



Marathwada Shikshan Prasarak Mandal's
DEOGIRI INSTITUTE OF ENGINEERING AND MANAGEMENT STUDIES

(An Autonomous Institute)

Deogiri College Campus, Railway Station Road, Chhatrapati Sambhajinagar- 431 005 (M.S.)

Department of MBA

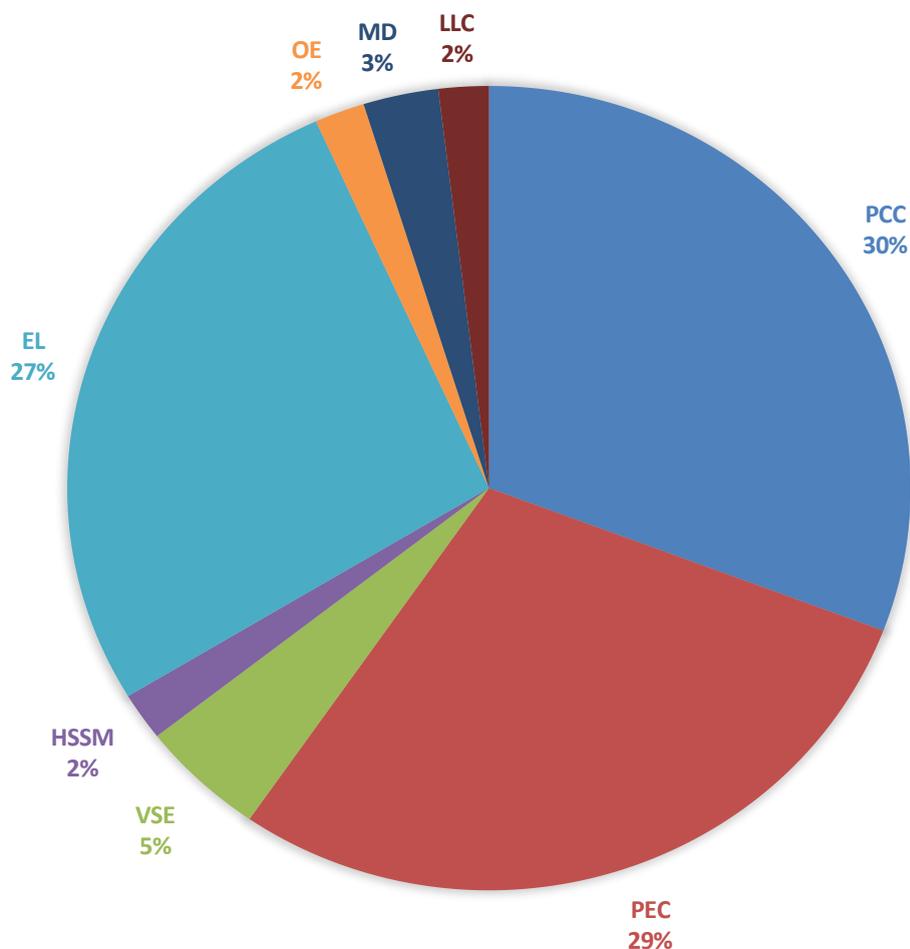
Course Category		I	II	III	IV	Total Credits
Program Courses	Program Core Course (PCC)	17	9	4	-	32
	MOOC	-	2	-	-	
	Program Elective Course (PEC)	-	12	18	-	30
Vocational and Skill Education Courses (VSE)	Seminar	-	-	-	3	5
	PG LAB	-	2	-	-	
Humanities, Social Science and Management (HSSM)	Indian Knowledge System (IKS)	2	-	-	-	2
Experiential Learning Courses (EL)	Research Methodology	3	-	-	-	28
	In-Plant Project	-	-	4	-	
	Internship	-	-	-	21	
Open Elective Courses (OE)	Open Elective (OE)	2	-	-	-	2
Multi-Disciplinary Courses (MD)	Multi-Disciplinary (MD)	-	3	-	-	3
Liberal Learning Courses (LLC)	Co-Curricular Courses (CC)	2	-	-	-	2
Value Added Courses (VAC)	PD/Advance Excel	-	AU	-	-	AU
Total Credits		26	28	26	24	104



Masters of Business Administration (MBA)

Course Category	Credits	% Credits
Program Core Courses (PCC)	32	30.76
Program Elective Courses (PEC)	30	28.85
Vocational & Skill Enhancement (VSE)	5	4.81
Humanity, Social Science & Management (AEC, EM, IKS, VEC) HSSM	2	1.92
Experiential Learning (EL)	28	26.92
Open Electives (OE)	2	1.92
Multi-Disciplinary (MDC)	3	2.88
Liberal Learning Courses (LLC)	2	1.92
Total Credits	104	100.00

COURSE CATERGOTY WISE COURSE DISTRIBUTION



SEMESTER I													
Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits	
			L	T	PR	Total	CA-I	CA-II	MSE	ESE	Total		
PCC	PB251001	Management Practices & Organizational Dynamics	3	-	-	3	10	10	20	60	100	3	
	PB251002	Business Statistics	2	2	-	4	10	10	20	60	100	3	
	PB251003	Managerial Economics	3	-	-	3	10	10	20	60	100	3	
	PB251004	Applied Accounting for Business Managers	2	2	-	4	10	10	20	60	100	3	
	PB251005	International Business Environment	3	-	-	3	10	10	20	60	100	3	
	PB251006	Environment Management	2	-	-	2	10	10	20	60	100	2	
OE	PB251301	Creativity & Innovation	2	-	-	2	10	10	20	60	100	2	
	PB251302	Social Entrepreneurship		-	-								
	PB251303	Life Skills		-	-								
HSSM	PB251501	Indian Ethos, Ethics & Corporate Governance	2	-	-	2	10	10	20	60	100	2	
EL	PB251601	Research Methodology	3	-	-	3	10	10	20	60	100	3	
LLC	PB251701	Design Thinking for Social Innovation	-	-	4	4	20	20	-	60	100	2	
Total			22	4	4	30					1000	26	

SEMESTER II													
Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits	
			L	T	PR	Total	CA-I	CA-II	MSE	ESE	Total		
PCC	PB252001	Business Policy and Strategic Management	3	-	-	3	10	10	20	60	100	3	
	PB252002	Optimization Techniques	2	2	-	4	10	10	20	60	100	3	
	PB252003	Legal Aspects of Business	3	-	-	3	10	10	20	60	100	3	
	PB252004	MOOC	-	-	-	-	10	10	20	60	100	2	
PEC	PB252101	Financial Management	2	2	-	4	10	10	20	60	100	3	
	PB252102	Marketing Management	3	-	-	3	10	10	20	60	100	3	
	PB252103	Production and Operations Management	3	-	-	3	10	10	20	60	100	3	
	PB252104	Human Resource Management	3	-	-	3	10	10	20	60	100	3	
MDC	PB252201	Business Analytics	3	-	-	3	10	10	20	60	100	3	
VSE	PB252401	AI for Managerial Decision	2	-	-	2	10	10	20	60	100	2	
Total			24	4	-	28					1000	28	
VAC	PB252701	Personality Development	2	-	-	2	25	25	-	-	50		



SEMESTER III FINANCE MANAGEMENT

Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits
			L	T	PR	Total	CA-I	CA-II	MSE	ESE	Total	
PCC	PB253001	Entrepreneurial Development	4	-	-	4	10	10	20	60	100	4
PEC	PB253011	Corporate Finance	2	2	-	4	10	10	20	60	100	3
	PB253012	Security Analysis and Portfolio Management	2	2	-	4	10	10	20	60	100	3
	PB253013	Business Valuation and Corporate Restructuring	2	2	-	4	10	10	20	60	100	3
	PB253014	Financial Statement & Analysis	2	2	-	4	10	10	20	60	100	3
	PB253015	Indian Financial System	3	-	-	3	10	10	20	60	100	3
	PB253116	Direct & Indirect Taxation	2	2	-	4	10	10	20	60	100	3
EL	PB253601	In-plant Training	-	-	8	8	20	20	-	60	100	4
Total			17	10	8	35					800	26

SEMESTER III MARKETING MANAGEMENT

Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits
			L	T	PR	Total	CA-I	CA-II	MSE	ESE	Total	
PCC	PB253001	Entrepreneurial Development	3	-	-	3	10	10	20	60	100	4
PEC	PB253121	Consumer Behaviour.	3	-	-	3	10	10	20	60	100	3
	PB253122	Digital Marketing.	3	-	-	3	10	10	20	60	100	3
	PB253123	Advertising Management.	3	-	-	3	10	10	20	60	100	3
	PB253124	Sales and Distribution Management.	3	-	-	3	10	10	20	60	100	3
	PB253125	Industrial and Services marketing.	3	-	-	3	10	10	20	60	100	3
	PB253126	Retail and Brand Management	3	-	-	3	10	10	20	60	100	3
EL	PB253008	In-plant Training	-	-	8	8	20	20	-	60	100	4
Total			21	0	8	29					800	26



SEMESTER III HUMAN RESOURCE MANAGEMENT												
Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits
			L	T	PR	Total	CA-I	CA-II	MSE	ESE	Total	
PCC	PB253001	Entrepreneurial Development	3	-	-	3	10	10	20	60	100	4
PEC	PB253131	Human Resource Planning & Development	3	-	-	3	10	10	20	60	100	3
	PB253132	Laws Governing Human Resource	3	-	-	3	10	10	20	60	100	3
	PB253133	Strategic Human Resource Management	3	-	-	3	10	10	20	60	100	3
	PB253134	Performance & Compensation Management	3	-	-	3	10	10	20	60	100	3
	PB253135	Training and Development	3	-	-	3	10	10	20	60	100	3
	PB253136	HR Analytics	3	-	-	3	10	10	20	60	100	3
EL	PB253008	In-plant Training	-	-	8	8	20	20	-	60	100	4
Total			21	0	8	29					800	26

SEMESTER IV FINANCE/MARKETING/HUMAN RESOURCE MANAGEMENT												
Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits
			L	T	PR	Total	CA-I	CA-II	MSE	ESE	Total	
VSEC	PB254401	Seminar	-	-	6	6	20	20	-	60	100	3
EL	PB254601	Internship/Project	-	-	42	42	50	50	-	100	200	21
Total			0	0	48	48					300	24

Semester	Course Category	No. of Credits	Course Code	Course
SEM I	Open Elective	2	PB251301	C&I
			PB251302	Social Entrepreneurship
			PB251303	Life Skills

Semester	Course Category	No. of Credits	Course Code	Course
SEM II	Multi-Disciplinary	3	PB253201	Business Analytics



Let Us Rise Above The Rest

MSPM'S Deogiri Institute of Engineering & Management Studies

SEM-I SYLLABUS

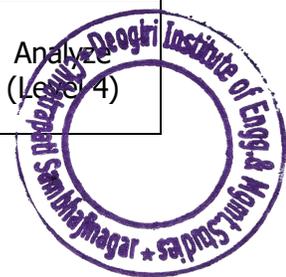
An Autonomous Institute

Chhatrapati Sambhajinagar
EST. 2009



Course Title: Management Practices & Organizational Dynamics (MPOD)		
Course Code: PB251001		Course Category: Program Core Course
Teaching Scheme	Examination Scheme	
Lectures: 03 hrs / week	CA-1	10 Marks
Tutorial: Nil	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester I)	ESE	60 Marks
<p>Course Prerequisite: Students are expected to come prepared with theoretical knowledge pertaining to business environment and management, enabling the Course owner/mentor to guide them in understanding its practical applications. rewrite in effective and appealing way</p>		
<p>Course Description: This course introduces the principles of management and organizational behavior, emphasizing both classical foundations and modern practices. It covers the evolution of management thought, managerial roles, and the nature of management as art and science. Students explore individual behavior through concepts of perception, learning, attitudes, personality, motivation, and decision-making. The course also examines interpersonal dynamics such as emotional intelligence, group behavior, teamwork, conflict management, negotiation, and leadership. At the organizational level, it addresses change management, organizational design, stress management, and corporate social responsibility. The course prepares students to understand, analyze, and manage human behavior effectively in organizational contexts.</p>		
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To acquaint students with the fundamentals of management and organizational behavior, including evolution of management thought, managerial roles and functions, and behavioral processes at individual, group and organizational levels 2. To develop the ability to understand and manage individual and interpersonal behavior at work through concepts such as perception, learning, personality, attitudes, motivation, emotional intelligence, team dynamics, conflict and leadership. 3. To enable students to analyze organizational systems and contemporary issues related to structure, design, organizational change, resistance, stress management and corporate social responsibility for enhancing organizational effectiveness. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Recall and describe the evolution of management thoughts, fundamental concepts, and various managerial roles, skills, and functions.	Remember (Level 1)
CO2	Explain and interpret key concepts of Organizational Behavior, including individual and group behavior, perception, learning, and attitude formation within organizational contexts.	Understand (Level 2)
CO3	Apply motivation theories, personality assessments, and decision-making tools to real-life organizational situations for effective management of individual behavior.	Apply (Level 3)
CO4	Analyze interpersonal and organizational dynamics—including emotional intelligence, conflict management, team processes, leadership, structure, change, stress, and CSR—to enhance group performance and organizational effectiveness.	Analyze (Level 4)



CO-PO Mapping

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	1	1	-	-	1	-
CO2	2	2	2	1	1	-	3	1
CO3	3	3	2	1	2	-	3	2
CO4	2	3	3	1	3	-	3	1
CO5	3	2	2	3	2	1	1	-

Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Management thought and Conceptualization: Introduction to Management -Evolution of Management thoughts -Managerial Process-Functions, Skills and role of Manager -Management as Art, Science and Profession. -Introduction to Organizational Behavior: Assumptions – levels of OB -Applications of OB-Historical Development of OB -Emerging Trends in OB	6 Hrs.
Unit 2	Management of Individual Behavior-I: Perception: understanding perception, Basic elements of perception, Factors affecting perception, perceptual selection, Perceptual biases in social perception, Attribution Theory Organizational application of Perception Management-Learning: Learning Principles- Learning Styles-classical and operant conditioning theory of Learning – Attitude: Conceptualization, Components of Attitude-Major employee Job attitudes.	6 Hrs.
Unit 3	Management of Individual Behavior-II Personality: Concept, Myer Brigg's type indicator, Big five personality model, Psychodynamic theory, social learning theory, self-theory, Trait and type theories Motivation: Concept, Process of Motivation, Motivation Theories (Process and Content theories), Employee Engagement, Individual decision making and problem-solving, problem-solving tools	6 Hrs.
Unit 4	Interpersonal Dynamics Emotional Intelligence-Group Dynamics :Groups and Teams, Types of Teams ,Stages in group development, problems in team work (Free riding, social loafing, group think)- Psychological Contract, Trust and trust building, Prosocial behavior, Cooperation Vs Competition, Conflict management, Levels and types of conflict at workplace, Conflict management Styles, Managing Negotiations-Leadership : Managers Vs Leaders, Trait and Type approach to leadership ,Leadership style	6 Hrs.
Unit 5	Organizational Dynamics Organization Change, Types of change, overcoming resistance to Change, Change Models, - Organizational Structure and Design: Basic dimensions of structure, Departmentalization, Organizational life cycle, Organizational design and its impact on employees-Stress Management-CSR.	6 Hrs.



