives using decision making under risk and uncertainty and game theory.
4. Apply PERT and CPM techniques to plan, schedule and control project.
5. Apply simulation process in queuing theory to evaluate the system.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	-	-	-	3	3
CO2	3	3	-	1	-	3	2
CO3	3	3	-	1	-	3	3
CO4	3	3	1	-	2	3	2
CO5	3	3	-	-	-	3	3

UNIT - I

Introduction: Operation Research, Evolution, Scope and Applications in Business. Linear Programming: Models, Assumptions of Linear Programming Problems (LPP), Formulation, Graphical Method, Simplex Method, Big-M Method.

UNIT - II

Transportation and Assignment: Transportation Problem, Initial Solution Methods, North -West Corner Method, Least Cost Method (LSM) and Vogel's Approximation Method, Degeneracy, Unbalanced TP. Optimality Test - Stepping Stone Method and MODI Method. Assignment Problem, Hungarian Method, Unbalanced problems, Restricted AP. The Travelling - Salesman problem. Multi-period Transshipment models and their application in Global Supply Chains.

UNIT - III

Statistical Decision Theory and Game Theory: Decision Theory, Criteria for Decision Making under Risk and Uncertain Environments, Concept of Utility, Expected Monetary Value, EVPI Utility as a Concept of Decision Making. Game theory, Zero Sum Game, Saddle point, Pure strategies, Mixed strategies, Dominance, Graphical Method for (mx2) and (2xn) games.

UNIT - IV

Project Management by Network Analysis: Network fundamentals - Scheduling the Activities - PERT Vs CPM - Identifying Critical Path - Probability of completing the Project within Scheduled time, Critical Path Method – Optimization of Project parameters - Crashing. Resource Leveling and Resource Smoothing.

UNIT - V

Queuing Theory and Simulation: Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system - Operating characteristics of Queues, Simulation: Process of Simulation, Applications of Simulation to different Management Problems. Using Python/Excel for Simulation experiments. Introduction to Sensitivity Analysis and its role in managerial decision-making.

Textbooks:

1. J.K. Sharma, Operations Research: Theory and Applications, 6th Edition, Macmillan Publishers India, 2017.
2. KK Chawla, Vijay Gupta and Bhushan K Sharma, Operations Research: Quantitative analysis for Management, 18th edition reprinted, Kalyani Publishers, 2019.
3. Kant Swami, Operations Research: Theory, Methods and Commercial Applications, 1st Edition, Scholar Tech Press, 2016.
4. N.D. Vohra, Quantitative Techniques in Management, 5th Edition, Tata McGraw-Hill Education, 2017.

Suggested Readings:

1. Hamdy A. Taha, Operations Research: An Introduction, 10th Edition, Pearson, 2019.
2. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research, 7th Edition, McGraw-Hill Education, 2002.
3. Mokhtar S. Bazaraa, John J. Jarvis, and Hanif D. Sherali, Linear Programming and Network Flows, 4th Edition, Wiley, 2009.
4. R. Panneerselvam, Operations Research, 3rd Edition, PHI Learning Pvt. Ltd., 2023.

Online Resources:

1. MOOCS- Introduction to Operations research by Prof G Srinivasan
2. <https://www.sciencedirect.com/journal/european-journal-of-operational-research>
3. https://link.springer.com/journal/12063?gad_source=1&gad_campaignid=23311299261&gclid=Cj0KCQjwzqXQBhD2ARIsAKrIeU8k9K3bsi2LpYTFE7ulyWW27dOlz2mkyRFJeTFYRZj7wytvXUAEklwaAsoXEALw_wcB
4. https://link.springer.com/journal/10479?gad_source=1&gad_campaignid=23311299261&gclid=Cj0KCQjwzqXQBhD2ARIsAKrIeU9KliZCaQR-Boy0_klxM-EOIfdPMEaur6wYJmIFQd0z3-o5aSWM5TMaAnMfEALw_wcB

26MBC204

OPERATIONS MANAGEMENT

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	4

Course Objectives:

This course aims:

1. To develop an understanding of operations management concepts, systems, and contemporary trends.
2. To equip students with analytical and decision-making skills in production planning, scheduling, work study, quality management, and inventory control.
3. To enable students to apply modern tools and digital technologies in manufacturing and service operations for improving efficiency, productivity, and competitiveness.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand operations systems and emerging trends, apply their role in competitive strategy, and evaluate the impact of agility, sustainability, and Industry 4.0 on organizational performance.
2. Examine planning and scheduling techniques and analyze their application to evaluate effectiveness in achieving operational efficiency.
3. Apply and analyze work processes and evaluate productivity improvements through standard time and methods.
4. Examine quality, lean, and inventory management principles. Analyze process variations and evaluate the effectiveness of TQM, Six Sigma, and inventory practices.
5. Understand and analyze service design and evaluate the role of digital transformation and sustainability in performance improvement.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	3	2	3	1
CO2	3	3	-	1	2	3	2
CO3	3	3	-	-	2	3	2
CO4	3	3	2	2	2	3	3
CO5	3	2	2	2	2	3	3

Unit - I

Introduction: Production as a system, Role of Operations Management in competitive strategy, Production Cycle, Process Planning and Process Design, Digital ergonomics. Production Planning and Control: Basic functions. AI-enabled planning, Types of Production Systems - Project, Assembly, Batch and Continuous flow. Productivity measurement in manufacturing and services industry, Agility & resilience in operations, Recent Trends: Agile Operations, Sustainability in Operations (Circular Economy), and Triple Bottom Line, Industry 4.0.

Unit - II

Planning, Scheduling, and Automation in Manufacturing Systems: Aggregate Planning, Master Production Schedule (MPS), Material Requirement Planning (MRP I), Manufacturing Resource Planning (MRP II), ERP Systems overview, Sequencing and Scheduling- Single Machine, Johnson's Rule, Extension of Johnson's Rule. Plant Location and Layout: Factors influencing Location, Different types of Layouts. Robotics and automation in assembly, Line Balancing. Maintenance Management: Concept and Types: Breakdown, Preventive, Predictive, Corrective, Total Productive Maintenance (TPM).

UNIT - III

Work Study: Method Study and Work Measurement. Basic Work Study procedure - Various techniques in Method Study for identifying the most appropriate method. Work measurement - Its uses and different methods, allowance and its types, computation of Standard Time. Work study in service and digital platforms.

Unit IV

Quality, Lean, and Inventory Management: Total Quality Management (TQM), Quality dimensions and the cost of poor quality. Statistical Process Control (SPC) basics & control charts, Six Sigma philosophy. Lean principles: waste types (muda), 5S, Kaizen, JIT. Data Analytics in Quality Improvement. Inventory Management: Importance of inventory, Modern Inventory Practices: EOQ, ABC Analysis, Perpetual Inventory System, Predictive analytics in inventory.

Unit V

Service Operations Management & Digital Transformation: Service Operations and their Management Fundamentals, Role of Services in an Economy, Service Concept. Service Design and Development: New Service Development, Service Strategy - Competitive service strategies, service winners, service qualifiers. Robotic Process Automation (RPA) in service delivery. Six Sigma applications in service industries. Technology in Service Operations: Digital transformation in service industries, Sustainability in Service Operations.

Text Books:

1. Stevenson J. William, & Thomas J Kull, “Operations and Supply Chain Management” (latest ed.), 15th edition, McGraw-Hill Education, 2024.
2. Panneerselvam R, “Production and Operations Management”, 3rd edition, Prentice Hall India Learning Private Limited, 2012.
3. B Mahadevan, “Operations Management: Theory and Practice”, Pearson Education India, 3rd edition, 2015.
4. Robert Johnston, Graham Clark, Michael Shulver, and Nigel Slack, “Service Operations Management: Improving Service Delivery”, Pearson, 5th edition, 2020.

