



Marathwada Shikshan Prasarak Mandal's

DEOGIRI INSTITUTE OF ENGINEERING AND MANAGEMENT STUDIES

(An Autonomous Institute)

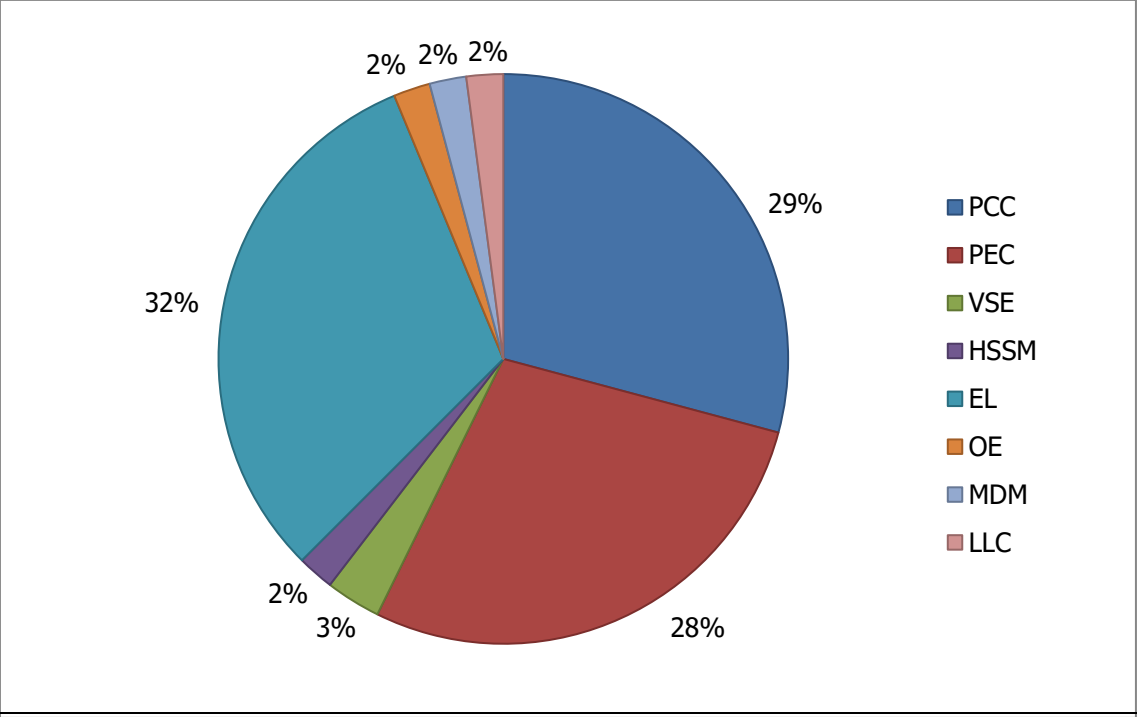
Deogiri Campus, Railway Station Road, Chhatrapati Sambhajanagar-431005(M.S.)

Master of Business Administration

Course Category		I	II	III	IV	Total Credits
Program Courses	Program Core Course(PCC)	-	14	6	6	28
	MOOC	2	-	-	-	
	Program Elective Course (PEC)	-	12	15	-	27
Vocational and Skill Enhancement Courses (VSE)	Communication Skills	3	-	-	-	3
Humanities, Social Science and Management (HSSM)	Indian Knowledge System (IKS)	2	-	-	-	2
Experiential Learning Courses (EL)	Research Methodology	3	-	-	-	30
	Project Work	-	-	3	-	
	Internship	-	-	-	24	
Open Elective Courses (OE)	Open Elective(OE)	-	2	-	-	2
Multi-Disciplinary Minor(MDM)	Multi-Disciplinary(MD)	-	2	-	-	2
Liberal Learning Courses (LLC)	Co-Curricular Courses (CC)	2	-	-	-	2
Total Credits		26	22	24	24	96

Masters of Business Administration(MBA)

Course Category	Credits	% Credits
Program Core Courses (PCC)	28	29.2
Program Elective Courses(PEC)	27	28.1
Vocational & Skill Enhancement (VSE)	3	3.1
Humanity, Social Science & Management (AEC, EM, IKS, VEC) HSSM	2	2.1
Experiential Learning (EL)	30	31.3
Open Electives (OE)	2	2.1
Multi-Disciplinary Minor(MDM)	2	2.1
Liberal Learning Courses (LLC)	2	2.1
Total Credits	96	100.00