Sr. No.	Textbooks
1.	Management -Robbins S.P & Judge, T.A
2.	Principles of Management: A Global Perspective- Koontz, H & Weihrich , H
3.	Organisational Behaviour: K Aswathappa & G.Sudarsana Reddy
4.	Behaviour in Organizations by Jerald Greenberg and Robert A. Baron, PHI learning private Ltd, New Delhi (Ninth Edition).
5.	Understanding Organizational Behaviour by Udai Pareek, Oxford University Press (Third Edition).
Reference Books	
1.	K. Aswathappa – Organizational Behaviour: Text, Cases and Games (Himalaya Publishing House, latest edition)
2.	L.M. Prasad – Principles and Practices of Management (Sultan Chand & Sons, latest edition)

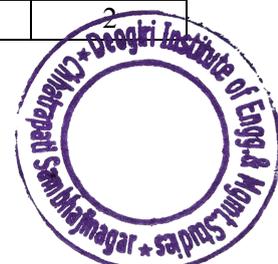
Web Resources	
1.	Decision Making, NPTEL, https://youtu.be/B96-Gpn56sU
2.	Power and Leadership, NPTEL, https://youtu.be/wn2LRXhdn0U
3.	Group Dynamics, NPTEL, https://youtu.be/AM9TbT6OIRo



Course Title: Business Statistics (BS)		
Course Code: PB251002		Course Category: Program Core Course
Teaching Scheme		Examination Scheme
Lectures: 02 hrs / week		CA-1 10 Marks
Tutorial: 02 hrs / week		CA-2 10 Marks
Credits: 03		MSE 20 Marks
Semester: First Year (Semester I)		ESE 60 Marks
Course Prerequisite:		
<ul style="list-style-type: none"> • Basic arithmetic and algebra skills including averages and simple equations. • Understanding of different data types and ability to organize data effectively. • Fundamental knowledge of probability concepts and simple counting methods. • Familiarity with measures of central tendency and data dispersion. • Logical reasoning and analytical skills to interpret statistical relationships and results 		
Course Description: This course introduces the principles and methods of Statistics with applications in business, economics, and decision-making. It covers data organization, measures of central tendency and dispersion, correlation and regression, time series, probability, and hypothesis testing. Emphasis is on interpreting results and applying statistical reasoning to real-world problems, preparing students for data-driven decision-making and advanced studies in analytics, economics, and operations research.		
Course Objectives:		
<ol style="list-style-type: none"> 1. To explain the fundamental concepts of data organization, measures of central tendency, and dispersion. 2. To apply correlation, regression, and time series methods for analyzing relationships and forecasting. 3. To understand probability concepts, theorems, and probability distributions for decision-making under uncertainty. 4. To perform hypothesis testing and use statistical inference techniques for solving business and economic problems. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Understand to have the basic knowledge on various statistical tools.	Understand (Level 2)
CO2	Apply statistical tools in business economic and commercial areas.	Apply (Level 3)
CO3	Analyze the data and draw inferences from statistical findings for various business solutions.	Analyze (Level 4)
CO4	Evaluate alternative business decisions using statistical evidence for effectiveness and efficiency.	Evaluate (Level 5)

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	-	1	-	1	1	1	-
CO2	3	2	-	2	-	3	-	2
CO3	3	3	2	2	2	3	2	2
CO4	3	3	2	3	2	3	2	2



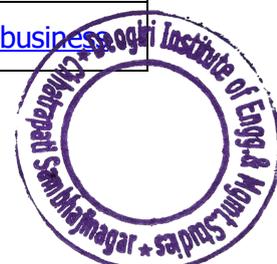
Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Introduction to Statistics, Types of data, Types of Scales: Nominal, Ordinal, Interval and Ratio scales, Meaning of Variable; Discrete and Continuous variable. Measures of Central Tendency: Mean-mode-median, Measures of Dispersion: Range, Mean Deviation and Standard Deviation and Variance.	8 Hrs.
Unit 2	Correlation analysis: Meaning and Types of Correlation, Methods of studying Correlation (Karl-Pearson's coefficient of Correlation and Rank Correlation Coefficient) Regression analysis: Meaning and two lines of Regression, Use of Regression analysis, Two regression equations. Relationship Between Correlation and Regression Coefficients.	8 Hrs.
Unit 3	Time series analysis: Use of time series analysis, Components of Time series, Methods of measurement of moving averages and methods of Least Squares. Forecasting.	8 Hrs.
Unit 4	Probability: Three approaches probability(Classical, Axiomatic, Empirical), Addition and Multiplication Theorems of Probability, Probability distribution (Binomial, Poisson and Normal)	8 Hrs.
Unit 5	Statistical inference: Procedure of Testing of Hypothesis, Formulation of null and alternate hypothesis, Determining level of significance, Two types of Error in testing of Hypothesis, two tailed and one Tailed tests of Hypothesis, Chi-square test.	8 Hrs.

Sr. No.	Textbooks
1.	"Statistics for Management", Levin R.I., Rubin S. David, , Pearson.
2.	"Fundamentals of Statistics", Gupta S.C.
3.	"Statistics for Management", Keller G, Cengage Learning
4.	"Complete Business Statistics", Amir D. Aczel and Jayavel Sounder pandian.
5.	"Business Statistics", J.K Sharma, 2004.

Reference Books	
1.	Statistics for Management, Richard I. Levin & David S. Rubin
2.	Fundamentals of Mathematical Statistics, S.C. Gupta & V.K. Kapoor
3.	Statistics for Business and Economics, Paul Newbold, William Carlson, Betty Thorne

Web Resources	
1.	Probability and Statistics, NPTEL, https://nptel.ac.in/courses/111105041
2.	Business Statistics, NPTEL, https://nptel.ac.in/courses/110106083
3.	Statistics for Business, Coursera, https://www.coursera.org/learn/statistics-for-business

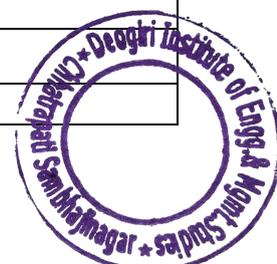


Course Title: Managerial Economics (ME)		
Course Code: PB251003		Course Category: Program Core Course
Teaching Scheme		Examination Scheme
Lectures: 03 hrs. / week		CA-1 10 Marks
Tutorial: Nil		CA-2 10 Marks
Credits: 03		MSE 20 Marks
Semester: First Year (Semester I)		ESE 60 Marks
Course Prerequisite:		
<ul style="list-style-type: none"> • Basic Understanding of terms such as Supply and Demand functions. • General Business Concepts –Basic Understanding of different business functions like HR, Marketing • Analytical Reasoning Skills-The ability to think logically and critically about problems is crucial for applying economic principles • Graph Interpretation-Understanding how to read and interpret simple economic graphs is crucial. 		
Course Description: This course focuses on applying business Economics principles to help in management decision making within the business and organisations.The syllabus covers topics like demand and supply analysis, production and cost functions, market structures, pricing strategies, and forecasting.		
Course Objectives:		
<ol style="list-style-type: none"> 1. To integrate the basic concepts of Economics with Managerial Decision Making 2. To introduce the students to various economic concepts 3. To acquaint the students with concepts and techniques used in Economics and to enable them to apply the knowledge in business decisions making. 4. To develop students critical thinking skills and analytical abilities is resolving business problems by employing various tools and techniques of economics 		

Course Outcomes:		
Cos	After completion of the course: Students should be able to	Bloom's Level
CO1	Understand the basic concepts of Managerial Economics and their applications in business Decision Making	Understand (Level 2)
CO2	Apply demand and supply analysis to determine the market equilibrium and forecast the demand for the products.	Apply (Level 3)
CO3	Analyze production and cost functions to optimize resource allocation and minimize the business costs.	Analyze (Level 4)
CO4	Evaluate price and output determination cross various market structures like monopoly and oligopoly.	Evaluate (Level 5)

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1			-	2	2	2	1	1
CO2	3	2	-	-	-	2	1	1
CO3			-	3	-	2	1	1
CO4	3	2	-	-	-	3	1	1

Assessment	
CA-1 (a) - (10M)	PPT / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	PPT/ Assignment/ MCQ Test etc.
MSE (c) - (20M)	Internal Exam



Course Title: Applied Accounting for Business Managers (AABM)**Course Code: PB251004****Course Category: Program Core Course**

Teaching Scheme	Examination Scheme	
Lectures: 02 hrs / week	CA-1	10 Marks
Tutorial: 02 hrs / week	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester I)	ESE	60 Marks

Course Prerequisite:

- Basics of Calculus – Profit, percentage, basic math.
- Fundamental accounting knowledge – financial accounting principles and the preparation of financial statements.

Course Description: The subject typically covers the principles, practices, and tools of financial, cost, and management accounting with an emphasis on their application for managerial decision-making and control in organizations. These tools equip managers with financial insights needed for planning, decision-making, controlling costs, and measuring performance, which are crucial for organizational success

Course Objectives:

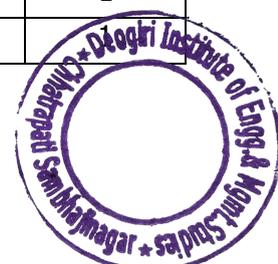
1. To acquaint students with accounting concepts, principles, and standards, covering financial and cost methods relevant for managers.
2. To enable students to prepare, analyze, and interpret financial statements and budgets for evaluating organizational performance and making business decisions.
3. To develop the ability to apply accounting tools and techniques in managerial decision-making, including the use of cost data, Budgeting for problem solving

Course Outcomes:

COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Explain financial accounting concepts, including business organizations, accounting equation, and preparation of journal, ledger, trial balance, and financial statements with adjustments.	Understand (Level 2)
CO2	Prepare final accounts and apply basic cost accounting principles, such as cost elements, classification, cost sheets, and relevant costs for decision-making.	Apply (Level 3)
CO3	Analyze marginal costing techniques, including contribution, P/V ratio, break-even point, and CVP analysis for short-term decisions like product mix, make-or-buy, special orders, and shutdowns.	Analyze (Level 4)
CO4	Evaluate budgetary control through functional budgets (cash, flexible) and standard costing, including variance analysis for performance measurement.	Evaluate (Level 5)

CO-PO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PS01	PS02	PS03
CO1	3	1	-	1	-	3	-	-
CO2	3	3	-	1	1	3	-	-
CO3	3	3	-	2	1	3	-	1
CO4	3	3	1	2	1	3	1	



Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ Presentations etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ Presentations etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Concepts of Financial Accounting Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance.	10 Hrs.
Unit 2	Preparation of Financial Statements Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts with simple adjustments	08 Hrs.
Unit 3	Cost Accounting Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet.	06 Hrs.
Unit 4	Marginal Costing Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions..	06 Hrs.
Unit 5	Budgetary Control & Standard Costing Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget. Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis	10 Hrs.