Suggested Readings:

1. Jay Heizer, Barry Render, Chuck Munson, “Operations Management: Sustainability and Supply Chain Management”, 14th ed. Global Edition, Pearson, 2023.
2. Lee J Krajewski, Manoj K Malhotra, “Operations Management: Processes and Supply Chains”, 14th edition, Pearson, 2024.
3. Roberta S. Russell, Bernard W. Taylor, Venkataramanaiah Saddikuti, Pavan Kumar Gudavalleti. “Operations and Supply Chain Management”, 10th edition-Indian adaptation, Wiley, 2023.
4. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, “Service Management: Operations, Strategy, and Information Technology”, Tata McGraw-Hill Education Pvt. Ltd, 2017.

Online Resources:

1. Production and Operations Management by Prof Rajat Agarwal, IIT Rooree, 12 Weeks, NPTEL.
2. Operations and Supply Chain Management by Prof G Srinivasan, IIT Madras, 12 Weeks, NPTEL.
3. National Productivity Council Courses <https://www.npcindia.gov.in/NPC/User/TrainingHeadQuarter>
4. Operations and Revenue Analytics by Prof. Rajat Agrawal, 8 Weeks, NPTEL.

26MBC205

BUSINESS ANALYTICS AND DATA VISUALIZATION

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	50 Marks
Credits	4

Course Objectives:

This course aims to:

1. To Provide foundational knowledge of business analytics, data science, big data concepts, and analytics techniques for data-driven managerial decision-making.
2. To Develop the ability to connect, analyze, interpret, and visualize data using Tableau and other visual analytics techniques.
3. To Enable students to create dashboards, perform data preparation, and apply advanced data visualization methods for generating meaningful business insights.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand and explain the concepts of business analytics, data science, and big data in organizational contexts.
2. Apply descriptive, predictive, and prescriptive analytics techniques to analyze business data.
3. Create basic data visualizations using Tableau and interpret insights effectively.
4. Demonstrate the ability to connect to data sources, model data, and select appropriate visualization techniques.
5. Design advanced visualizations and perform data cleaning and preparation using Tableau tools for decision-making.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	1	1	2	1
CO2	2	3	1	1	1	2	2
CO3	1	2	1	2	1	1	2
CO4	2	3	1	2	1	2	3
CO5	2	3	1	1	1	2	3

Unit-I

Introduction to Business Analytics: Introduction to Analytics, Data Science, Big Data. Applications of Analytics in different Domains. Business Analytics - Challenges from Outside and Within, BASP (Business Analytics Success Pillars) framework, Analyst's Role in the BA Model - Three Requirements the Analyst Must Meet.

Unit II

Business Analytics Techniques: Descriptive, Predictive and Prescriptive Analytics: Descriptive Analytics: Data Warehousing - Introduction, Characteristics, Data Warehouse Architecture, Predictive Analytics- Data Mining and Data Mining Process. Text Mining and Data Mining Process, Prescriptive Analytics - Introduction and Significance. Structured Query Language (SQL).

Unit III

Introduction to Data Visualization and Visual Analytics: Data Visualization-Importance of Data Visualization in decision-making, Overview of Tableau in data visualization, Getting Started with Tableau-Introduction to Tableau Desktop, Working with Workbook Data and Worksheets, creating basic data visualizations, Understanding Dimensions and Measures in Tableau, Practice exercises.

Unit IV

Data Sources, Data Modeling and Basic Visualization in Tableau: Connecting to Data Sources and Data Interpretation-Introduction to Data sources in Tableau, Introduction to Data sources in Tableau, Key components of the Data Source page, tableau desktop Interface, Dimensions and Measures, Dimensions and Measures-Basic chart types in Tableau Desktop, Selecting the ideal chart type in Tableau

Unit V

Advanced Data Visualization and Data Preparation using Tableau: Grouping data in Tableau, Sorting data in Tableau, Filters in Tableau, Advanced Data Visualization and Graphs in Tableau-Bar-in-bar chart, Dual axis charts, Combo bar chart, Diverging bar chart, Lollipop chart, Animated graph or motion chart, Racing bar chart, Data Cleaning and Preparation-Data preparation fundamentals, Using Tableau Prep Builder, Cleaning Steps, Spotting and addressing missing values, Generating Output from Tableau Prep.

Text Books:

1. U. Dinesh Kumar, “Business Analytics, 2ed: The Science of Data-Driven Decision Making”, Wiley, 2021.
2. Dr Aparna Chaturvedi, Prof. Praveen Malik, “Mastering Data Visualization with Tableau”, 1st Edition, BPB Publications, 2024.
3. Ramesh Sharda, Dursun Delen, Efraim Turban, “Business Intelligence, Analytics, Data Science, and AI”, 5th edition, Pearson, 2024.
4. S. Christian Albright/Wayne L. Winston, “Business Analytics: Data Analysis and Decision Making”, 8th edition, Cengage, 2025.

Suggested Readings:

1. Wes McKinney, “Python for Data Analysis, 3rd edition, O'Reilly Media, 2023.
2. Wayne L. Winston, “Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365) (Business Skills)”, 7th edition, Microsoft Press, 2021.
3. Gert H. N. Laursen, Jesper Thorlund, “Business Analytics for Managers: Taking Business Intelligence Beyond Reporting”, 1st edition, John Wiley & Sons, Inc., 2017.
4. Ryan Sleeper, “Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, 1st edition, O'Reilly Media, 2018.

Online Resources:

1. <https://www.tableau.com/>
2. <https://learn.microsoft.com/en-us/training/>
3. <https://www.coursera.org/specializations/business-analytics?msockid=0608ae8d85d8682d0623b9c3846c69ac>
4. <https://onlinecourses.nptel.ac.in/e-learning>
5. <https://www.kaggle.com/learn>
6. <https://skillsbuild.org/>

26MBC206

SPREADSHEET LAB

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	50 Marks
Credits	2

Course Objectives:

The course aims:

1. To develop proficiency in advanced Excel formulas, data cleaning, transformation, and visualization using tools such as Power Query for effective data analysis
2. To equip students with skills in automation and reporting through macros, pivot tables, and Power Pivot
3. To enable students to apply What-If analysis and optimization techniques and design interactive dashboards for data-driven managerial decision-making

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Apply advanced formulas and lookup functions (XLOOKUP, INDEX-MATCH, nested functions) to analyze and manage business data.
2. Perform data cleaning, transformation, and visualization using tools such as Power Query, charts, and conditional formatting.
3. Develop automated solutions and dynamic reports using macros, pivot tables, and Power Pivot.
4. Analyze business scenarios and make data-driven decisions using What-If analysis tools and optimization techniques.
5. Design and create interactive dashboards and reports integrating Excel and Power BI for business insights.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	-	1	-	1	3
CO2	2	3	-	1	1	1	3
CO3	2	3	1	-	1	2	3
CO4	3	3	1	2	-	3	3
CO5	3	3	2	2	3	3	3

UNIT - I

Advanced Formulas & Lookup Functions: UNIQUE, IFERROR, IFS, AND, OR, SWITCH, COUNTA, COUNTIF, SUMIF, SUMIFS, AVERAGEIFS, RANK, PERCENTILE, STDEV, VAR, VLOOKUP, HLOOKUP, Nested VLOOKUP, XLOOKUP, INDEX & MATCH, Reverse LOOKUP using CHOOSE, INDIRECT, XMATCH.

UNIT - II

Advanced Data Visualization: Advanced Charting and Graphing Techniques, Sparklines and Conditional Formatting for Data Visualization, Introduction to Excel Add-ins. Data Handling & Cleaning: Flash Fill, Remove Duplicates, Data Validation, Named Ranges, Data Cleaning Functions, TRIM, CLEAN, SUBSTITUTE. Power Query- Data import, data cleaning, transformation, merging and appending datasets. Column profile and column quality give EDA with statistics.