SEMESTER I												
Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits
			L	T	P	Total	CA-1	CA-2	MSE	ESE	Total	
PCC	PB251001	Management Process & Organizational Behavior	3			3	10	10	20	60	100	3
PCC	PB251002	Statistical Methods	3			3	10	10	20	60	100	3
PCC	PB251003	Managerial Economics	3			3	10	10	20	60	100	3
PCC	PB251004	Accounting For Managers	3			3	10	10	20	60	100	3
PCC	PB251005	Environment and Sustainability	2			2	10	10	20	60	100	2
PCC	PB251006	MOOC					20	20		60	100	2
HSSM	PB251501	IKS: Integration with Management	2			2	10	10	20	60	100	2
EL	PB251601	Research Methodology	3			3	10	10	20	60	100	3
VSE	PB251401	Communication Skills	3			3	10	10	20	60	100	3
LLC	PB251701	Community Services			4	4	25	25			50	2
Total			22		4	26					950	26
SEMESTER II												
Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits
			L	T	P	Total	CA-1	CA-2	MSE	ESE	Total	
PCC	PB252007	Optimization Techniques	3			3	10	10	20	60	100	3
PCC	PB252008	Business Laws	3			3	10	10	20	60	100	3
PEC	PB252101	Financial Management	3			3	10	10	20	60	100	3
PEC	PB252102	Marketing Management	3			3	10	10	20	60	100	3
PEC	PB252103	Human Resource Management	3			3	10	10	20	60	100	3
PEC	PB252104	Production and Operations Management	3			3	10	10	20	60	100	3
MDM	PB252201	Business Analytics	2			2	10	10	20	60	100	2
OE	PB252301	International Business	2			2	10	10	20	60	100	2
		Life Skills										
		Creativity and Innovation										
VSE	PB252402	Digital Competency for Management			2	2	25	25			50	AU
Total			22		2	24					850	22
SEMESTER III												
Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits
			L	T	P	Total	CA-1	CA-2	MSE	ESE	Total	
PCC	PB253009	Strategic Management	3			3	10	10	20	60	100	3
PCC	PB253010	Entrepreneurship Management	3			3	10	10	20	60	100	3
PEC	PB253005	Elective (As per specialization)	3			2	10	10	20	60	100	3
PEC	PB253006	Elective (As per specialization)	3			3	10	10	20	60	100	3
PEC	PB253007	Elective (As per specialization)	3			3	10	10	20	60	100	3
PEC	PB253008	Elective (As per specialization)	3			3	10	10	20	60	100	3
PEC	PB253009	Elective (As per specialization)	3			3	10	10	20	60	100	3
EL	PB253602	Dissertation			8	8	20	20		60	100	3
Total			21		8	28					800	24
SEMESTER IV												
Category	Course Code	Name of the Course	Teaching Scheme				Evaluation Scheme					Credits
			L	T	P	Total	CA-1	CA-2	MSE	ESE	Total	
EL	PB254603	Internship/ Project			48	48	50	50		100	200	24
Total					48	48					200	24

Course Title: Management Process and Organizational Behavior		
Course Code: PB251001		Course Category: PCC
Teaching Scheme	Examination Scheme	
Lectures:03hrs/week	CA-1	10 Marks
Tutorial: Nil	MSE	20 Marks
Credits:03	CA-2	10 Marks
Semester: First Year (Semester I)	ESE	60 Marks
Course Prerequisite: A basic understanding of organizational concepts, individual and group dynamics, and the principles of management are essential.		
Course Description: This course examines how individuals, groups, and organizations function within a workplace context. It explores the management processes, theories, and practices that impact organizational effectiveness and employee behavior. The course aims to provide students with a foundation in understanding how to manage people, teams, and organizations more effectively.		
Course Objectives: 1. To understand the basic concepts, principles, functions, theories, and models of management. 2. To explain organizational structure, corporate social responsibility, and the role of management in organizations. 3. To apply the concepts of organizational behavior, including personality, perception, motivation, leadership, and group dynamics, in workplace situations. 4. To analyze organizational culture, conflict, stress, and change to improve managerial effectiveness and organizational performance.		