Sr. No.	Textbooks
1.	Book-Keeping and Accountancy STD XI, Commerce, Maharashtra State Bureau of Textbook Production and Curriculum Research, Pune
2.	Cost Accounting- As per NEP 2020, M.P Gupta and Ajay Gupta, S.Chand Publications
Reference Books	
1.	Accounting for Management, S. N. Maheshwari
2.	Financial Cost and Management Accounting, P. Periasamy
3.	Accounting for Managers, Dearden and Bhattacharya
4.	Atrill, P. and McLaney, E. (2020), Accounting & Finance for Non-Specialists, Financial Times Prentice Hall, Harlow.
5.	Atrill, P., & McLaney, E. (2019). Management Accounting for Decision Makers (6th ed.). Essex, Pearson Education Ltd.
Web Resources	
1.	https://onlinecourses.swayam2.ac.in/nou25_cm12/preview

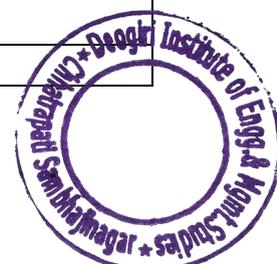


Course Title: International Business Environment (IBE)		
Course Code: PB251005		Course Category: Program Core Course
Teaching Scheme		Examination Scheme
Lectures: 03 hrs / week	CA-1	10 Marks
Tutorial: Nil	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester I)	ESE	60 Marks
Course Prerequisite:		
<ul style="list-style-type: none"> • A basic understanding of Principles of Management and Business. • Foundational knowledge of Business Environment. • Familiarity with Globalization concept. • Foundational understanding International Financial Environment. 		
Course Description: This course is to equip students with an understanding of the various environmental factors that significantly influence business, and to develop their ability to observe, analyze, and adapt to the dynamic changes that continually shape the global business landscape.		
Course Objectives:		
<ol style="list-style-type: none"> 1. To develop a strong foundation to International Business with all basics concept. 2. To provide the student with a background of various environment factors that has major repercussions on international business. 3. To apply multiple integrals to sharpen their mind to watch and update the changes in international business. 4. To provide insights into international trade, investment, marketing, finance, and cultural dynamics. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Remember the relevance of International Business in global trade	Remember (Level 1)
CO2	Understand the concept related to Capital, Production, International Business Environment and Global Value.	Understand (Level 2)
CO3	Applying and discuss the on Business problem related to International Business and International Finance with FDI.	Apply (Level 3)
CO4	Analyze the significance of WTO, IMF and World Bank considering contemporary global business environment.	Analyze (Level 4)

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	1	-	2	-	2	1	2
CO2	2	1	1	2	-	1	1	1
CO3	3	2	2	2	2	2	1	2
CO4	2	3	-	3	1	-	-	-

Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

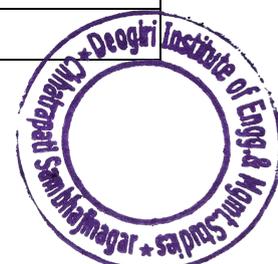


Course Contents

Unit 1	Introduction to International Business Importance, nature and scope of International business; modes of entry into International Business, Stages of internationalization. Advantages and Disadvantages of International Business.	6 Hrs.
Unit 2	Globalization Meaning, Implications, Globalization, Globalization of Markets, Globalization of Production, Globalization of Investments and Technology. Globalization as a driver of International Business.	6 Hrs.
Unit 3	International Business Environment Environment of International Business and its significance – Economic Environment – Socio- Cultural Environment –Political Environment -Natural Environment –Technological Environment, Ethics and CSR in International Business	6 Hrs.
Unit 4	International Financial Management Concept, Meaning, Definition, Characteristics, Benefits of MNCs, Demerits of MNCs – Determinants of Foreign Direct Investment (FDI) - Pattern, Structure and effects of FDI. Modes of FDI, Mergers and Acquisitions, Motives of FDI, Regional Economic Integration	6 Hrs.
Unit 5	Global Trade and International Institutions WTO, IMF, World Bank, Tariff and Non-tariff Barriers. Balance of Payment Account: Concept and significance of balance of payments, Current and capital account components. Introduction to Basic Concept of IFRS.	6 Hrs.

Sr. No.	Textbooks
1.	Charles W.L. Hill & G. Tomas M. Hult – International Business: Competing in the Global Marketplace (McGraw Hill)
2.	Subba Rao P. – International Business: Text and Cases (Himalaya Publishing House)
3.	John D. Daniels, Lee H. Radebaugh & Daniel P. Sullivan – International Business: Environments and Operations (Pearson)
Reference Books	
1.	Vyuptakesh Sharan – International Business: Concept, Environment and Strategy (Pearson India)
2.	Justin Paul – International Business (PHI Learning)
3.	Michael R. Czinkota, Ilkka A. Ronkainen & Michael H. Moffett – International Business (Cengage Learning)
4.	Debra L. Nelson & James Campbell Quick – Understanding Business in the Global Environment
5.	Alan M. Rugman & Simon Collinson – International Business (Pearson)

Web Resources	
1.	International Business,NPTEL, https://nptel.ac.in/courses/110107145
2.	Globalization and Culture,NPTEL, https://nptel.ac.in/courses/109105113
3.	International Finance,NPTEL, https://nptel.ac.in/courses/110105057

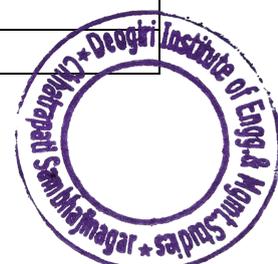


Course Title: Environment Management (EM)		
Course Code: PB251006		Course Category: Program Core Course
Teaching Scheme		Examination Scheme
Lectures: 02 hrs. / week	CA-1	10 Marks
Tutorial: Nil	CA-2	10 Marks
Credits: 02	MSE	20 Marks
Semester: First Year (Semester I)	ESE	60 Marks
Course Prerequisite: Basic knowledge of environmental studies and general awareness of social, economic, and ecological issues.		
Course Description: This course introduces the principles of environmental management, sustainable development, and the impact of human activities on ecosystems. It covers energy resources, biodiversity, climate change, environmental laws, ethics, and sustainable business practices.		
Course Objectives:		
<ol style="list-style-type: none"> 1. Understand key concepts of environmental management and SDGs. 2. Analyze issues of energy use, biodiversity, pollution, and climate change. 3. Apply environmental systems, laws, and impact assessment tools. 4. Promote sustainability through green practices, ethics, and stakeholder roles. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Explain key concepts of Environmental Management and Sustainable Development, and examine the need for Environmental Management in B-Schools.	Understand (Level 2)
CO2	Apply knowledge of various energy sources, ecosystem and ecological concepts, biodiversity management, industrial and agro-ecology, and recycling practices to address environmental issues.	Apply (Level 3)
CO3	Analyze the structure and effectiveness of Environmental Management Systems (EMS), environmental laws and policies, pollution control and waste management practices, green initiatives, the role of NGOs, and the impacts of climate change and global warming.	Analyze (Level 4)

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	1	2	2	1	-	1	-
CO2	2	2	2	3	1	-	-	2
CO3	3	3	3	3	2	2	2	2

Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test



Course Contents		
Unit 1	Fundamentals of Environment Management; Sustainable Development and SDG, Implications of human population growth, Environment and Business Schools.	4 Hrs.
Unit 2	Energy Management-Fossil Fuels use, Nuclear — Wind — Hydro Energy, Bio-fuels Ecosystem Concepts; Ecology -Industrial Ecology, Agro- ecology; Biodiversity Management; Recycling Industry.	4 Hrs.
Unit 3	Environment Management System; EMS Standards; EMS Audit Scheme; Clearance/Permissions for establishing industry; Environmental Accounting; Environmental impact Assessment; Green Funding; Green Banking; Environmental Ethics; Carbon Credit.	4 Hrs.
Unit 4	Environmental Laws - The Environment (Protection) Act 1986, The Air (Prevention & Control of Pollution) Act, 1981, The Water (Prevention & Control of Pollution) Act, 1974.	4 Hrs.
Unit 5	Pollution; Waste Management, Bharat Stage 6; Role of NGO 's, Global-warming and climate change.	4 Hrs.

Sr. No.	Textbooks
1.	Uberoi, N.K.; Environmental Management, Excel Books, A-45, Naraina Pahse-1, New Delhi, 2000.
2.	Pandey, G,N,; Environmental Management, Vikas Publishing House New Delhi, 1997.
Reference Books	
1.	Gupta, N. Dass: Environmental Amounting, Wheeler Publishing 19, K.G. Marg, New Delhi, 1997.
2.	Mahanty, S.K. Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road,

Web Resources	
1.	Sustainable Development Goals (SDGs), United Nations, https://sdgs.un.org/goals
2	Environmental Management, NPTEL, https://nptel.ac.in/courses/120108004
3	Climate Change: Science and Global Impact, Coursera, https://www.coursera.org/learn/climate-change
4	ISO 14000 Environmental Management Standards, ISO, https://www.iso.org/iso-14001-environmental-management.html

Course Title: Creativity & Innovation (C&I)		
Course Code: PB251301		Course Category: Open Elective
Teaching Scheme		Examination Scheme
Lectures: 02 hrs / week		CA-1 10 Marks
Tutorial: Nil		CA-2 10 Marks



Credits: 02	MSE	20 Marks
Semester: First Year (Semester I)	ESE	60 Marks
Course Prerequisite: Basic understanding of management concepts, along with a willingness to engage in analytical thinking, collaborative discussions, and activity-based learning.		
Course Description: This course equips students with the skills to think creatively and apply innovative approaches as essential managerial capabilities for organizational growth, effective leadership, and problem-solving. It covers key creativity techniques, including brainstorming, mind mapping, Six Thinking Hats, SCAMPER, and lateral thinking, emphasizing their practical application to organizational challenges. The course also explores various types and approaches of innovation, such as incremental, sustaining, radical, disruptive, open, and closed innovation, to support informed managerial decision-making.		
Course Objectives: <ol style="list-style-type: none"> 1. To Understand different types of thinking, creativity, and innovation, and their relevance to managerial decision-making and problem-solving. 2. To Gain insights into theories, models, and structured creativity techniques such as brainstorming, mind mapping, lateral thinking, and Six Thinking Hats. 3. To Apply creative and innovative thinking tools effectively to address organizational challenges. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Explain the nature, types, and role of thinking, creativity, and innovation in business contexts.	Understand (Level 2)
CO2	Apply creative thinking techniques and mind mapping to generate solutions for simple business problems.	Apply (Level 3)
CO3	Distinguish creativity vs. innovation and lateral vs. vertical thinking for effective decision-making.	Analyze (Level 4)

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	1	-	-	-	-	1	1
CO2	2	2	1	-	1	-	1	1
CO3	2	3	-	1	2	1	2	2

Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test



Course Contents		
Unit 1	Thinking and Creativity Basics Nature & Types of Thinking (Analytical, Critical, Creative, Strategic); Convergent vs. Divergent Thinking; Creativity vs. Innovation: Definitions, Differences & Business Relevance. Group activities: Management games on Creative thinking.	4 Hrs.
Unit 2	Creativity Techniques Brainstorming, Lateral Thinking, Mind Mapping and SCAMPER. Structured Thinking Models - Six Thinking Hats and Attribute Analysis. Group activities: Brainstorming exercise on a simple business problem/case lets.	4 Hrs.
Unit 3	Theories & Models of Creativity Creativity Process (Wallas' Model), Creative Problem-Solving Process (CPS), Design Thinking Framework. Creativity in Management: Qualities of a Creative Manager and Perpetual Creative Organizations.	4 Hrs.
Unit 4	Introduction to Innovation Definition, Scope, and Importance in Modern Business, Relationship of Innovation to Competitive Advantage & Strategy. Types of Innovation (Based on Impact): Incremental, Sustaining, Radical and Disruptive Innovation.	4 Hrs.
Unit 5	Types of innovation (Based on Focus): Product, Process, Service, Business Model and Architectural Innovation. Innovation Approaches: - Open Innovation: Inbound, Outbound, Hybrid. - Closed Innovation. Integration Exercise: Preparing Mind Maps	4 Hrs.

Sr. No.	Textbooks
1.	P.N. Khandwalla – Corporate Creativity: The Winning Edge – Tata McGraw-Hill.
2.	Tony Proctor – Creative Problem Solving for Managers – Routledge.
3.	Idris Mootee – Design Thinking for Strategic Innovation – Wiley
4.	Abhinav Sharma – Design Thinking for Business Innovation – Pearson Education India.
5.	Clayton M. Christensen – The Innovator's Dilemma – Harvard Business School Press.
Reference Books	
1.	P.N. Khandwalla – Fourth Eye: Excellence Through Creativity – Wheeler Publishing, New Delhi.
2.	Edward de Bono – Lateral Thinking: Creativity Step by Step – Harper & Row
3.	Tony Buzan – The Mind Map Book – BBC Books.

Web Resources	
1.	Innovation, Business Models and Entrepreneurship, NPTEL, https://nptel.ac.in/courses/110107094
2.	Innovation in Marketing and Marketing of Innovation, https://nptel.ac.in/courses/110107432
3.	Introduction to Creative Thinking: Tools for Success https://www.coursera.org/learn/introduction-to-creative-thinking



Course Title: Social Entrepreneur (SE)		
Course Code: PB251302		Course Category: Open Elective
Teaching Scheme		Examination Scheme
Lectures: 01 hrs / week	CA-1	10 Marks
Tutorial: Nil	CA-2	10 Marks
Credits: 02	MSE	20 Marks
Semester: First Year (Semester I)	ESE	60 Marks
Course Prerequisite:		
<ul style="list-style-type: none"> Basic understanding of management principles, business environment, and entrepreneurship concepts 		
Course Description:		
This course introduces the concepts and practices of social entrepreneurship, focusing on how innovative business models create social and economic value. It helps students understand, design, and manage social ventures for sustainable impact.		
Course Objectives:		
<ol style="list-style-type: none"> To understand the basic concepts and role of social entrepreneurship. To study how social enterprises address market and social issues. To develop skills for identifying opportunities and designing social ventures. To analyze business models and strategies for sustainable social impact. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Recall key terms, concepts, and theories related to social entrepreneurship.	Remember (Level 1)
CO2	Explain and interpret the purpose, structure, and functioning of social enterprises.	Understand (Level 2)
CO3	Critically examine strategies, models, and innovation systems in social entrepreneurship.	Analyze (Level 3)

CO-PO Mapping

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	2	1	1	-	2	1
CO2	2	2	2	2	1	2	2	2
CO3	3	2	1	1	2	-	2	2

Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test



Course Contents		
Unit 1	Basic Concepts of Social Entrepreneurship, Social Impact Theory, Concept of Social Entrepreneurship, Socio-economic Concept of Social Entrepreneurship.	6 Hrs.
Unit 2	Social Enterprises: as agents of correcting market failures, Mission & Strategic Identification	6 Hrs.
Unit 3	Industry Analysis and Design Process, Life Cycle of Social Enterprises, Organizational Design for Innovation,	6 Hrs.
Unit 4	Strategy for Social Entrepreneurs, Identifying Opportunity, Systems thinking for Social Innovation, Profile of the Social Entrepreneur,	3 Hrs.
Unit 5	Business Models, Enterprising Models for Social Entrepreneurship. Types of Models & its Application, Sectorial Studies on Social Entrepreneurship, Social Venture Models & its Marketing. Value Proposition	3 Hrs.

Sr. No.	Textbooks/ Reference books/ Cases
1	Bornstein, D., & Davis, S. (2010). Social Entrepreneurship: What Everyone Needs to Know. Oxford University Press
2	Dees, J. G., Emerson, J., & Economy, P. (2001). Enterprising Nonprofits: A Toolkit for Social Entrepreneurs. Wiley.
3	Martin, R. L., & Osberg, S. (2007). Social Entrepreneurship: The Case for Definition. Harvard Business Review Press.
4	Nicholls, A. (2006). Social Entrepreneurship: New Models of Sustainable Social Change. Oxford University Press.