UNIT - III

Macros & Pivot Tables: Enable Developer Tab in Excel, Record a simple macro, Macro-based Reporting-Daily/weekly sales report generation, Basic Error Handling, Run macros with error handling, Fix simple runtime errors. Pivot Tables & Power Pivot: Pivot Charts, Slicers, Timelines, Import CSV/PDF/Web Data, Merge Tables, Copilot in Excel basics, Value Field Settings (Basic & Advanced), Calculated Fields & Calculated Items. Advanced Pivot Table-Slicers, Timelines, grouping, and drill-down analysis.

UNIT - IV

What-If Analysis & Decision-Making Tools: What-If Analysis: Goal Seek, Data Tables, Scenario Manager, Solver for optimization problems, Descriptive Statistics (ToolPak), Sensitivity and scenario analysis.

UNIT - V

Excel Dashboards & Business Reporting: Planning a Dashboard, Adding Dynamic Content, Integrating Tables and Charts, Building Interactive Dashboards. Power BI integration with Excel for dashboards (basic level). KPI cards, dynamic dashboards using dropdowns, and interactive charts.

Text Books:

1. Michael Alexander, Richard Kusleika, John Walkenbach, "Excel 2019", 1st edition, Wiley, 2018.
2. Michael Alexander & Richard Kusleika, "Excel 365 Bible", 2nd Edition, John Wiley & Sons Inc, 2025.
3. Bill Jelen & Michael Alexander, "Microsoft Excel 2019 Pivot Table Data Crunching", 1st Edition, Microsoft Press, 2019.
4. Alan Murray, "Advanced Excel formulas: Unleashing brilliance with Excel formulas", 1st edition, Apress, 2022.

Suggested Readings:

1. Bill Jelen, Michael Alexander, "Microsoft Excel 2019- Pivot Table Data Crunching", 1st edition, Microsoft Press, 2019.
2. Munmun Ghosh, "Business Statistics Using Excel, SPSS, and R", Cengage Learning, 2023.
3. Wayne L. Winston, Microsoft Excel Data Analysis and Business Modeling, 7th Edition, PHI Learning Pvt. Ltd, 2022.
4. Stephen G. Powell & Kenneth R. Baker, Business Analytics: The Art of Modeling With Spreadsheets, 5th Edition, John Wiley & Sons Inc, 2016.

Online Resources:

1. Decision Making with Spreadsheets by Prof Ramesh A, 12 Weeks, NPTEL.
2. Microsoft 365 Fundamentals Specialization, Coursera.
3. Excel basics for Data Analysis, Coursera.
4. Excel Skills for Business, Coursera.

26MBC207

PYTHON LAB

Instruction	2 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	50 Marks
Credits	1

Course Objectives:

The course aims:

1. To introduce the fundamentals of Python programming and problem-solving techniques for business applications.
2. To develop the ability to use Python data structures, control statements, and functions for handling business-related tasks.
3. To enable students to perform basic business data analysis and visualization using Python libraries and tools.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand the fundamentals of Python programming, syntax, operators, and data types.
2. Develop Python programs using decision-making statements, loops, and functions for solving simple business problems.
3. Apply Python strings and data structures such as lists, tuples, sets, and dictionaries in business applications.
4. Perform basic file handling and business data analysis using NumPy and Pandas libraries.
5. Create basic business data visualizations and simple analytical applications using Matplotlib and Python tools.

CO-PO Articulation Matrix

CO/PO-PSO	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-1	PSO-2
CO1	2	3	1	1	1	1	2
CO-2	2	3	1	1	1	1	2
CO-3	2	2	1	1	1	1	3
CO-4	1	3	1	1	1	1	2
CO-5	2	3	1	1	1	2	3

UNIT - I

Introduction to Python Programming: Introduction to Python and its Features, Installation of Python, Jupyter Notebook and Google Colab, Basic Syntax, Variables and Data Types, Input and Output Statements, Operators and Expressions, Type Conversion, Simple Python Programs.

UNIT - II

Control Structures and Functions: Conditional Statements: if, if-else, elif ladder, Looping Statements: for and while loops, Break, Continue and Pass Statements, Functions in Python, Function Arguments and Return Values, Introduction to Lambda Functions.

UNIT- III

Strings and Data Structures: Strings and String Operations, Lists and List Operations, Tuples, Sets, Dictionaries and Dictionary Operations, Basic List Comprehensions.

UNIT- IV

File Handling and Business Data Analysis: Introduction to NumPy and Pandas: Numpy arrays, basic functions. Pandas: data frame, basic operations. Reading/writing CSV Files, Webpage and Excel.

UNIT - V

Data Visualization and Business Applications: Introduction to Matplotlib, Line Charts, Bar Charts and Pie Charts, Basic Business Data Visualization, Simple Business Applications using Python.

Text Books:

1. Reema Thareja, Python Programming: Using Problem Solving Approach, 2nd Edition, Oxford University Press, 2022.
2. Wes McKinney, Python for Data Analysis, 3rd Edition, O'Reilly Media, 2023.
3. Y. Daniel Liang, Introduction to Programming Using Python, 1st Edition, Pearson Education, 2020.
4. Gowrishankar S. and Veena A., Introduction to Python Programming, CRC Press, 2019.

Suggested Readings:

1. S. Sridhar, J. Indumathi and V. M. Hariharan, Python Programming, Pearson Education, 2023.
2. Shawn Peters, Python Essentials You Always Wanted to Know: Beginner's Guide to Python Programming, Data Structures, Data Analytics with Hands-On Coding Exercises, Vibrant Publishers, 2024.
3. Eric Matthes, Python Crash Course, 3rd Edition, No Starch Press, 2023.
4. Allen B. Downey, Think Python: How to Think Like a Computer Scientist, 2nd Edition, O'Reilly Media, 2020.

Online Resources:

1. Python for Data Science by Prof Ragunahan Rengasamy, IIT Madras, 4 Weeks, NPTEL.
2. Microsoft Python Development Professional Certificate by Coursera.
3. Python Data Fundamentals, 4 Weeks, Data Camp.
4. IT Automation with Python Professional Certificate, 6 months course, Coursera.
5. <https://openpython.org/courses/learnpython>
6. <https://www.kaggle.com/learn/python>

26MBS201**EMPLOYABILITY SKILLS LAB**

Instruction	2 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	50 Marks
Credits	1

Course Objectives:

This course aims to:

1. To Develop self-awareness, professional attitude, communication skills, and workplace readiness required for personal and career growth.
2. To Enhance analytical thinking, problem-solving ability, emotional intelligence, interpersonal effectiveness, and professional behavior for organizational environments.
3. To Provide practical exposure to employability competencies including resume writing, group discussions, interviews, networking strategies, career planning, and utilization of digital platforms for continuous learning and employment opportunities.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Analyze individual strengths, weaknesses, and professional competencies to improve employability and workplace effectiveness.
2. Demonstrate communication, teamwork, analytical thinking, and problem-solving skills required for professional and organizational settings.
3. Apply appropriate strategies and techniques to perform effectively in group discussions, aptitude tests, and interview processes.
4. Develop professional resumes, digital profiles, and career plans by utilizing modern networking and job search platforms.
5. Exhibit professionalism, adaptability, ethical behavior, and career management skills required for sustainable professional growth.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	1	1	1	-
CO2	2	3	1	2	3	1	-
CO3	2	3	1	2	3	1	-
CO4	1	1	1	2	1	2	3
CO5	1	1	3	2	2	1	-

UNIT - I

Introduction: Concept and importance of employability skills, Hard skills vs soft skills vs transferable skills, Self-assessment tools (SWOT analysis, skill gap analysis), Personal branding in digital platforms. Personal Branding through Social Media Platforms such as LinkedIn, Practical Exercises.