Web Resources	
1	NPTEL – Social Entrepreneurship, https://nptel.ac.in/courses/110/106/110106150/
2	NSRCEL, IIM Bangalore, https://nptel.ac.in/courses/120108004
3	NPTEL – Innovation, Business Models and Entrepreneurship https://onlinecourses.nptel.ac.in/noc25_mg95/preview
4	NPTEL – Entrepreneurship and IP Strategy, https://onlinecourses.nptel.ac.in/noc20_hs66/preview



CO-PO Mapping

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	-	-	2	1	-	1	1
CO2	2	1	1	1	3	-	2	-
CO3	1	3	-	2	2	-	3	1
CO4	1	3	1	3	2	2	1	3

Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit I	Self-Awareness and Emotional Intelligence: Meaning and importance of life skills in management. Self-awareness: concept, importance, and methods. Personality assessment tools – SWOT, Johari Window, MBTI. Emotional Intelligence: definition, components, and importance Role of emotional intelligence in managerial effectiveness.	4
Unit II	Communication and Interpersonal Skills: Process and types of communication verbal, non-verbal, and written. Barriers to effective communication and overcoming them. Listening skills, Business etiquette, presentation skills, and grooming. Interpersonal relationships, assertiveness, and conflict resolution.	4
Unit III	Critical Thinking and Decision Making: Concept and importance of critical thinking for managers. Techniques, Decision-making models and styles, Ethical and data-driven decision making.	4
Unit IV	Time, Stress, and Conflict Management: Time management techniques: goal setting, prioritization, delegation, Tools, Stress: causes, symptoms, and impact on productivity. Stress management techniques: relaxation, mindfulness, physical fitness. Conflict management: causes, handling styles	4
Unit V	Leadership, Teamwork, and Adaptability: Leadership: concept, traits, and contemporary styles, Team building and group dynamics in organizations. Motivation, collaboration, and trust-building. Adaptability and resilience: concepts and importance	4



Sr. No.	Textbooks
1.	Daniel Goleman (1995). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books.
2.	Subba Rao, P. (2020). Management and Organisational Behaviour. Himalaya Publishing House.
3.	S. K. Mandal (2012). Effective Communication and Soft Skills. Jaico Publishing House.
4.	Stephen P. Robbins & Timothy A. Judge (2022). Organizational Behavior. Pearson Education India.
Reference Books	
1.	David R. Caruso & Peter Salovey (2004). The Emotionally Intelligent Manager. Jossey-Bass.
2.	Krishna Mohan & Meera Banerji (2013). Developing Communication Skills. Macmillan Publishers India.
3.	Harold Koontz & Heinz Weihrich (2010). Essentials of Management. Tata McGraw-Hill.
4.	Peter G. Northouse (2018). Leadership: Theory and Practice. Sage Publications.

Web Resources	
1.	Communication Skills https://nptel.ac.in/courses/109/106/109106050
2.	Life Skills (NPTEL) https://youtu.be/l1D_0UFmJHY?si=wWIpk0QmRaYRzDFL
3.	Leadership and Team Management (NPTEL – IIT Kharagpur) https://nptel.ac.in/courses/110105112

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EST. 2009

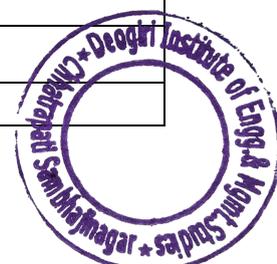


Course Title: Indian Ethos, Ethics & Corporate Governance (IEE & CG) Course Code: PB251501			Course Category: Indian Knowledge System	
Teaching Scheme		Examination Scheme		
Lectures: 02 hrs / week		CA-1	10 Marks	
Tutorial: Nil		CA-2	10 Marks	
Credits: 02		MSE	20 Marks	
Semester: First Year (Semester I)		ESE	60 Marks	
Course Prerequisite: Basic understanding of management functions, organizational structures, ethical values, social responsibility, business decision-making, and corporate governance involving companies, stakeholders, and regulatory bodies				
Course Description: This course provides a comprehensive understanding of Indian ethos, ethics and corporate governance. Furthermore, it explores the principles, practices, and challenges with a focus on the Indian and global contexts. Students will learn the roles of boards, independent directors, committees, and regulatory bodies, while also examining the importance of ethics, transparency, and corporate social responsibility. The students will develop their ability to interpret governance frameworks, analyze board practices, and propose governance-enhancing strategies.				
Course Objectives:				
<ol style="list-style-type: none"> 1. To introduce to the foundations of Indian ethos, morals, values, ethical principles, and their relevance to business and management. 2. To familiarize with ethical theories, professional ethics, ethical decision-making processes, and corporate governance concepts. 3. To develop awareness about regulatory frameworks, corporate governance practices, ethical leadership, CSR, and emerging ethical issues in Indian business organizations. 				

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Recall the concepts of Indian ethos, morals, values, ethical principles, ethical theories, and basic corporate governance concepts.	Remember (Level 1)
CO2	Explain ethical theories, ethical decision-making processes, professional ethics, and principles of corporate governance in business contexts.	Understand (Level 2)
CO3	Apply ethical reasoning and governance principles to identify ethical issues, governance challenges, CSR practices, and ethical leadership cases in organizations.	Apply (Level 3)

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	-	2	1	-	-	1	-
CO2	1	2	2	3	1	-	2	-
CO3	2	3	3	2	2	1	3	1

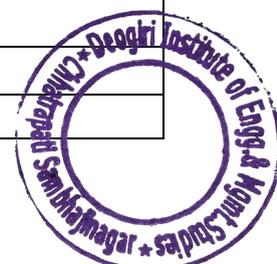
Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test



Course Contents		
Unit 1	Foundations of Indian Ethos and Ethics: Morals, Ethics, and Values, Indian Heritage on Ethics, Fundamental Principles of Ethics, Values in Business, Need for Ethics in the Context of Global Change, Indian vs. Western Thinking.	4 Hrs.
Unit 2	Ethical Theories and Decision-Making: Ethical theories and frameworks (Deontology, Utilitarianism, Virtue Ethics), Professional ethics for managers, Ethical decision-making and dilemmas.	4 Hrs.
Unit 3	Principles of Corporate Governance: Definition and importance of corporate governance, Principles of corporate governance, Major corporate governance challenges, corporate governance in India – overview, Basic governance models.	4 Hrs.
Unit 4	Regulatory Framework and Governance Structures: Regulatory framework of corporate governance in India, Roles and responsibilities of directors and board, recommendation committees in corporate governance, Corporate Social Responsibility,	4 Hrs.
Unit 5	Business Ethics in Governance and Management: Importance of ethics in Indian business organizations, Ethical leadership and decision-making in India, corporate codes of ethics and compliance programs, Whistleblowing mechanisms, Emerging ethical issues in India, anecdotes of corporate governance failures.	4 Hrs.

Sr. No.	Textbooks
1.	Biswanath Ghosh – Indian Ethos & Values for managers, Vikas Publishing House
2.	C.S.V. Murthy – Business Ethics and Corporate Governance, Himalaya Publishing House
3.	A.C. Fernando – Business Ethics: An Indian Perspective, Pearson Education India
4.	B.N. Ghosh – Business Ethics and Corporate Governance, McGraw Hill Education India
5.	S.K. Mandal – Ethics in Business and Corporate Governance, Tata McGraw Hill
6.	K. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala – Business Ethics: Concepts and Cases, Himalaya Publishing House
Reference Books	
1.	M.C. Kuchhal – Corporate Governance, Vikas Publishing House
2.	Velasquez, M. G. – Business Ethics: Concepts and Cases, Pearson
3.	A.C. Fernando – Corporate Governance: Principles, Policies, and Practices, Pearson Education India
4.	Subhash Sharma – Corporate Governance and Social Responsibility of Business, PHI Learning
5.	Marianne M. Jennings – Business Ethics: Case Studies and Selected Readings, Cengage Learning

Web Resources	
1.	Business Ethics and Corporate Governance, SWAYAM https://onlinecourses.swayam2.ac.in/imb25_mg150/preview
2.	Business Ethics, NPTEL, https://nptel.ac.in/courses/110105079
3.	Corporate Social Responsibility, NPTEL, https://nptel.ac.in/courses/110105081



Course Title: Research Methodology (RM)
Course Code: PB251601 **Course Category: Experiential Learning**

Teaching Scheme	Examination Scheme	
Lectures: 03 hrs / week	CA-1	10 Marks
Tutorial: Nil	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester I)	ESE	60 Marks

Course Prerequisite:

- **Curiosity and Ambition:** A genuine intellectual drive to learn and gain recognition is crucial for a researcher.
- **Open-mindedness:** A researcher must approach the subject with an open mind, free from preconceived notions or biases.
- **Clear Research Topic/Problem:** A well-defined and focused research problem or topic is the starting point for any study.
- **Data Analysis Methods:** You need to know how to analyze the collected data using relevant statistical or qualitative methods.

Course Description:

- **Foundational Concepts:** Introduction to the nature of scientific research, its significance, different research types, and ethical considerations.
- **Research Design:** Learning to choose and apply appropriate research designs for various study types and theoretical frameworks.
- **Literature Review:** Developing skills to conduct comprehensive literature reviews to identify research gaps and build on existing knowledge.
- **Data Collection:** Understanding and applying various data collection techniques, such as surveys, interviews, and observations, for both qualitative and quantitative data.

Course Objectives:

1. The objective of the course is to introduce the basic mode of conducting research
2. To explore ideas in formulating research hypotheses & objectives and sample framework for taking up research studies in structured manner.
3. This subject should help researchers to use practices to present unique research.

Course Outcomes:

COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Explain the role and importance of research in the social sciences.	Understand (Level 2)
CO2	Apply the issues and concepts salient to the research process	Apply (Level 3)
CO3	Analyze the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.	Analyze (Level 4)
CO4	Evaluate and conduct research (advanced project) in a more appropriate manner	Evaluate (Level 5)



CO-PO Mapping

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	-	3	-	2	-	2
CO2	-	2	2	2	1	3	1	2
CO3	2	3	1	2	1	3	3	3
CO4	3	3	3	2	3	3	3	3

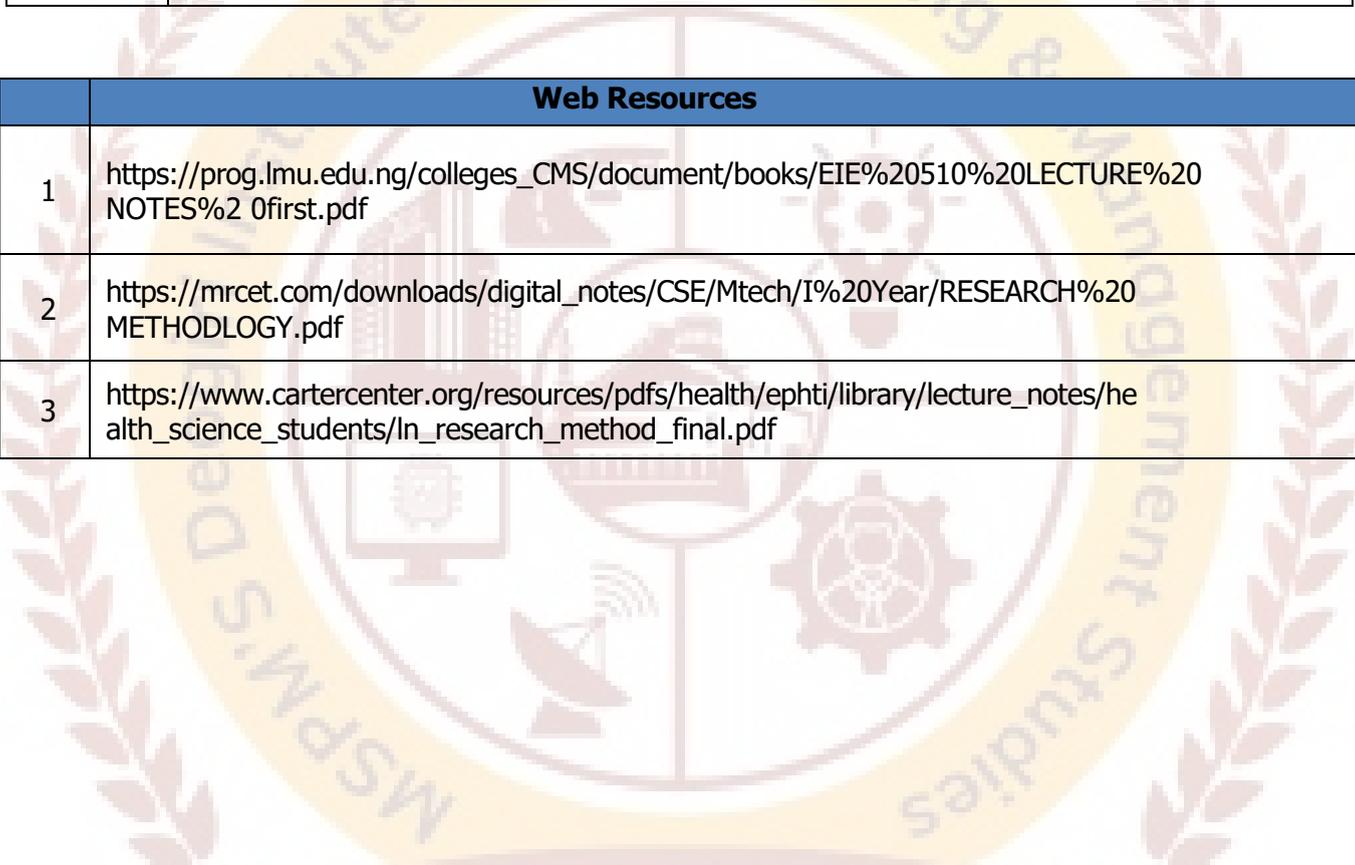
Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Research – Definition: Thesis, Hypothesis, Literature Review, Research methods vs Methodology, Need of Research in Business and Social Sciences, Objectives of Research, Issues and Problems in Research, Characteristics of Research: Systematic, Valid, Verifiable, Empirical and Critical.	6Hrs.
Unit 2	Basic Research, Applied Research, Descriptive Research, Analytical Research, Empirical Research, Qualitative and Quantitative Approaches	6 Hrs.
Unit 3	Research Design – Meaning, Types and Significance, Sample Design – Meaning and Significance Essentials of a good sampling Stages in Sample Design Sampling methods/techniques: Random sampling, stratified sampling, systematic sampling and cluster sampling. Sampling Errors.	6 Hrs.
Unit 4	Methods of Data Collection-Sources of data-Use of secondary data- Methods of collecting primary data-Observation-Interviews, Questionnaires and Schedules. Types of Analysis-Presentation and Interpretation of Data Editing, Classification and Tabulation-Interpretation. Quantitative Tools-Measures of Central Tendency-Dispersion Measures of Correlation-Simple and Multiple Correlation-testing of Hypothesis-Tests based on t-P, Z and Chi-square-Time Series Analysis-Trend Measurement- Moving Averages.	6 Hrs.
Unit 5	Introduction – Objectives –Hypothesis – Research methodology – Analysis and chapter wise test – Testing of hypothesis- Findings - Conclusions - Suggestions and recommendations.	6 Hrs.