UNIT - II

Workplace Readiness: Problem-solving and decision-making frameworks, Analytical thinking, Time management and productivity tools, Adaptability, resilience, and emotional intelligence. Professional Ethics.

UNIT - III

Career Preparation: Resume writing and Cover Letter Drafting, LinkedIn profile building and networking strategies, Job search techniques and use of Job Portals.

UNIT - IV

Selection Process and Corporate Readiness: Aptitude test basics (quantitative, logical, verbal), Group discussions (types, strategies, mock GDs), Recording and Review of Student Presentations, Interview skills (HR, technical, behavioral interviews), Mock interviews.

UNIT - V

Career Planning & Development: Developing Career Goals, Career Benefits from E-Learning, Career Planning within a Corporate Setting and while Switching a Company-Dos and Don'ts. Professional Ethics

Text Books:

1. Meenakshi Raman & Prakash Singh, Business Communication, 3rd Edition, Oxford University Press, 2021.
2. Barun K. Mitra, Personality Development and Soft Skills, 2nd Edition, Oxford University Press, 2019.
3. Stephen P. Robbins & Timothy A. Judge, Organizational Behavior, 18th Edition, Pearson Education, 2022.
4. Robert B. Cialdini, Influence: The Psychology of Persuasion, Revised Edition, Harper Business, 2021.

Suggested Readings:

1. Dale Carnegie, How to Win Friends and Influence People, Latest Edition, Srishti Publishers, 2025
2. Dale Carnegie Training, The 5 Essential People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts, Reprint Edition, Simon & Schuster, 2009
3. Joseph A. DeVito, The Interpersonal Communication Book, 15th Edition, Pearson Education, 2020.
4. Travis Bradberry & Jean Greaves, Emotional Intelligence 2.0, Updated Edition, Talent Smart, 2019.

Online Resources:

1. <https://www.linkedin.com/learning/>
2. <https://www.coursera.org/courses?query=career%20development&msockid=0608ae8d85d8682d0623b9c3846c69ac>
3. https://swayam.gov.in/nc_details/NPTEL
4. <https://learn.microsoft.com/en-us/training/>
5. <https://career.skills.google/?locale=en>
6. <https://interviewbuddy.net/>

26MBD201**HOLISTIC DEVELOPMENT AND STUDENT ENGAGEMENT-II**

Instruction	-
Duration of Semester End Examination	-
Semester End Examination	-
Continuous Internal Evaluation:	50 Marks
Credits	1

Course Objectives:

This course aims to:

1. Provide students with experiential learning opportunities that reinforce classroom concepts and enhance managerial and soft skills.
2. Encourage participation in co-curricular and extra-curricular activities to develop interests, skills, and social interaction beyond academics.
3. Promote community engagement, extension activities, and wellness practices for overall student development.

Course Outcomes:

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

1. Demonstrate leadership skills, build professional networks, and gain experiential learning beyond the classroom.
2. Identify and engage in opportunities for personal growth, leadership development, and exploration of new interests.
3. Contribute to social change by participating in community-oriented activities and proposing solutions to social issues.
4. Apply acquired skills to create a positive impact on the department, institution, and community.
5. Exhibit holistic well-being by integrating social, emotional, physical, mental, and intellectual development practices.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	1	2	2	2
CO2	2	2	1	1	2	1	2
CO3	2	2	2	1	1	1	1
CO4	2	2	1	1	2	1	2
CO5	1	1	2	1	1	1	1

Description:

For the holistic development, student shall get engaged in the categories of activities:

1. Co-Curricular Activities
2. Extra-curricular activities
3. Community Engagement/Extension Activities
4. Coordinator for Class, Alumni, Internship, Placements, Leadership and Volunteer Roles for Department Activities/Events, participation in department events etc.
5. Professional Body Activities and Industry Exposure.

The assessment will be done for maximum 50 marks at the end II semester considering the achievements of II semester only.

Every student shall participate in the activities and submit a report of the participation with the proofs along with learning outcomes. Assessment will be done by a panel formed by the Head of the Department.

Refer MBA Academic Rules (R-26)

26MBO201**BUSINESS ENVIRONMENT AND PUBLIC POLICY**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation:	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. Provide understanding of the dynamics of business environment and public policy frameworks influencing organizational decisions.
2. Develop analytical ability to evaluate economic reforms, trade policies, and regulatory systems in national and global contexts.
3. Equip students with strategic insights for business decisions by integrating emerging policy trends and regulatory developments.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Analyse and apply business environment frameworks using analytical and decision-making approaches to evaluate their impact on organizational performance.
2. Evaluate and interpret economic reforms, globalization trends, and policy changes using data-based decision models and economic analysis for business growth and strategic decisions.
3. Analyse and assess public policies and regulatory frameworks using critical thinking to support strategic business decisions in national and global contexts.
4. Evaluate and apply international trade, investment policies, and global business frameworks considering economic, legal, and regulatory environments.
5. Formulate and justify strategic responses to emerging policy trends such as digital economy, fintech regulation, sustainability, and AI governance using analytical tools and data-driven decision-making.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	-	1	1	2	-
CO2	1	3	-	3	-	2	2
CO3	1	2	-	3	2	2	-
CO4	1	2	-	3	2	2	-
CO5	1	3	2	2	2	1	3

UNIT - I

Business Environment: Concepts and Framework: Concept, nature, scope, and significance of business environment, business ecology, business environment interrelationship, internal and external environment, micro and macro environment, environmental scanning, PESTLE framework, regulatory institutions in India: RBI, SEBI, Competition Commission of India, Ministry of Corporate Affairs.

UNIT - II

Economic Reforms, Liberalization and Global Business: Evolution of Indian business environment, planning era, industrial resolutions of 1948 and 1956, New Industrial Policy 1991, LPG reforms, Impact of reforms on Indian economy, FDI and FII, role of IMF, World Bank, WTO, regional trade agreements: ASEAN, EU, CEPA, CECA, Global business environment, multinational corporations, global value chains, economic blocs, trade diplomacy.

UNIT - III

Public Policy and Regulatory Framework: Meaning, objectives, and significance of public policy, policy formulation process, role of government in business, market failure and government intervention, industrial policy, fiscal policy, monetary policy, public expenditure and taxation. Major policies in India, MSMEs, startup ecosystem, Make in India, Atmanirbhar Bharat, Digital India, industrial corridors.

UNIT - IV

Trade, Investment and Competition Policy: Foreign trade policy, EXIM policy, FEMA, FDI policy, MNCs and entry strategies, mergers and acquisitions, Competition Act 2002, anti-trust regulation, consumer protection framework. Trade agreements, WTO, GATT, TRIPS, TRIMS, GATS, Balance of payments, exchange rate policy, foreign capital and investment climate.

UNIT - V

Emerging Trends in Business Policy Environment: Digital economy and public policy, UPI ecosystem, digital payments, fintech regulation, data privacy laws, AI governance, Gig economy and platform policy, aggregators, e-commerce regulations, Emerging trends, startup policy, innovation ecosystems, smart cities, AI in public policy, global sustainability regulations

Text Books:

1. Aswathappa, K., “Essentials of business environment”, 17th revised edition, Himalaya Publishing House, 2025.
2. Justin Paul, “Business environment: Text and cases”, 4th edition, McGraw Hill Education, 2018.
3. Radhakrishnan Sarpu, “Public Policy: A Contemporary Perspective” Latest edition, Atlantic Publishers, 2023.
4. Ramesh Singh, “Indian Economy”, 18th edition, McGraw Hill Education, 2026.

Suggested Readings:

1. Mishra, S. K., & Puri, V. K., “Indian economy”, 43rd Edition, Himalaya Publishing House, 2026.
2. Cherunilam, F., “Business environment: Text and cases”, 32nd Edition, Himalaya Publishing House, 2025.
3. Sara r. Rinfret, Denise Scheberle and Michelle C. Pautz, “Public Policy: Concise Introduction”, 2nd Edition, Sage College Publishing, 2023.
4. Bukht, R., & Heeks, R., “Digital economy and policy frameworks”. Routledge, 2021.

Online Resources:

1. Reserve Bank of India. (2025). Reports, circulars, and monetary policy statements. Reserve Bank of India. <https://www.rbi.org.in>
2. Securities and Exchange Board of India. (2025). SEBI regulations and policy framework. SEBI. <https://www.sebi.gov.in>
3. Ministry of Finance, Government of India. (2025). Economic survey and Union budget documents. Government of India. <https://www.indiabudget.gov.in>
4. NITI Aayog. (2025). Policy reports and development initiatives. Government of India. <https://www.niti.gov.in>
5. International Monetary Fund. (2025). Global economic outlook and policy papers. IMF. <https://www.imf.org>
6. World Bank. (2025). Business environment and development policy resources. World Bank Group. <https://www.worldbank.org>

26MBO202

BANKING, FINANCIAL SERVICES AND INSURANCE

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 marks
Continuous Evaluation	40 Marks
Credits	3

Course Objectives:

The course aims to:

1. Provide a comprehensive understanding of the structure, functions, and regulatory framework of the banking, financial services.
2. Develop analytical capabilities to evaluate banking operations, credit management, financial services, and insurance products for effective decision-making.
3. Examine contemporary developments in the BFSI sector, including risk management practices, financial technologies (FinTech), and digital transformation.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Explain the structure and functions of banking, financial services.
2. Apply banking concepts in credit appraisal, loan management, and risk assessment.
3. Analyze financial services, investment avenues, and market instruments.
4. Evaluate insurance products, risk coverage, and regulatory compliance.
5. Assess and apply emerging trends such as FinTech, digital banking, and innovation in BFSI.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	-	1	1	2	-
CO2	1	3	-	3	-	2	2
CO3	1	2	-	3	2	2	-
CO4	1	2	-	3	2	2	-
CO5	1	3	2	2	2	1	3

UNIT - I

Banking System & Operations: Evolution and Structure of Indian Banking System, Types of Banks: Commercial, Cooperative Bank. Role of RBI in Economic Development, Monetary Policy: Central Bank tools to regulate Money Supply. Functions of Commercial Banks, Banker–Customer Relationship. Core Banking Solutions: Concept, features and significance. Analysis of Bank Financial Statements- CAMELS approach.

UNIT - II

Banking Credit and Risk Management: Sources and Uses of Bank Funds, Credit Management: Credit Appraisal Process, Loan Pricing Models, Customer Profitability Analysis. Non-Performing Assets: Concept, Causes, Implications and Recovery Mechanisms. Risk Management in Banks – Credit Risk, Market Risk and Operational Risk. Basel Norms (Basel I, II and III) – Framework, objectives and implementation in India.

UNIT - III

Financial System, Markets, Institutions and Services: Financial System and its structure, Financial Markets: Money & Capital Market. Financial Instruments: Money Market Instruments, Capital Market Instruments. Financial Institutions: Banking Institutions, Non-Banking Financial Companies (NBFCs), Development Financial Institutions. Credit Rating Agencies (CRISIL, ICRA). Financial Services: Fund-based & Fee-based

UNIT - IV

Insurance Management: Concept, Nature and Importance of Insurance. Risk Management Process, Principles of Insurance: Indemnity, Subrogation, Utmost Good Faith, Insurable Interest, Contribution and Proximate Cause. Insurance Contract and Legal Aspects. Types of Insurance Organizations: Life and General Insurance Companies. Reinsurance-: Concept and importance, Role of IRDAI.

UNIT – V

Insurance Products & Emerging Trends in BFSI: Life Insurance Products (Term, Endowment, ULIP), General Insurance (Health, Motor, Fire), Claims Settlement Process. Insurance Distribution Channels, (Bancassurance), Digital Banking & Digital Payments (NEFT, RTGS, UPI). FinTech, InsurTech, Blockchain, Cyber Security in BFSI.

Text Books:

1. Rose, P. S., & Hudgins, S. C., Bank Management and Financial Services, 10th Edition, McGraw-Hill Education, 2021.
2. Gordon, E., & Natarajan, K., Financial Markets and Services, 12th Edition, Himalaya Publishing House, 2024.
3. Suresh, P., & Paul, J., Management of Banking and Financial Services, 3rd Edition, Pearson Education India, 2023.
4. Mishra, M. N., & Mishra, S. B., Principles of Insurance, 4th Edition, S. Chand Publishing, 2023

Suggested Readings

1. Khan, M. Y., Indian Financial System, 12th Edition, McGraw-Hill Education, 2022.
2. Gurusamy, S., Financial Services, 5th Edition, McGraw-Hill Education, 2023.
3. Chandra, P., Investment Analysis and Portfolio Management, 6th Edition, McGraw-Hill Education, 2022.
4. Hull, J. C., Options, Futures, and Other Derivatives, 11th Edition, Pearson Education, 2022.

Online Resources:

1. NPTEL – Introduction to Commercial Banking and FinTech by Prof. Wasim Ahmad offered by Institution: Indian Institute of Technology Kanpur.
2. NPTEL – Economics of Banking and Finance Markets by Prof. Sukumar Vellakkal offered by Institution: Indian Institute of Technology Kanpur.
3. NPTEL – Financial Institutions and Markets by Prof. Jitendra Mahakud offered by institution: Indian Institute of Technology Kharagpur.
4. IIBF – Indian Institute of Banking and Finance.
5. NISM – National Institute of Securities Markets.

26MBO203

CYBER SECURITY & IOT

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Course Objectives:

The course aims to:

1. Examine cybersecurity principles, IoT ecosystems, architectures, and technology adoption strategies in connected and cloud-enabled business environments.
2. Analyze cyber threats, vulnerabilities, legal frameworks, digital forensics, ethical issues, and security governance practices for organizational resilience.
3. Evaluate AIoT technologies, Industry 5.0 applications, and risk management strategies for secure and intelligent business operations.

Course Outcomes

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

1. Examine cybersecurity concepts, IoT ecosystems, and technology adoption strategies in connected environments.
2. Analyze IoT architectures, communication protocols, and vulnerabilities in smart systems.
3. Evaluate cyber threats, legal frameworks, digital forensics, and ethical issues in cybersecurity.
4. Apply security controls, governance practices, and incident response strategies for organizational security.
5. Evaluate AIoT technologies and Industry 5.0 applications for secure business innovation.

CO-PO Articulation Matrix

CO/ PO & PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	2	-	-	-	1	2
CO2	1	3	-	-	-	1	2
CO3	1	2	-	3	-	-	1
CO4	2	2	1	1	2	1	2
CO5	2	1	1	1	1	1	3

Unit - I

Introduction: Concepts: Introduction to Cyberspace vs. Physical space; Definition and scope of IoT; Key objectives of cybersecurity: the CIA triad (Confidentiality, Integrity, Availability). Infrastructure of IoT; Evolution of IoT in business; Essential security and privacy goals in a connected world. Management Perspective: The role of tech-savvy leadership in driving strategic adoption.

Case Study: The Disruption of Indian Retail: IoT and Digital Inclusion in the India Stack.