Sr. No.	Textbooks
1	Kothari C. R Research Methodology
2	Steven G. Carley: Research Methodology: An Introduction
3	John W. Creswell's Research Design
Reference Books	
1	Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2	Uma Sekaran (2010) Research Methods for Business, 4th edition, Wiley.
3	Fred N. Kerlinger : Foundations of Behavioral Research
4	Naresh Malhotra and S Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall. 6 Michael V. P Research Methodology.

Web Resources	
1	https://prog.lmu.edu.ng/colleges_CMS/document/books/EIE%20510%20LECTURE%20NOTES%20first.pdf
2	https://mrcet.com/downloads/digital_notes/CSE/Mtech/1%20Year/RESEARCH%20METHODOLOGY.pdf
3	https://www.cartercenter.org/resources/pdfs/health/ephti/library/lecture_notes/health_science_students/ln_research_method_final.pdf



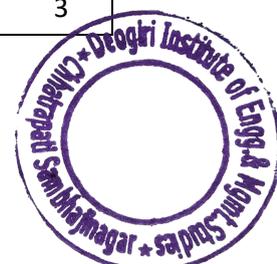
An Autonomous Institute
 Chhatrapati Sambhajinagar
 EST. 2009



Course Title: Design Thinking for Social Innovation (DTSI)		
Course Code: PB251701		Course Category: Liberal Learning
Teaching Scheme	Examination Scheme	
Lectures: Nil	CA-1	20 Marks
Tutorial: Nil	CA-2	20 Marks
Practical: 2 hrs./ week	-	-
Credits: 02	-	-
Semester: First Year (Semester I)	ESE	60 Marks
Prerequisite: An open mind and willingness to work in team.		
Course Objectives:		
<ol style="list-style-type: none"> 1. Introduce students of MBA to the concept and process of design thinking approach 2. Encourage the students to identify the real world social challenges. 3. Culminate the empathy driven skills among the students for identifying the critical issues and solving the real world social problems. 4. To foster the creativity , problem solving skills and team work 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Identify the real world social based problems using an empathetic approach (tools/techniques) to generate user centered insights.	Understand (Level 2)
CO2	Analyze and define clear problem statements (SMART) through client /user/ designer point of view.	Analyze (Level 4)
CO3	Generate, Evaluate and select multiple innovative and feasible ideas with structure brainstorming techniques.	Apply and evaluate (Level 3&5)
CO4	Develop low cost, low fidelity prototype to communicate the ideas and test through the potential user feedback.	Create and Evaluative (Level 6&5)
CO5	Work effectively in a team and communicate the problem solution through presentation and documentation.	Apply (Level 3)

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2	-	1	-	2	-	1
CO2	1	2	1	1	-	3	-	1
CO3	-	1	2	-	-	-	2	-
CO4	-	1	2	1	1	1	1	1
CO5	-	-	1	-	-	3	3	3



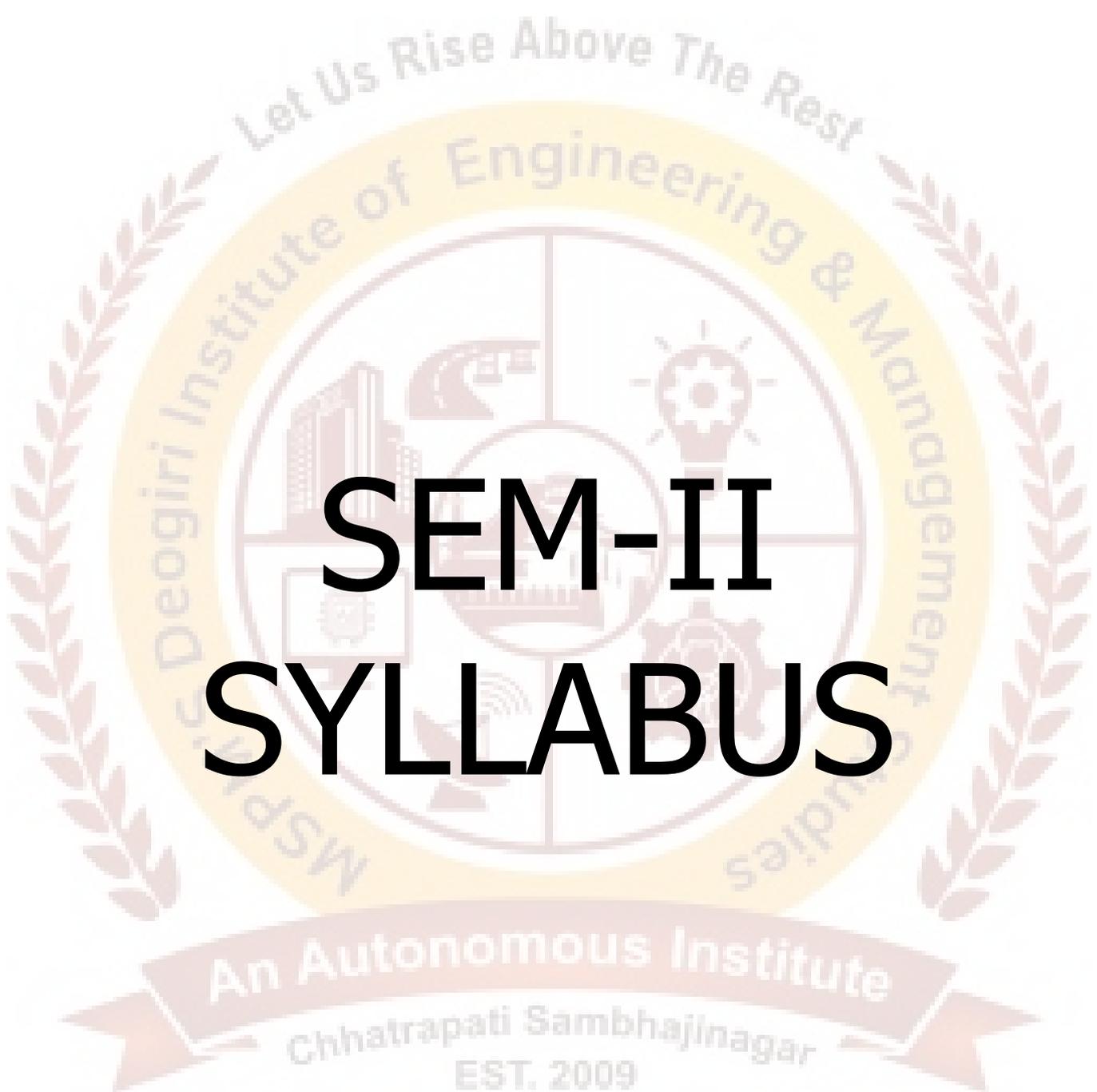
Assessment

CA- I (a) (20M)	Identify the problem faced by society/community. Empathize with the design thinking approach. Synthesize with empathy map. Identify the constraints and enlist the objectives as a designer point of view. Define the problem statement with SMART technique.
CA – II (b) (20M)	Ideate the solution for the defined problem/challenge. Use the principle of SCAMPER/brainstorming/six thinking hats to generate the multiple ideas. Select and filter the ideas by using convergent thinking method. Implement and test the low fidelity prototype

Sr. No.	List of Activities
1	To Identify the Social problems
2	To conduct the empathy research and synthesize with the empathy map
3	To formulate the point of view statement for design challenge
4	To develop the feasible and multiple ideas for the selected problem through brainstorming.
5	To develop low fidelity prototype to represent the idea
6	To implement and test the designed prototype developed based on generated idea.

1	"Design Thinking" – Understanding How Designers think and work, 2 nd edition, Nigel Cross
2	"New age Design Thinking" , Rishabh Anand
3	"An Illustrated Guide to Sustainable Development Goals" Renu Paswan





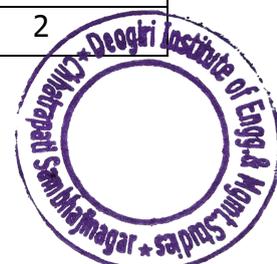
SEM-II SYLLABUS



Course Title: Business Policy and Strategic Management (BPSM)		
Course Code: PB252001		Course Category: Program Core Course
Teaching Scheme		Examination Scheme
Lectures: 03 hrs / week		CA-1 10 Marks
Tutorial: Nil		CA-2 10 Marks
Credits: 03		MSE 20 Marks
Semester: First Year (Semester II)		ESE 60 Marks
Course Prerequisite: Basic knowledge of business management and organizational concepts.		
Course Description: This course provides an in-depth understanding of strategic management and its role in achieving competitive advantage. It covers the evolution and concepts of strategy, strategic intent, and environmental analysis using modern frameworks. Students will learn portfolio analysis tools, competitive and growth strategies, and approaches for effective implementation, including the Balanced Scorecard, change management, and leadership. The course emphasizes both traditional and contemporary strategies such as digital, global, and sustainable approaches.		
Course Objectives:		
<ol style="list-style-type: none"> 1. To Explain the fundamentals, evolution, and levels of strategy along with strategic intent (vision, mission, goals, stretch, leverage, and fit). 2. To Apply tools for environmental and industry analysis, including PESTEL, ETOP, Porter's Five Forces, Value Chain, and VRIO. 3. To Analyze portfolio and competitive strategies such as BCG, GE 9-Cell, Ansoff, Blue/Red Ocean, digital, global, and sustainable strategies. 4. To Evaluate corporate and grand strategies, including diversification, mergers, acquisitions, alliances, retrenchment, and implementation methods like the Balanced Scorecard. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Explain core concepts, evolution, levels, processes, Mintzberg's 5Ps, and strategic intent in strategic management..	Understand (Level 2)
CO2	Apply tools such as PESTEL, Porter's Five Forces, Value Chain, VRIO, and ETOP to analyze the business environment and internal capabilities	Apply (Level 3)
CO3	Analyze portfolios and strategic options using BCG, GE, Ansoff matrices, and competitive strategies including Blue/Red Ocean, digital, global, and sustainable strategies.	Analyze (Level 4)
CO4	Evaluate corporate and grand strategies and implementation frameworks like the Balanced Scorecard for strategic suitability and impact.	Evaluate (Level 5)

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	1	2	2	1	1	1	1
CO2	3	3	1	2	1	2	1	2
CO3	3	3	2	3	2	2	2	3
CO4	3	3	3	3	3	3	3	2

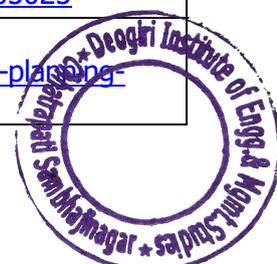


Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Strategy and the Quest for Competitive Advantage: Military origins of Strategy, Concept and Characteristics of strategic management— Defining strategy — Mintzerbg's 5Ps of strategy — Corporate, Business and Functional Levels of strategy - Strategic Management Process.	6 Hrs.
Unit 2	Strategic Intent & Strategy Formulation: Vision, mission and purpose — Business definition, objectives and goals. Stretch Leverage and Fit.	6 Hrs.
Unit 3	Analyzing Company's Environment: Environmental appraisal — Scenario planning, PESTEL, Preparing an Environmental Threat and Opportunity Profile(ETOP) —Industry Analysis - Porter's Five Forces Model and value chain analysis, VRIO Framework.	6 Hrs.
Unit 4	Corporate Portfolio Analysis: Business Portfolio Analysis - BCG Matrix — GE 9 Cell Model - Generic Competitive Strategies: Low cost, Differentiation, Focus, Ansoff matrix, Blue & Red ocean Strategy, Digital, Global and Sustainable Strategy.	6 Hrs.
Unit 5	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment. Strategy implementation- Balanced Scorecard, Measuring performance, Change management and Leadership.	6 Hrs.

Sr. No.	Textbooks
1.	A.A. Thompson A.J. Shrikland J.E. Gamble, Crafting and Executing Strategy — Atest for competitive advantage, Tata Me Graw Hill, 4th Edition 20052.Ranjan Das, Crafting the strategy: concept and cases in strategic management, TataMc Graw Hill, 2004.
2.	Kazmi Azher , Business Policy and Strategic Management , Tata Mc Graw HiI2nd Edition 2003,
3.	Subha Rao P, Business Policy and Strategic Management , Himalaya PublishingHouse 1st Edition reprint 2004
Reference Books	
1.	Strategic Management: A South Asian Perspective – Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, 9th Edition, Cengage Learnin
2.	Strategic Management: Concepts and Cases – Fred R. David & Forest R. David, Pearson Education.
3.	Crafting and Executing Strategy: The Quest for Competitive Advantage – Arthur A. Thompson, A.J. Strickland, John E. Gamble, McGraw Hill Education.