Unit - II

IoT Architecture and Vulnerabilities: Architecture: Three-layer IoT framework: Device (sensors), Connectivity (network), and Compute (cloud/edge); Communication protocols (MQTT, HTTP). Vulnerabilities: Common Vulnerabilities and Exposures (CVE); The expanding attack surface in smart factories and offices. Cloud Integration: Relationship between Cloud Computing, Big Data, and IoT sensors.

Case Study: Cloud Infrastructure and IoT Applications at Walmart eCommerce.

Unit - III

Threat Landscape and Legal Frameworks: Threats: Types of cybercrime: Ransomware, phishing, botnets, and data breaches; Motives of threat actors; The "Cyber Kill Chain" and response stages. Legal & Ethics: Information Technology Act 2000; Digital Personal Data Protection (DPDP) Act 2023; GDPR overview; Ethical use of technology and digital trust. Forensics: Introduction to cybercrime investigation, evidence handling, and image forensics and digital tools.

Case Study: Analysis of Data Privacy and Security Breaches in Social Media Platforms.

Unit IV

Security Controls and Risk Management: Technical Controls: Cryptography and digital signatures; Identity and Access Management (IAM); Firewalls, antivirus, and email security. Governance: Information Security Governance; Developing security policies and procedures; Business Continuity Planning (BCP) and incident response. IoT Specifics: Physical and user access security for smart devices; Network implementation risks. Case Study: Vulnerability Assessment and Penetration Testing at Cisco Systems.

Unit V

Advanced AIoT and Industry 5.0: Emerging Trends: Artificial Intelligence of Things (AIoT); Automated decisions at the edge; Role of 5G, Web 3.0, and Blockchain in securing IoT. Operational Impact: Predictive maintenance in manufacturing; Smart supply chains; Industry 5.0 strategic initiatives. Implementation Challenges: Managing the shortage of skilled talent in AI and cybersecurity; Overcoming resistance to change in Indian firms. Case Study: Siemens' Edge AI-Driven Predictive Maintenance for Factory Reliability

Text Books:

1. Introduction to Cybersecurity: Concepts, Principles, Technologies and Practices by Ajay Singh (Universities Press, 2023).
2. The Internet of Things: How Smart TVs, Smart Cars, Smart Homes, and Smart Cities Are Changing the World by Michael Miller (Pearson).
3. Management Information Systems: Managing the Digital Firm by Kenneth C. Laudon and Jane P. Laudon (Pearson).
4. Emerging Technologies for Effective Management by Rahul Dubey (Cengage Learning, 2023).

Suggested Readings:

1. Information Security Planning: A Practical Approach by Susan Lincke (Springer, 2024).
2. Artificial Intelligence for Business by Doug Rose (Pearson, 2021).
3. Big Data Fundamentals: Concepts, Drivers & Techniques by Thomas Erl, Wajid Khattak, and Paul Buhler (Prentice Hall of India).
4. Cybersecurity and Cyberwar: What Everyone Needs to Know by P.W. Singer and Allan Friedman (Oxford University Press, 2014).

Open Learning resources:

1. www.iotforall.com
2. www.ibm.com/think/topics/internet-of-things
3. www.netacad.com
4. www.cloudflare.com/learning
5. owasp.org/www-project-internet-of-things
6. www.cert-in.org.in
7. www.nist.gov/cyberframework
8. tryhackme.com



CBIT- SCHOOL OF MANAGEMENT STUDIES (A)
Nurturing Leadership Capabilities

List and syllabus of Service
Courses for
UG: Regulation 2026 (R26)

SCHOOL OF MANAGEMENT STUDIES

Courses offered to Engineering by School of Management Studies (R-26)

S.No.	Course Code	Type of Course	Course Title
1.	26MBC01	Mandatory	Engineering Economics and Accountancy
2.	26MBC02	Mandatory	Community Engagement
3.	26MBO01	Open Elective	Principles of Management
4.	26MBO02	Open Elective	Strategic Entrepreneurship
5.	26MBO03	Open Elective	Startup Management

26MBC01

ENGINEERING ECONOMICS AND ACCOUNTANCY

Instruction	3L Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
CIE	40 Marks
Credits	3

Course Objectives: The Objectives of the Course are to:

1. Demonstrate the importance of Managerial Economics in Decision Making.
2. Explain the concept of Accountancy and provide basic knowledge on preparation of final accounts.
3. Understand the importance of Project Evaluation in achieving a firm's objective.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Apply basic concepts of managerial economics to make better decisions in engineering and business.
2. Analyze demand, supply, and forecasting methods to understand market behavior.
3. Evaluate production, cost, and market conditions to use resources efficiently and decide prices.
4. Apply accounting principles to prepare and understand financial statements.
5. Assess different investment options using capital budgeting techniques to make financial decisions.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	-	-	-	1	-	-	-	2	1
CO2	3	3	-	1	-	1	-	-	-	2	1
CO3	3	3	2	1	-	1	-	-	-	2	1
CO4	2	2	-	-	-	-	1	-	2	2	1
CO5	3	3	2	-	-	1	-	-	-	3	2

Unit-I

Introduction to Managerial Economics: Introduction to Economics and its evolution - Managerial Economics - its Nature and Scope, Importance; Relationship with other Subjects. Its usefulness to Engineers; Basic concepts of Managerial economics - Incremental, Time perspective, Discounting Principle, Opportunity Cost, Equi-marginal Principle, Contribution, Negotiation Principle.

Unit-II

Demand and Supply Analysis: Demand Analysis - Concept of Demand, Determinants, Law of demand - Assumptions and Exceptions; Elasticity of demand - Price, Income and Cross elasticity - simple numerical problems; Demand Forecasting – Methods; Concept of Supply - Determinants of Supply, Law of Supply.

Unit-III

Production and Cost Analysis: Theory of Production - Production function – Iso-quants and Iso-costs, MRTS, Input-Output Relations; Laws of returns. Cost Analysis: Cost concepts – Types of Costs, Cost-Output Relationship – Short Run and Long Run; Market structures – Types of Competition – perfect and Imperfect competition, Features and Price Output Determination under Perfect Competition, Features and Price Output Determination under Monopoly Competition Break-even Analysis – Concept, Assumptions, Limitations, Numerical problems.

Unit-IV

Accountancy: Book-keeping, Principles and Significance of Double Entry Book-keeping, Accounting Concepts and Conventions, Accounting Cycle, Journalization, Ledger accounts, Trial Balance concept and preparation of Final Accounts with simple Adjustments.

Unit-V

Capital and Capital Budgeting: Capital and its Significance, Types of Capital, Estimation of Fixed and Working capital requirements, Methods and sources of raising finance. Capital Budgeting, Methods: Traditional and Modern Methods - Numerical problems.

Text Books:

1. Mehta P.L., "Managerial Economics: Analysis, Problems and Cases", Sultan Chand & Son's Educational publishers, 2022 (Reprint).
2. Maheswari S.N. "Introduction to Accountancy", Vikas Publishing House, 14th Edition, 2024.

Suggested Readings:

1. Panday I.M. "Financial Management", 12th edition, Vikas Publishing House, 2021.
2. Varshney and K L Maheswari, Managerial Economics, Sultan Chand, 2022.
3. M. Kasi Reddy and S. Saraswathi, Managerial Economics and Financial Accounting, Prentice Hall of India Pvt Ltd, 2007.
4. A. R. Aryasri, Managerial Economics and Financial Analysis, Third Edition, McGraw-Hill, 2023.

Online Resources:

1. <https://nptel.ac.in/courses/110105075> (NPTEL – Foundation Course in Managerial Economics (IIT Kharagpur))
2. <https://nptel.ac.in/courses/110101005> (NPTEL - Managerial Economics)
3. https://onlinecourses.nptel.ac.in/e-learning/preview/noc23_mg65 (NPTEL – Financial Accounting (IIT Mandi))
4. https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_mg22 (Financial Analytics)

26MBC02

COMMUNITY ENGAGEMENT

Instruction
Semester End Examination
CIE
Credits

2 Hours per week
Nil
50 Marks
1 Credit

Course Objectives: The main Objectives of this Course are to:

1. Develop an understanding of rural life, culture, and socio-economic conditions.
2. Expose students to rural livelihoods, local economic systems, and entrepreneurship opportunities.
3. Familiarize students with rural institutions, governance mechanisms, and development programmes in India.
4. Promote community engagement, social responsibility, and experiential learning through field-based activities.
5. Enable students to analyse community issues and contribute to sustainable rural development solutions.

Course Outcomes: After the completion of this Course, Student will be able to:

1. Understand rural society, culture, and development issues.
2. Demonstrate empathy and social responsibility towards communities.
3. Analyse rural livelihood systems and economic activities.
4. Evaluate the role of rural institutions and government programmes.
5. Participate in community-based activities and suggest improvements.

CO-PO Articulation Matrix

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C01	1	2	2	2	-	3	1	2	-	-	2
C02	-	1	2	2	-	2	-	2	1	-	1
C03	-	1	1	2	-	3	1	3	1	2	1
C04	2	2	3	2	-	2	1	2	2	1	-
C05	1	2	2	1	-	2	-	1	-	1	1

Module I

Appreciation of Rural Society: Rural lifestyle and social structure, Caste and gender relations, Rural values and traditions, Rural infrastructure.

Module II

Understanding Rural Economy and Livelihood: Agriculture and allied activities, Rural entrepreneurship, non-farm livelihoods and artisans, Rural markets and credit systems, Farmer Producer Organizations (FPOs).

Module III

Rural Institutions: Panchayati Raj system (Gram Sabha, Gram Panchayat), Self-Help Groups (SHGs), Role of NGOs in rural development

Module IV

Rural Development Programmes: Overview of rural development in India, Key government schemes, Mahatma Gandhi National Rural Employment Guarantee (MGNREGA) Scheme, National Rural Livelihood Mission (NRLM), Pradhan Mantri Awas Yojana (PMAY), Swachh Bharat, Skill India, Ayushman Bharat.

Text Books:

1. Singh, Katar, “Rural Development: Principles, Policies and Management”, 3rd Edition, Sage Publications, New Delhi, 2016.
2. Desai, Vasant, “Rural Development in India”, 2nd Edition, Himalaya Publishing House, 2020.
3. Chambers, R., “Rural Development: Putting the last first”, 1st Edition, Routledge, 2014.
4. Helen Sheil, “Growing and Learning in Rural Communities” 2nd Edition, 2024.

Suggested Readings & Journals:

1. Seth Appiah-Opoku, Usha Iyer-Raniga, “Contemporary Rural Development Programs”, 1st Edition, 2025.
2. Journal of Rural development, National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad.
3. Indian Journal of Social Work, Tata Institute of Social Sciences (TISS), Mumbai.
4. Manjeet Singh Nain. (2026). Editorial. Indian Journal of Extension Education, 62(2).
5. Kurukshetra Journal, Ministry of Rural Development, Government of India.

Online Resources:

1. <https://www.rural.gov.in/>
2. <https://nirdpr.org.in/>
3. <https://sdgs.un.org/goals>
4. <https://onlinecourses.nptel.ac.in/e-learning>
5. <https://idronline.org/>

26MBO01

PRINCIPLES OF MANAGEMENT

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. Understand basic fundamentals and insights of management.
2. Understand the nature and purpose of planning.
3. Gain knowledge about the framework of organizing.
4. Understand the essence and significance of directing.
5. Recognize the importance of controlling and its outcomes

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Identify and evaluate the principles of management
2. Demonstrate the ability to have an effective and realistic planning
3. Identify the nature and the type of organization
4. Apply the tools and techniques of directing
5. Explain and evaluate the necessity for controlling and further refinement of an organization.

Co-Po Articulation Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	2	1	-	1	1	2	2	2	2
CO2	1	3	3	2	1	1	-	2	2	3	2
CO3	1	2	3	1	-	1	-	2	2	2	1
CO4	-	2	2	1	-	-	2	3	3	2	2
CO5	1	3	2	2	2	-	1	2	2	3	2

UNIT - I

Management: Concept of Management, Management- Science or Art, Manager vs Entrepreneur; Evolution of Management- Basic management theories by FW Taylor, Henry Fayol; Managerial Roles and Skills; Types of Business Organizations - Sole Proprietorship, Partnership, Company; How startups are built- An overview. Organization Culture and Environment; Contemporary Management Issues and Challenges.

UNIT - II

Planning: Nature and Purpose of Planning, Planning Process, Types of Plans, Environmental Scanning – SWOT and PEST analysis, Objectives, Managing by Objectives (MBO), Strategies – Types of Strategies, The Strategic Planning Process, The TOWS (Threats, Opportunities, Weaknesses and Strengths) Matrix, Planning Tools and Techniques, Planning Plant Location and Layout. Policies- Types. Decision Making – Types of Decision, Decision Making Process.

UNIT - III

Organizing: Nature and purpose of Organizing, formal and informal organization, Organization Structure – Types, line and staff authority, Departmentation, Span of Control, Centralization and Decentralization, Delegation of Authority. Human resource management- HR Planning, Recruitment selection, Training and Development, Performance Management, Career planning and Management.

UNIT - IV

Directing: Principles and elements of direction, Requirement of Effective Direction – Functions of Direction Supervisor and his Qualities – Supervisor's Role and Functions – Effective Supervision. Individual and group behaviour, motivation- Theories, leadership- Types and Theories of leadership, Agile Leadership, effective Communication.

UNIT - V

Controlling: Concept, Process of Controlling, Types of control – Budgetary and non-budgetary control techniques – Requirements for effective control. Use of Computers and IT in Management control, Productivity Problems and Management, Control and Performance, Direct and Preventive control, Reporting.

Text Books:

1. Robbins, S.P., Coulter, M. & DeCenzo, D., Fundamentals of Management, 12th Edition, Pearson (2023).
2. Koontz, H., Weihrich, H. & Aryasri, A.R., Essentials of Management: An International, Innovation and Leadership Perspective, McGraw Hill (2022)
3. Rao, V.S.P. & Krishna, V., Management: Text and Cases, Excel Books (2020)
4. Griffin, R.W., Management: Principles and Practices, Cengage Learning (2021)

Suggested Readings:

1. Stephen P. Robbins & Mary Coulter, Management, 15th Edition, Pearson (2022)
2. Daft, R.L., New Era of Management, Cengage (2021)
3. Kinicki & Williams, Management: A Practical Introduction, McGraw Hill (2021)
4. Peter F. Drucker, The Practice of Management, Harper Business (Reprint 2020)

Online Resources:

1. Harvard Business Review – Management articles, <https://hbr.org/topic/managing-organizations>.
2. Strategic Management Basics, <https://www.coursera.org/learn/strategic-management>
3. LinkedIn Learning (HR & organizational behavior courses), <https://www.linkedin.com/learning>
4. NPTEL Management Courses, <https://nptel.ac.in/course.html>

26MBO02

STRATEGIC ENTREPRENEURSHIP

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Course Objectives:

This course aims:

1. To understand the importance of generating new ideas through Entrepreneurship and identify the skills for making informed Business Decisions.
2. To provide insights on various branding, promotion, commercialization and financial planning.
3. To help the students develop their abilities for applying various Strategic Management Concepts in solving real time problems in Business.

Course Outcomes:

Upon Completion of this Course, Students will be able to:

1. Understand and analyze the risks, rewards, and lifecycle of entrepreneurial ventures.
2. Generate and evaluate innovative business ideas and assess their feasibility for commercialization.
3. Analyze market conditions and apply branding, promotion, and customer segmentation strategies.
4. Interpret and apply basic financial concepts and tools to support business decision-making.
5. Develop and plan a business venture by integrating legal, operational, and strategic considerations.