Web Resources	
1.	Strategic Management, NPTEL, https://nptel.ac.in/courses/110107146
2.	Strategic Management: An Introduction, NPTEL https://nptel.ac.in/courses/122105025
3.	Strategic Planning (Short Course), Oxford Home Study Centre, https://www.oxfordhomestudy.com/courses/online-management-courses/strategic-planning-free-course



Course Title: Optimization Techniques (OT)	Course Category: Program Core Course
Course Code: PB252002	

Teaching Scheme	Examination Scheme	
Lectures: 02 hrs / week	CA-1	10 Marks
Tutorial: 02 hrs / week	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester II)	ESE	60 Marks

Course Prerequisite:

- Simple arithmetic and data analysis skills
- Introductory knowledge of problem-solving methods
- Familiarity with basic mathematical logic and terminology
- General awareness of real-world business decision-making scenarios

Course Description: This course offers a comprehensive introduction to Operations Research (OR), a scientific approach to decision-making that helps managers optimize resources and solve complex problems in business, engineering, and public systems. Students will explore the theoretical foundations, methodologies, and real-world applications of OR to enhance strategic and operational efficiency.

Course Objectives:

1. Understand and apply the principles and methodologies of Operations Research in real-life managerial problems.
2. Formulate and solve linear programming problems using graphical and simplex methods.
3. Use assignment and transportation models for effective resource allocation.
4. Analyze strategic situations using Game Theory and apply replacement models.
5. Apply inventory control techniques and effectively manage projects using PERT and CPM.

Course Outcomes:

COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Understand Operations Research concepts and models	Understand (Level 2)
CO2	Apply methods like Linear Programming, Assignment, Transportation, Replacement, Game Theory, Inventory, and Project Management to solve managerial problems	Apply (Level 3)
CO3	Analyze alternative solutions and assess optimization outcomes using quantitative methods.	Analyze (Level 4)
CO4	Evaluate and develop effective decision-making strategies by integrating appropriate Operations Research tools.	Evaluate (Level 5)

CO-PO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	-	1	-	1	2	-	-
CO2	3	3	-	2	-	3	1	2
CO3	3	3	2	2	2	3	2	2
CO4	3	3	2	3	2	3	2	2



Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Introduction: The Historical Development, Nature, Meaning and Management Application of Operations research. Modelling, Its Principal and Approximation of O.R. Models, Main characteristic and phases, Scope, Role on Decision Making and Development of Operation Research in India.	8 Hrs.
Unit 2	Linear Programming: LPP Formulation, Graphical solution, standard and matrix form of linear programming problems, Simplex method and its flow chart, Duality in LPP: Definition of Dual Problem, General Rules for converting any Primal into its Dual.	8 Hrs.
Unit 3	Assignment Model: Hungarian Method, Unbalanced Assignment Problems. Transportation Model: Northwest Corner Method, Least Cost Method, Vogel's Approximation Method , MODI (Modified Distribution) method. Unbalanced Transportation Problems.	8 Hrs.
Unit 4	Replacements Models, Game Theory: Introduction, Terminology of Game Theory; Players, Strategies, Payoff matrix, Maximin-Minimax Principle, Saddle point. Types of Games. Two Person Zero sum games, Pure strategy Games.	8 Hrs.
Unit 5	Inventory Management Techniques; Introduction to inventory control problem, types of inventory, different cost is inventory problem. Project Management by PERT/CPM: Basic steps in PERT/CPM, Techniques, Network Diagram Representation, Forward and Backward Pass-computation, Representation in Tabular form, Determination of Critical path, Critical activity, Floats and Slack Times,	8 Hrs.

Sr. No.	Textbooks
1.	Introduction to Operations Research, Frederick S. Hillier & Gerald J. Lieberman
2.	Operations Research: Applications and Algorithms, Wayne L. Winston & Jeffrey B. Goldberg
3.	Operations Research: An Introduction, Hamdy A. Taha
Reference Books	
1.	Operation Research, Sharma J.K, Himalaya Publications house, New Delhi.
2.	Operations Research-An Introduction, Taha H.A, Mc-Millan, New York.
3.	Operations Research, Prem Kumar Gupta, D.S. Hira, S Chand and Co Ltd, New Delhi.
4.	Operations Research, Kalawati, Vikas Publication Pvt. Ltd, New Delhi

Web Resources	
1.	Operations Research, NPTEL (IIT Kharagpur), https://onlinecourses.nptel.ac.in/noc25_ag15/preview
2.	Introduction to Operations Research, NPTEL (IIT Madras), https://onlinecourses.nptel.ac.in/noc20_ma23/preview
3.	Fundamentals of Operations Research, NPTEL (IIT Roorkee), https://onlinecourses.nptel.ac.in/noc22_ma48/preview



Course Title: Legal Aspects of Business (LAB) Course Category: Program Core Course		
Course Code: PB252003		
Teaching Scheme	Examination Scheme	
Lectures: 03 hrs / week	CA-1	10 Marks
Tutorial: Nil	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester II)	ESE	60 Marks
Course Prerequisite:		
<ul style="list-style-type: none"> • Basic understanding of management fundamentals and functional areas of business. • Awareness of the economic and regulatory environment in which businesses operate • Proficiency in communication skills to interpret, discuss, and summarize legal and business cases. 		
Course Description: This course provides an overview of the legal frameworks governing business in India, including contract law, company law, consumer protection, negotiable instruments, and intellectual property. It focuses on applying these laws to business transactions, compliance, and dispute resolution, preparing students to make legally sound and ethical business decisions.		
Course Objectives:		
<ol style="list-style-type: none"> 1. To introduce students to the fundamental legal frameworks governing business transactions in India. 2. To develop understanding of key legislations including the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, Companies Act, Consumer Protection Act, and Intellectual Property laws. 3. To enable students to apply legal provisions in resolving business disputes, ensuring compliance, and protecting stakeholder interests. 4. To enhance analytical skills for interpreting legal cases and evaluating their implications for business operations and decision-making. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Recalling Legal aspects of Business concepts and provisions of business laws including Contract Law, Sales of Goods Act, Negotiable Instrument Act, Companies Act, and Consumer Protection Act.	Remember (Level 1)
CO2	Interpret the legal principles governing business transactions and discuss their implications for business operations.	Understand (Level 2)
CO3	Apply appropriate legal provisions to address business disputes and ensure regulatory compliance	Apply (Level 3)
CO4	Analyze legal situations in business contexts to detect potential risks and suggest legally sound solutions	Analyze (Level 4)



CO-PO Mapping

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	1	-	3	-	2	2	1
CO2	2	3	1	3	-	2	3	2
CO3	3	2	1	3	2	2	3	2
CO4	2	3	1	3	3	2	3	2

Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Introduction to Legal Aspects of Business and Indian Contract Act, 1872: Meaning and Scope of Business Laws -Nature and Types of Contracts - Essentials of a Valid Contract -Offer and Acceptance- Consideration- Capacity to Contract- Free Consent- Legality of Object- Void Agreements- Contingent Contracts- Performance of Contracts- Discharge of Contracts- Remedies for Breach of Contracts- Indemnity and Guarantee	6 Hrs.
Unit 2	Sales of Goods Act, 1930: Nature of Contract of Sale- Conditions and Warranties- Transfer of Ownership- Performance of Contract of sale- Rights of Unpaid Seller- Remedies for Breach of Contract of sale	6 Hrs.
Unit 3	Negotiable Instruments Act: Nature of Negotiable Instruments- Promissory notes, Bills of Exchange and Cheques- Parties to Negotiable instruments and their Capacity- Holder and Holder in due course- Presentment, dishonor of Negotiable Instruments- Liability of parties	6 Hrs.
Unit 4	Companies Act, 2013: Definition, Meaning of Company- Features and Types of Companies- Incorporation of Company- Memorandum of Association- Article of Association- Prospectus- Share Capital- Membership of a company-Company Meetings	6 Hrs.
Unit 5	Consumer Protection Act, 1986: Introduction and Definition- Consumer Dispute Redressal Agencies- Complaint and Procedure of Redressal- Unfair Trade Practices Intellectual Property Legislation: Introduction- The Patent Act, 1970, Kinds of Patents, Administration of Patents System in India	6 Hrs.



Sr. No.	Textbooks
1.	N.D. Kapoor – Elements of Mercantile Law (Sultan Chand & Sons)
2.	M.C. Kuchhal & Vivek Kuchhal – Business Law (Vikas Publishing)
3.	P.C. Tulsian & Bharat Tulsian – Business Law (McGraw Hill Education)
Reference Books	
1.	Ravinder Kumar – Legal Aspects of Business (Cengage Learning)
2.	S.N. Maheshwari & S.K. Maheshwari – Business Law (Himalaya Publishing House)
3.	Bulchandani, K.R. – Business Law for Management (Himalaya Publishing)
4.	Bare Acts – Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, Companies Act, Consumer Protection Act, and Patent Act (latest editions).

Web Resources	
1.	Offer Case Study, SWAYAM, https://youtu.be/R2E0HDetaIc
2.	Indemnity and Guarantee Part- I, SWAYAM, https://youtu.be/dbMLMdt23g
3.	Indemnity and Guarantee Part- II, SWAYAM, https://youtu.be/fMBemlczi4



Course Title: Financial Management (FM)
Course Code: PB252101 **Course Category: Program Elective Course**

Teaching Scheme	Examination Scheme	
Lectures: 02 hrs. / week	CA-1	10 Marks
Tutorial: 02 hrs. / week	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester II)	ESE	60 Marks

Course Prerequisite:

- Basic Understanding of terms such as Present Value and Future Value used in Decision Making
- Specific Business Concepts –Basic Understanding of different decision-making techniques like Capital Budgeting and Capital Structure.
- Analytical Reasoning Skills-The ability to think logically and critically about financial problems is crucial for applying Financial Management Skills
- Data Interpretation-Understanding how to read and interpret simple Financial Data is crucial.

Course Description: A financial management course teaches individuals and businesses to strategically plan, organize, control, and oversee financial activities to achieve financial goals, such as maximizing profit, ensuring sustainability, and managing risk. Key topics include financial planning, budgeting, and managing cash flow, analyzing financial reports, investment decisions, Raising capital through debt and equity, and controlling costs.

Course Objectives:

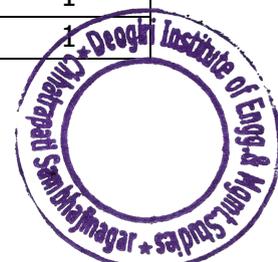
1. To enable the students to understand the fundamentals of Financial Management
2. To introduce the students to various Concepts of Decision Making from Financial perspective.
3. To acquaint the students with concepts and techniques used in Financial Management and to enable them to apply that knowledge in business decisions making.
4. To develop students critical thinking skills and analytical abilities in resolving business problems by employing various tools and techniques of Financial Management

Course Outcomes:

Cos	After completion of the course: Students should be able to	Bloom's Level
CO1	Understand the scope, objectives and functions of Financial Management , including the role of finance in business decision-making.	Understand (Level 2)
CO2	Apply fundamental time value of money concepts and Capital Budgeting Techniques for Business Decision Making.	Apply (Level 3)
CO3	Analyze working capital management decisions , including cash, inventory, receivables, and payables management for operational efficiency.	Analyze (Level4)

CO-PO Mapping

CO-PO Mapping								
Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	-	2	-	1	1	1
CO2	3	2	1	-	2	1	1	1
CO3	2	3	-	-	-	1	1	1

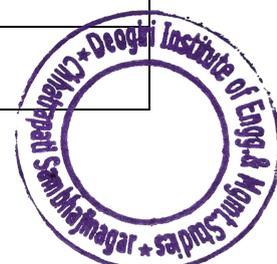


Assessment	
CA-1 (a) - (10M)	PPT / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	PPT/ Assignment/ MCQ Test etc.
MSE (c) - (20M)	Internal Exam

Course Contents		
Unit 1	Basics Of Financial Management Introduction to Business Finance, Objectives of Financial Management, Roles and Responsibilities of Finance Manager, Types of Financing Decisions Finance and it's Functions with other Disciplines.	8 Hrs.
Unit 2	Planning And Analysis Time Value of Money Basics Concept of Future Value, Present Values with Numerical, Financial Statement Analysis using Ratio Analysis, Meaning and importance of financial planning, Preparation of Pro-forma Income Statement and Balance Sheet, Computation of external financing requirements	8 Hrs.
Unit 3	Capital Structure And Working Capital Requirement Cost of Capital ,WACC,Determination of Optimal Capital Structure ,Decision making on parameters of PE,ROI ,EPS MPS Approach, Sources of Long and Short term Finance , Working Capital Management Components ,Short and Long term Planning ,Cash Management	8 Hrs.
Unit 4	Capital Budgeting Meaning and Importance of Capital Budgeting, Types and Features of Capital Budgeting, Techniques of Capital Budgeting, Payback Period, ARR, NPV, PI, IRR, Profitability Index.	8 Hrs.
Unit 5	Leverage And Dividend Decisions Types of leverages and Decisions, Business Risk, Operating and Financial Risk and other types of Risks, Dividend Policies and its Determinants affecting the Dividend Decisions.	8 Hrs.

No.	Textbooks
1.	Financial Management—I M Pandey (Vikas Publishing House)
2.	Financial Management---Prassana Chandra (Tata McGraw Hill)
3.	Financial Management-Rajiv Srivastava and Anil Mishra (Oxford University press)
Reference Books	
1.	Financial Management Theory & Practice and Eugene F. Brigham/Michael C. Ehrhardt's
2.	Fundamentals of Financial Management by James C. VanHorne
3.	Financial Management: Text and Problems---MY Khan and PK Jain
4.	Brealey.,& Myers., Principles of corporate finance (710h ed.). Tata McGraw Hill Publications

Web Resources	
1.	Financial Management for Managers—Prof.Anil K Sharma https://onlinecourses.nptel.ac.in/noc20_mg31/preview
2.	Corporate Finance---By Prof.Abhijeet Chandra IIT Kharagpur https://onlinecourses.nptel.ac.in/noc21_mg93/preview



Course Title: Marketing Management (MM) Course Category: Program Elective Course
Course Code: PB252102

Teaching Scheme	Examination Scheme	
Lectures: 03 hrs / week	CA-1	10 Marks
Tutorial: Nil	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester II)	ESE	60 Marks

Course Prerequisite: Basic knowledge of business fundamentals and management principles is recommended. Familiarity with introductory economics and communication skills will be helpful for understanding marketing concepts and applications.