CO-PO Articulation Matrix

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	–	3	2	2	–	2	1	2	1	2	2
CO2	–	3	3	2	1	2	–	2	2	3	3
CO3	–	2	3	1	1	1	–	1	3	3	2
CO4	1	3	2	2	2	–	–	1	1	3	2
CO5	1	3	3	2	1	2	2	3	3	3	3

UNIT - I

Introduction: Identifying possible rewards and risks of business ownership, risks vs. rewards, risk factors, reasons for business success or failure; challenges with the growth of new business success, life cycle of an entrepreneurial business and challenges at different parts of the life cycle, necessary characteristics of an entrepreneur.

UNIT - II

Identifying the Possibilities: Skills needed to make decisions based on the limited information, essential questions, generate and develop ideas into new products and services for commercialization, steps and factors to turn an idea into revenue.

UNIT - III

Market Analysis: Determining the influencing factors on purchases, effects of branding, promotion types, benefits, promotion channels, importance of small and large marketing segments.

UNIT - IV

Business Finance: Create, Analyze and interpret financial documents, purpose of budget, income statement, balance sheet, understanding and interpretation of information to make business decisions, tools, strategies, and systems to plan and monitor financial resource

UNIT - V

Planning your Business: Basic necessary requirements to own and operate a business, differences between sole proprietorship, partnership and corporation; a public and private business; profit and non-profit corporation. Concept of insurance, advertisement strategies, Business and law, Corporate Social Responsibility (CSR), actualization of business and Performance assessment.

Text Books:

1. Bygrave, W. & Zacharakis, A., Entrepreneurship, 5th Edition, Wiley. (2023)
2. Barringer, B. & Ireland, R., Entrepreneurship: Successfully Launching New Ventures, Pearson. (2022)
3. Neck, H., Neck, C. & Murray, E., Entrepreneurship: The Practice and Mindset, Sage Publications. (2021)
4. Ries, Eric, The Lean Startup, Crown Business. (2019)

Suggested Readings:

1. Thiel, Peter, Zero to One, Notes on Startups, or how to Build the Future, PCC, (2018)
2. Osterwalder, A. & Pigneur, Y., Business Model Generation, Wiley. (2020)
3. Blank, Steve & Dorf, Bob, The Startup Owner's Manual, Wiley. (2020)
4. Bansal, Rashmi, Stay Hungry Stay Foolish, CIIE/IIM Ahmedabad, (Updated Edition 2023)
5. NASSCOM, Indian Startup Ecosystem Reports, (Latest Reports 2023–2024)

Online Resources:

1. Harvard Business Review – Entrepreneurship articles, <https://hbr.org/topic/entrepreneurship>
2. Statista (industry insights), <https://www.statista.com>
3. Investopedia, <https://www.investopedia.com>
4. Coursera Entrepreneurship Courses, <https://www.coursera.org/courses?query=entrepreneurship>
5. Swayam (India government platform), <https://swayam.gov.in>

26MBO03**STARTUP MANAGEMENT**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	60 Marks
Continuous Internal Evaluation	40 Marks
Credits	3

Course Objectives:

This course aims to:

1. Provide fundamental knowledge on entrepreneurship, startups, innovation, and venture creation processes.
2. Develop analytical and strategic abilities in opportunity identification, business model development, and startup financing.
3. Equip students with practical understanding of startup operations, digital marketing, scaling strategies, and entrepreneurial decision-making.

Course Outcomes:

Upon Completion of this Course, students will be able to:

1. Explain concepts of entrepreneurship, innovation, and startup ecosystems in business environments.
2. Identify business opportunities and develop startup business models using entrepreneurial approaches.
3. Analyse startup financing options, legal frameworks, and financial planning strategies.
4. Apply marketing, operational, and growth strategies for startup development and sustainability.
5. Formulate startup business plans and investor pitch strategies for entrepreneurial ventures.

CO-PO Articulation Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	2	-	1	1	-	1	-	1	1
CO2	1	2	2	-	1	-	-	1	-	1	1
CO3	1	2	1	1	1	1	2	-	-	2	-
CO4	1	1	1	-	1	1	1	2	1	1	-
CO5	1	1	1	1	1	-	-	1	2	2	1

UNIT - I

Introduction to Entrepreneurship and Startups: Entrepreneurship: nature, scope, and significance, characteristics of entrepreneurs, startup ecosystem in India and global perspective, role of innovation and technology in startups, types of startups, entrepreneurial mindset, Startup India initiative, incubation centres and accelerators.

UNIT - II

Opportunity Identification and Business Models: Creativity and idea generation, opportunity recognition and screening, design thinking process, market research and feasibility analysis, customer discovery, value proposition design, lean startup methodology, minimum viable product (MVP), Business Model Canvas (BMC).

UNIT - III

Startup Financing and Legal Framework: Startup funding sources: bootstrapping, crowdfunding, angel investors, venture capital and seed funding, startup valuation basics, financial planning and budgeting, revenue models, legal structures for startups, Intellectual Property Rights (IPR), taxation and compliance requirements.

UNIT - IV

Startup Marketing and Operations: Startup operations management, product development basics, branding strategies, digital marketing concepts, social media marketing, customer relationship management, team building and leadership, scaling strategies for startups, sustainability and ethical startup practices.

UNIT - V

Business Planning and Emerging Startup Trends: Business plan preparation, executive summary writing, financial projections and break-even analysis, investor pitch deck preparation, startup case studies: Indian and global startups, startup success and failure analysis, emerging startup domains: AI startups, fintech, edtech, health tech, Agri-tech and green startups.

Text Books:

1. Bruce R. Barringer., & R. Duane Ireland, “Entrepreneurship: Successfully Launching New Ventures”. 7th edition, Pearson, 2022.
2. Eric Ries, “The lean startup: How today’s entrepreneurs use continuous innovation to create radically successful businesses” International edition, Penguin Random House, 2017.
3. Steve Blank., & Bob Dorf, “The Startup Owner’s Manual: The step-by-step guide for building a great company”, Wiley, 2020.
4. Aminesh kumar, “How to Build A Startup from Scratch”, 1st edition, Notion Press, 2025.

Suggested Readings:

1. Bill Aulet, “Disciplined Entrepreneurship” 2nd edition, Wiley, 2024.
2. Guy Kawasaki, “The Art of the Start 2.0” Penguin Random House, 2015
3. Peter F. Drucker, “Innovation and entrepreneurship ” 1st edition Reprint, Routledge, 2020.
4. Alexander Osterwalder., & Yves Pigneur, “Business model generation: A handbook for visionaries, game changers, and challengers”, Wiley, 2010.

Online Resources:

1. Startup India. (2025). Startup India learning and startup ecosystem portal. Government of India. Retrieved from <https://www.startupindia.gov.in>.
2. NITI Aayog. (2025). Atal Innovation Mission resources and innovation programs. Government of India. Retrieved from <https://aim.gov.in>.
3. Y Combinator. (2025). Startup School for entrepreneurs and founders. Retrieved from <https://www.startupschool.org>
4. Massachusetts Institute of Technology. (2025). MIT Open Courseware: Entrepreneurship courses. MIT Open Courseware. Retrieved from <https://ocw.mit.edu>.
5. Coursera. (2025). Entrepreneurship and startup management courses. Coursera Inc. Retrieved from <https://www.coursera.org/browse/business/entrepreneurship>
6. Harvard Business Review. (2025). Entrepreneurship and startup strategy articles. Harvard Business Publishing. Retrieved from <https://hbr.org/topic/entrepreneurship>.