Course Description: This course provides an overview of marketing principles and practices, covering core concepts, consumer behavior, segmentation, targeting, positioning, and the marketing mix (4Ps). It emphasizes brand management, competitive analysis, and the impact of digital trends. Students will also learn to measure marketing effectiveness through key metrics and develop a comprehensive marketing plan through practical activities and case studies.

Course Objectives:

1. To introduce the fundamental concepts, philosophies, and scope of marketing in the business environment.
2. To develop an understanding of consumer behavior, segmentation, targeting, and positioning strategies.
3. To apply marketing mix (4Ps) strategies in designing effective marketing solutions.
4. To analyze branding approaches, product life cycle, and competitive strategies for gaining market advantage.
5. To evaluate marketing performance using key metrics and to formulate a comprehensive marketing plan.

Course Outcomes:

COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Recall core concepts, philosophies and marketing environment.	Remember (Level 1)
CO2	Demonstrate market segmentation, targeting and positioning strategies.	Understand (Level 2)
CO3	Identify marketing mix (4Ps) strategies	Apply (Level 3)
CO4	Analyze Product life cycle and competitive strategies for the product and design a marketing plan.	Analyze (Level 4)

CO-PO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	1	1	2	1	1	1	2
CO2	3	2	2	2	2	1	1	3
CO3	3	3	3	3	2	2	1	3
CO4	3	3	3	3	3	2	2	3

Assessment

CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test



Course Contents		
Unit 1	<p>Introduction to Marketing and Core Concepts</p> <p>Definition and Scope of Marketing, Understanding the role of marketing in business. Marketing Philosophies: Production, product and service marketing, selling, marketing, and societal marketing concepts. Core Marketing Concepts: Needs, wants, demand, market offerings, customer value, and satisfaction. The Marketing Environment: Micro and macro-environmental factors.</p>	6 Hrs.
Unit 2	<p>Market Segmentation</p> <p>Market Segmentation: Bases for segmentation — geographic, demographic, psychographic, and behavioral. Targeting and Positioning: Choosing the right target market and creating a positioning strategy. Practical Activity: Developing a segmentation, targeting, and positioning (STP) strategy for a product.</p>	6 Hrs.
Unit 3	<p>Marketing Mix Strategies (4Ps)</p> <p>Product Strategy: Product classification, product life cycle (PLC), new product development, and product differentiation. Pricing Strategies: Factors affecting pricing decisions, pricing approaches (cost-based, value-based, and competition-based), and psychological pricing. Place (Distribution) Strategy: Channels of distribution, types of intermediaries, and logistics management. Promotion Strategy: Integrated marketing communication (IMC), advertising, sales promotion, public relations, and personal selling. Practical Activity: Designing a marketing mix (4Ps) strategy for a real or hypothetical product/service.</p>	6 Hrs.
Unit 4	<p>Competitive Analysis</p> <p>Competitive Analysis: Identifying competitors, competitive advantage, and strategies for positioning against competitors. Sustainable, Cross Culture and Global Marketing. Practical Activity: Case study on successful brand positioning and analysis of competitors.</p>	6 Hrs.
Unit 5	<p>Marketing Metrics and Marketing Plan</p> <p>Marketing Metrics: Understanding key performance indicators (KPIs) , customer acquisition cost, customer lifetime value, and return on marketing investment (ROMS), Developing a Marketing Plan: Structure and components of a marketing plan — situation analysis, marketing objectives, strategies, action plan, and budget.</p>	6 Hrs.

Sr.No.	Textbooks
1.	Philip Kotler, Gary Armstrong – Principles of Marketing, Pearson Education.
2.	Michael R. Czinkota & Masaaki Kotabe – Marketing Management, Cengage Learning.
3.	William M. Pride & O.C. Ferrell – Marketing, Cengage Learning.
Reference Books	
1.	Philip Kotler, Kevin Lane Keller – Marketing Management, Pearson.
2.	Lamb, Hair, McDaniel – Marketing, Cengage Learning.
3.	Crafting and Executing Strategy: The Quest for Competitive Advantage – Arthur A. Thompson, A.J. Strickland, John E. Gamble, McGraw Hill Education.

Web Resources	
1.	Marketing Management – I, NPTEL, https://onlinecourses.nptel.ac.in/noc22_mg57/preview
2.	NOC: Marketing Management – I, IIT Kanpur, NPTEL, https://nptel.ac.in/courses/110104068
3.	Integrated Marketing Management, NPTEL, https://onlinecourses.nptel.ac.in/noc25_mg30/preview



Course Title: Production and Operations Management (POM)
Course Code: PB252103 **Course Category: Program Elective Course**

Teaching Scheme	Examination Scheme	
Lectures: 03 hrs / week	CA-1	10 Marks
Tutorial: Nil	CA-2	10 Marks
Credits: 03	MSE	20 Marks
Semester: First Year (Semester II)	ESE	60 Marks

Course Prerequisite:

- **Professional Experience:** For postgraduate degrees, relevant professional experience is often valued as it provides practical context and enhances an applicant's profile.
- **Open to All Disciplines:** Many Production and Operations Management programs are open to students from various backgrounds, including engineering, business, and other disciplines.

Course Description:

- **Core Focus:** To understand how to design, plan, control, and improve production and service systems.
- **Goal:** To increase operational efficiency, reduce waste, optimize resource use, and enhance quality to gain a competitive advantage.
- **Broad Applicability:** Applicable to both manufacturing and service industries, including healthcare, transportation, and technology.

Course Objectives:

1. Introduces the concepts and theories of operations management, with an emphasis on production of goods.
2. Applications of the concepts are illustrated through real-life cases.
3. It is expected to equip students with relevant insights and analytical skills

Course Outcomes:

COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Identify and explain the roles and responsibilities of operations managers in various organizational contexts.	Remember (Level 1)
CO2	Demonstrate knowledge of managing production and service operations, including process types and capacity planning.	Understand (Level 2)
CO3	Apply principles of Just-In-Time (JIT) and design effective material handling and inventory systems.	Apply (Level 3)
CO4	Analyze different production techniques, plant layout designs, and quality management systems.	Analyze (Level 4)

CO-PO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	-	1	3	-	2	3	2
CO2	2	1	1	2	-	2	2	2
CO3	2	2	-	2	2	1	1	-
CO4	1	3	-	2	2	2	1	-

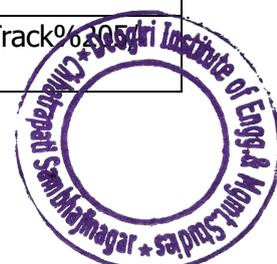


Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Scope of Production Management, Production System, Types of Production, Benefits of Production Management, Responsibility of a Production Manager, Layouts, Make or Buy Analysis	6 Hrs.
Unit 2	Facility Location and factors affecting facility location, Types of Production: Project, jobbing, batch, line, mass, continuous; Capacity Planning	6 Hrs.
Unit 3	Overview, Inventory Management, MRP, Material Management, JIT, Stores Management, Vendor Evaluation, Principles of Material Handling, 5S, Kanban, Kaizan, Poka Yoke, TPS, Ergonomics, ABC Analysis, VED Analysis,	6 Hrs.
Unit 4	Quality Concepts – Definition of Quality, Dimensions of Quality, Cost of Quality and Quality Gurus. TQM Philosophy – Principles of TQM, Deming's Philosophy, Juran's Philosophy & Crosby's Philosophy. Quality Management System – ISO. Customer Focus, Supplier partnership and Employee Involvement.	6 Hrs.
Unit 5	Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. Maintenance: maintenance policies for facilities and equipment; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM)	6 Hrs.

Sr. No.	Textbooks
1	Everette E. Adam, Jr. Ronald J. Ebert; Publisher: Prentice Hall of India
2	Production and Operations Management by N.G. Nair; Publisher: Tata Mc. Graw Hill
3	Production and Operations Management by Panneerselvam R; Publisher: Prentice Hall of India
Reference Books	
1	Operations Management by Shafer Scott M; Publisher: John Wiley
2	Succeeding in Project-Driven Organizations by Knutson Joan; Publisher: John Wiley
3	Operations Management" by William J. Stevenson
4	Production and Operations Management" by R. Panneerselvam
5	Production and Operations Management 6th Edition: S N Chary

Web Resources	
1	www.yourarticlelibrary.com/industries/plant-layout/plant-layout...importance/90129
2	https://bizfluent.com/info-7899360-types-manufacturing-systems
3	http://public.kenanflagler.unc.edu/2017msom/MSOM%20and%20SIG%20Program/Track%205/C/MSOM2017_1_0199.pdf

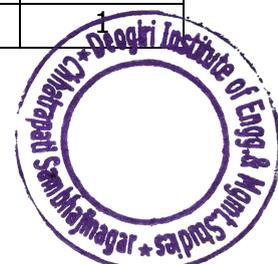


Course Title: Human Resource Management (HRM)		
Course Code: PB252104		Course Category: Program Elective Course
Teaching Scheme		Examination Scheme
Lectures: 03 hrs / week		CA-1 10 Marks
Tutorial: Nil		CA-2 10 Marks
Credits: 03		MSE 20 Marks
Semester: First Year (Semester II)		ESE 60 Marks
Course Prerequisite: Basic knowledge of how organizations operate, the roles of employees and managers, and workplace awareness related to technology, ethics, and diversity		
Course Description: This course introduces the principles and practices of Human Resource Management (HRM). It covers the fundamentals of managing people, HR planning and staffing, employee development, compensation, and industrial relations. The course also explores contemporary HR trends such as HR analytics, diversity, ethics, and international HRM, helping students understand how HR contributes to organizational success.		
Course Objectives:		
<ol style="list-style-type: none"> 1. To provide a strong conceptual understanding of Human Resource Management, its evolution, and strategic role in organizations. 2. To develop knowledge of HR planning, staffing, talent acquisition, and human resource development practices, including training, performance appraisal, and compensation. 3. To enable students to understand and analyze industrial relations, trade unions, grievance handling, and conflict resolution mechanisms. 4. To expose students to contemporary HRM issues such as HR analytics, diversity and inclusion, ethical challenges, and global HR practices 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Recall the fundamental concepts, functions, evolution, and strategic importance of Human Resource Management, including HRM architecture and its linkage with organizational vision.	Remember (Level 1)
CO2	Explain HR planning and staffing processes such as job analysis, recruitment, selection, onboarding, succession planning, retention, and the use of e-recruitment and AI in hiring.	Understand (Level 2)
CO3	Apply HRD and compensation concepts—including training, performance appraisal, career planning, job evaluation, and compensation strategies—to basic organizational scenarios while considering legal aspects	Apply (Level 3)
CO4	Analyze industrial relations systems and contemporary HRM issues such as trade unions, collective bargaining, conflict management, HR analytics, DEI, E-HRM, employee engagement, and international HR practices.	Analyze (Level 4)

CO-PO Mapping

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	1	-	2	-	-	3	-
CO2	3	2	-	1	2	-	3	-
CO3	3	3	2	2	3	1	3	-
CO4	2	3	3	3	3	-	3	-



Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Fundamentals of Human Resource Management Conceptualization and Fundamentals of Managing people in the organization-Nature of HRM-Functions of HRM-Evolution of HRM- Difference between HRA, IR, HRP and HRD- HRM Architecture and its linkage with Organizational Vision- Factors affecting HRM in an organization-Strategic Human Resource Management	6Hrs.
Unit 2	Human Resource Planning and Staffing Job Analysis -Job Design -Human Resource Planning- Recruitment and Selection-onboarding – Employer branding and talent acquisition- E- recruitment and use of AI in hiring- Succession planning- Promotion- Transfer & Demotion – Retention & Retrenchment -Exit Interviews	5Hrs.
Unit 3	Human Resource Development and Compensation Training & Development- Career Planning -Performance Appraisal – Organizational Climate-Organizational Culture- Organizational Development -Job Evaluation -Wages & Salary Administration-Compensation strategies: fixed, variable, and incentives-Employee benefits and rewards systems- Legal Consideration in compensation	6Hrs.
Unit 4	Industrial Relation Dynamics of Employer, Employee and the State; Trade Unions: Past, present and the future; Industrial Harmony: Workers’ Participation, Collective Bargaining, Grievance, Discipline; Dispute Resolution and Conflict Management	6 Hrs.
Unit 5	Contemporary Issues in HRM HR analytics and data-driven decision-making- Diversity, equity, and inclusion (DEI)- E-HRM-Ethical issues and future of HRM with AI- Employee Engagement; International Dimensions of HRM	7Hrs.

Sr. No.	Textbooks
1.	Gary Dessler – Human Resource Management (Pearson)
2.	Michael Armstrong – Armstrong’s Handbook of Human Resource Management Practice
3.	Aswathappa – Human Resource Management: Text and Cases (McGraw Hill)
4.	VSP Rao – Human Resource Management: Text and Cases (Excel Books)
Reference Books	
1.	Dr. C.B. Mamoria, Dr. P. Subba Rao, Dr. Satish Mamoria Dynamics of Industrial Relations Himalaya Publishing House 2023
2.	Dr T.V. Rao – Human Resource Development Handbook
3.	Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich HR from the Outside In McGraw-Hill Professional 2012
4.	Arun Monappa – Industrial Relations and Labour Laws McGraw Hill Education

Web Resources	
1.	Human Resource Management NPTEL https://nptel.ac.in/courses/122105020
2.	Principles of Human Resource Management NPTEL https://www.digimat.in/nptel/courses/video/110105069
3.	AI in Human Resource Management course NPTEL Youtube https://youtu.be/SoRhqer6EJI?si=22sIGSLOOgepiJVk



Course Title: Business Analytics (BA)		
Course Code: PB252201		Course Category: Multi-Disciplinary
Teaching Scheme		Examination Scheme
Lectures: 03 hrs / week		CA-1 10 Marks
Tutorial: Nil		CA-2 10 Marks
Credits: 03		MSE 20 Marks
Semester: First Year (Semester II)		ESE 60 Marks
Course Prerequisite:		
<ul style="list-style-type: none"> • Students are expected to have a basic understanding of management principles, organizational processes. • Familiarity with fundamentals of information technology including computer applications and database concepts. • Familiarity with basic decision-making processes and business operations. 		
Course Description: This course provides a comprehensive introduction to Business Analytics, focusing on how data-driven insights support effective decision-making across business functions. It covers the fundamentals of analytics, Big Data concepts, and analytical decision-making processes, along with applications in marketing, finance, HR, and operations. Students will learn how to interpret and utilize data for business improvement, understand ethical considerations in data handling, and explore real-world case studies demonstrating the strategic value of analytics in organizations.		
Course Objectives:		
<ol style="list-style-type: none"> 1. To provide a foundational understanding of business analytics concepts, evolution, and its growing role in modern organizations. 2. To distinguish between analytics, business analysis, business intelligence, and data science. 3. To familiarize students with basic tools of business analytics, including data exploration and visualization techniques. 4. To explore the applications of business analytics in functional areas such as marketing, finance, HR, and operations. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Remember Basic concepts of business analytics, big data, and analytical decision-making used in organizations.	Remember (Level 1)
CO2	Understand the role of data, types of analytics, big data characteristics, and ethical issues in business analytics.	Understand (Level 2)
CO3	Apply analytical thinking to simple business problems in business domains like marketing, finance, HR, and operations.	Apply (Level 3)
CO4	Analyze business situations using analytics to support decision-making in business domains like marketing, finance, HR, and operations.	Analyze (Level 4)

CO-PO Mapping

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	–	1	–	1	–	–
CO2	1	2	–	2	–	2	2	2
CO3	3	2	2	2	2	2	2	2
CO4	2	3	1	1	2	1	1	1



Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test

Course Contents		
Unit 1	Business Analytics Basics Definition of analytics, The Growing Role of Business Analytics, Types of Analytics - Descriptive, Diagnostic, Predictive, Prescriptive, Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, Quality of data	6 Hrs.
Unit 2	Big Data 5Vs of Big Data, Big Data Collection and Ethics, Data sources and collection methods, Data privacy, security, and ethical considerations.	6 Hrs.
Unit 3	Analytical decision-making: Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst,	6 Hrs.
Unit 4	Business Analytics in Marketing and Finance: Marketing Analytics, , targeting and positioning, Campaign management and ROI measurement, Data-driven marketing strategies. Financial Analytics - Risk management, Financial forecasting and planning, Financial performance improvement through analytics (Non-Statistical - Conceptual Treatment only).	6 Hrs.
Unit 5	Business Analytics in HR and Operations: HR Analytics, Workforce planning and talent management, Employee engagement and performance measurement Operations Analytics - Process optimization and efficiency improvement, Supply chain analytics and logistics management,	6 Hrs.

Sr. No.	Textbooks
1.	Davenport, T. H., & Harris, J. G. (2007). "Competing on analytics: The new science of winning". Harvard Business School Press.2.
2.	Provost, F., & Fawcett, T. (2013). "Data science for business: What you need to know about data mining and data-analytic thinking". O'Reilly Media.3.
Reference Books	
1.	Sharda, R., Delen, D., & Turban, E. (2019). "Business intelligence, analytics, and data science: A managerial perspective" (4th ed.). Pearson.
2.	Winston, W. L. (2014). "Marketing analytics: Data-driven techniques with Microsoft Excel". Wiley.10.
3.	Narayanan, A., & Bhattacharya, A. (2023). "Big data in finance: Data analytics in financial services and banking". Wiley.11.
4.	Fitz-enz, J. (2010). "The new HR analytics: Predicting the economic value of your company's human capital investments". AMACOM
5	Sharda, R., Delen, D., & Turban, E. (2019). "Business intelligence, analytics, and data science: A managerial perspective" (4th ed.). Pearson.

Web Resources	
1.	Business Analytics For Management Decision, NPTEL, https://nptel.ac.in/courses/110105089
2.	Business analytics and data mining Modeling using R, NPTEL, https://nptel.ac.in/courses/110107099
3.	Business Analytics & Text Mining Modeling using Python, NPTEL, https://nptel.ac.in/courses/110107129



Course Title: Artificial Intelligence for Managerial Decision (AIMD)		
Course Code: PB252401		Course Category: VSEC
Teaching Scheme	Examination Scheme	
Lectures: 02 hrs / week	CA-1	10 Marks
Practical: Nil	CA-2	10 Marks
Credits: 02	MSE	20 Marks
Semester: First Year (Semester II)	ESE	60 Marks
Course Prerequisite:		
<ul style="list-style-type: none"> A basic understanding of computers and operating systems. Foundational knowledge of Understanding of simple business/management concepts. Basic skills in IT. Familiarity with Microsoft Office Excel at a fundamental level. 		
Course Description:		
This course is designed to provide an introductory understanding of Artificial intelligence (AI) concepts, tools, technologies and applications in business contexts. Through lectures and case studies students will explore how Artificial intelligence is transforming industries, driving innovation and shaping business strategies		
Course Objectives:		
<ol style="list-style-type: none"> To provide a strong foundation in Artificial Intelligence concepts and their role in organizations and business processes. To understand the role of artificial intelligence and machine learning in business and decision-making. To introduce Artificial Intelligence tools and techniques for data-driven decision-making. To gain knowledge on AI-based governance, business analytics, and change management 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Remember the concepts, components, and applications of Artificial Intelligence in business and management.	Remember (Level 1)
CO2	Understand the concepts an role of AI techniques in applicable to business contexts	Understand (Level 2)
CO3	Apply basic Artificial Intelligence techniques to support managerial decision-making.	Apply (Level 3)

CO-PO Mapping

CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	–	1	1	1	1	1
CO2	2	2	–	2	1	2	2	2
CO3	3	3	2	2	2	2	2	2

Assessment	
CA-1 (a) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (10M)	Subjective Test / Assignment/ MCQ Test etc.
MSE (c) - (20M)	Subjective Test



Course Contents		
Unit 1	Introduction to Artificial Intelligence (AI) Concepts, Meaning and terminology, Types of AI: Narrow AI and General AI Foundations of Artificial Intelligence, Benefits and limitations of AI for managers	4 Hrs.
Unit 2	AI Applications in Business AI in marketing and customer analytics, AI in finance and investment analysis, AI in supply chain management and logistics, AI in human resources and talent management.	4 Hrs.
Unit 3	Strategic Integration of AI Understanding generative and other forms of AI, Use of AI into Business their products, processes and overall business strategies, Insight use of AI as a core element shaping business decision-making processes.	4 Hrs.
Unit 4	AI Techniques in Business Machine Learning, Natural Language Processing, Predictive Analytics, and Decision Support Systems and Recommendation systems in business.	4 Hrs.
Unit 5	Ethical, Legal, and Strategic Aspects of AI: Ethical and Legal Implications of AI in Business, Data Privacy, fairness and transparency in AI systems	4 Hrs.

Sr. No.	Textbooks
1.	Russell, S. & Norvig, P. – Artificial Intelligence: A Modern Approach, Pearson Education.
2.	Turban, E., Sharda, R., & Delen, D. – Decision Support and Business Intelligence Systems, Pearson Education.
3.	Davenport, T. & Kirby, J. – Only Humans Need Apply: Winners and Losers in the Age of Smart Machines, Harper Business.
Reference Books	
1.	Bhatnagar, S. – Artificial Intelligence and Business Analytics, Oxford University Press.
2.	Nilsson, N. J. – Principles of Artificial Intelligence, Morgan Kaufmann
3.	Haenlein, M. & Kaplan, A. – AI and Machine Learning in Management, Springer.
4.	Chaffey, D. – Digital Business and E-Commerce Management, Pearson.
5.	Bhatnagar, S. – Artificial Intelligence and Business Analytics, Oxford University Press.

Web Resources	
1.	An Introduction to Artificial Intelligence, NPTEL, https://nptel.ac.in/courses/106102220
2.	Artificial Intelligence for Economics, NPTEL, https://nptel.ac.in/courses/106105470
3.	Fundamentals of Artificial Intelligence, NPTEL, https://nptel.ac.in/courses/112103280



Course Title: Personality Development (PD)		
Course Code: PB252701		Course Category: Value Added Course
Teaching Scheme		Examination Scheme
Lectures: 02 hrs / week	CA-1	25 Marks
Practical: Nil	CA-2	25 Marks
Credits: AU		
Semester: First Year (Semester II)		
Course Prerequisite:		
<ul style="list-style-type: none"> Basic proficiency in English and a general understanding of communication in academic or everyday contexts. 		
Course Description:		
<p>This course develops essential communication skills required for professional and managerial effectiveness. It focuses on verbal, non-verbal, listening, written, and presentation skills, along with resume preparation, interviews, group discussions, and debates to enhance clarity, confidence, and workplace communication competence.</p>		
Course Objectives:		
<ol style="list-style-type: none"> To develop foundational knowledge of verbal, non-verbal, and written communication and their role in professional and managerial contexts. Enhance communication, interpersonal, and teamwork skills. To enhance understanding of effective speaking, listening, presentation, resume writing, and interview skills required for workplace communication. Foster leadership, adaptability, and resilience in dynamic business environments. 		

Course Outcomes:		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Recall basic concepts of communication, listening, non-verbal cues, resumes, emails, interviews, group discussions, and debates.	Remember (Level 1)
CO2	Explain the importance and role of effective speaking, listening, written communication, presentations, and interview skills in professional contexts.	Understand (Level 2)
CO3	Apply communication skills to prepare resumes and emails, deliver presentations, and participate effectively in interviews, group discussions, and debates.	Apply (Level 3)

CO-PO Mapping

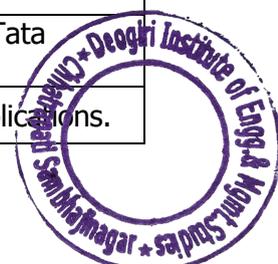
CO-PO Mapping								
COs	PO1	PO2	PO3	PO4	PO5	PS01	PS02	PS03
CO1	1	-	-	1	1	-	1	1
CO2	2	2	2	3	2	1	3	2
CO3	3	2	3	3	3	-	3	3

Assessment	
CA-1 (a) - (25M)	Subjective Test / Assignment/ MCQ Test etc.
CA-2 (b) - (25M)	Subjective Test / Assignment/ MCQ Test etc.



Course Contents		
Unit 1	Foundations of Communication: Significance, types, process and barriers to communication. Effective Speaking: Effective speaking, Clarity and Conciseness' in communication, organizing thoughts into speech, understanding audience, practicing articulation, speech and intonation. Non-verbal Communication: Body language, facial expressions and gestures, vocal intonation: tone, pitch and pace; Aligning verbal and non-verbal communication.	4 Hrs.
Unit 2	Listening Skills: Active listening, techniques to improve listening, identifying and overcoming listening barriers, Non-verbal cues in listening. Communication barriers: Verbal barriers, strategies to overcome misunderstandings, Feedback role and systematic method. Managing nervousness and building confidence. Presentation Skills: Designing effective visual aids, slide design and content clarity, time and engaging audience. Interviews - I: Purpose and preparation; Types of Interviews: Behavioural, situations and technical; Non-verbal communication in interviews.	4 Hrs.
Unit 3	Introduction to Resume: Purpose of a resume in Job application process, understanding the employer expectations, difference between resume and curriculum-vitae. Structure of a resume: Components, highlighting key qualifications and achievements, use of action verbs and quantifiable terms, differentiating between soft and hard skills and tailoring them to match job descriptions. Aesthetics: Use of bullet points and narratives, formatting how to present additional qualifications and volunteering achievements. Customizing a resume, using templates, AI and tools.	4 Hrs.
Unit 4	Fundamentals: Importance of written communication; types of business documents, fundamental principles of writing. Active vs. passive voice, common pitfalls of business writing. Professional Emails: Structure and skeleton, clarity and concise, email etiquette and tone, effective subject lines, salutations and greetings.	4 Hrs.
Unit 5	Group Discussion: Concept, Objectives of GD, Types and process for GD, Skills for effective participation in GDs; evaluation criteria, do's & don'ts. Debate: Concept, format and relevance of debate in managerial communication; role of debates in developing analytical thinking, persuasion, and professional speaking skills	4 Hrs.

Sr. No.	Textbooks
1.	Daniel Goleman (1995). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books.
2.	Subba Rao, P. (2020). Management and Organizational Behavior. Himalaya Publishing House.
3.	S. K. Mandal (2012). Effective Communication and Soft Skills. Jaico Publishing House.
4.	Stephen P. Robbins & Timothy A. Judge (2022). Organizational Behavior. Pearson Education India.
Reference Books	
1.	David R. Caruso & Peter Salovey (2004). The Emotionally Intelligent Manager. Jossey-Bass.
2.	Krishna Mohan & Meera Banerji (2013). Developing Communication Skills. Macmillan Publishers India.
3.	Harold Koontz & Heinz Weihrich (2010). Essentials of Management. Tata McGraw-Hill.
4.	Peter G. Northouse (2018). Leadership: Theory and Practice. Sage Publications.



Web Resources	
1.	Communication Skills https://nptel.ac.in/courses/109/106/109106050
2.	Life Skills (NPTEL) https://youtu.be/l1D_0UFmJHY?si=wWIpk0QmRaYRzDFL
3.	Leadership and Team Management (NPTEL – IIT Kharagpur) https://nptel.ac.in/courses/110105112