Course Outcomes:		
COs	After completion of the course students should be able to	Bloom's Level
CO1	Define the concepts, principles, theories, organizational structures, behavioural foundations, and change management practices in organizations.	Remember (Level 1)
CO2	Explain management functions, organizational behaviour, motivation, leadership, culture, ethics, and corporate social responsibility in organizational contexts.	Understand (Level 2)
CO3	Apply management and organizational behaviour principles to individual, group, and organizational situations for effective managerial decision-making.	Apply (Level 3)
CO4	Analyze managerial practices, organizational structures, behavioural processes, leadership, culture, and organizational change for improving organizational effectiveness.	Analyze (Level 4)

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

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

Course Contents		
Unit 1	Foundations and modern Perspectives in Management 1.1 Management – An Overview, Concept, Need, 1.2 Importance, Process, Functions 1.3 Levels of Management, 1.4 Skill Matrix 1.5 Roles of Manager, 1.6 Theories of Management- 1.6.1 Traditional- Scientific, Administrative and Bureaucracy 1.6.2 Hawthorns Study 1.6.3 Behavioural Theory, 1.6.4 Human Relation Theory 1.6.5 Systems and Contingency Theory 1.7 Models of Management- 1.7.1 Kotter's Change Management 1.7.2 Five Disciplines, 1.7.3 Deming Cycle, 1.7.4 Adkar Change Management 1.8 Management By Objectives (MBO)	8 Hrs.
Unit 2	Organizational Structure, and Social Corporate Responsibility 2.1 Organization Structure- 2.1.1 Line and Staff Structure 2.1.2 Project and Matrix Structure 2.1.3 Virtual Organization 2.1.4 Organizational Iceberg 2.2 Basic Departmentation, 2.3 Centralization and Decentralization, 2.4 Delegation of Authority, 2.5 Span of Management 2.6 Corporate Social Responsibility,- 2.6.1 Corporate Governance, 2.6.2 Economic, Ecological, and Social Responsibility 2.6.3 Social Citizenship	7 Hrs.
Unit 3	Behavioral Foundations of Management -I 3.1 Ability Importance, Nature and Types, 3.2 Attitudes- 3.2.1 Formation, 3.2.2 ABC Model 3.3 Introduction to Organizational behaviour, 3.4 Personality Theories 3.4.1 Freud's Theory 3.4.2 Extraversion/introversion 3.5 Values- Importance and Types 3.5.1 Personal values and organizational values 3.5.2 Ethics and ethical decision-making 3.5.3 Role of values in managerial effectiveness 3.5.4 Indian ethos and values in management	7 Hrs.
Unit 4	Behavioral Foundations of Management -II 4.1 Perception- Definition, Meaning, Process, 4.1.1 Factors influencing Perception, 4.2 Learning- Need and Importance 4.2.1 Classical and Operant Conditioning, 4.2.2 Cognitive and Social learning 4.3 Motivation-Theories 4.3.1 Maslow's need Hierarchy 4.3.2 X and Y theory	7 Hrs.

	4.3.3 Vroom 4.4 Leadership- Importance, 4.4.1 Trait Theory 4.4.2 Behavioural Theory	
Unit 5	People, Culture, and Change in Organizations 5.1 Group Development; 5.2 Group properties: Roles, Norms, Status, Size and Cohesiveness 5.3 Group Decision Making and Techniques, 5.4 Conflict- Process, Types, Levels, Sources, 5.4.1 Conflict resolution strategies, 5.4.2 Work Stress-(Acute, Episodic, Chronic), 5.4.3 Recreation and Coping Strategies 5.5 Organization Culture and Change: Meaning 5.5.1 Cultural Dimensions 5.6 Types of Organization Culture 5.6.1 Homogeneity and heterogeneity of National cultures 5.6.2 Overcoming resistance to change 5.6.3 Global and Cultural diversity 5.7 Organizational Change 5.7.1 Change Agents: Definitions, Skills and Functions	7 Hrs.

Sr. No.	Textbooks
1.	Fred Luthans, Organizational Behaviour: An Evidence-Based Approach, 12th Edition, McGraw Hill India.
2.	John M. Ivancevich and Michael T. Matteson, Organizational Behaviour and Management, 12th Edition, Business Publications Inc., Texas.
Sr. No.	Reference Books
1.	Peter F. Drucker, Management: Tasks, Responsibilities, Practices, Harper and Row Publishers, Inc., 1973.
2.	Charles W. L. Hill and Steven McShane, Principles of Management, 1st Edition, McGraw-Hill Education, 2006.
3.	Stephen P. Robbins, Organizational Behavior, 19th Edition, Pearson.
4.	Ricky W. Griffin and Gregory Moorhead, Organizational Behavior: Managing People and Organizations, 11th Edition, Cengage Learning.

Sr. No.	Web Resources
1.	https://openstax.org/books/organizational-behavior/pages/1-introduction-to-organizational-behavior
2.	https://learn.saylor.org/course/view.php?id=92
3.	https://bookboon.com/en/organizational-behaviour-ebook

Course Title: Statistical Methods		
Course Code: PB251002		Course Category: PCC
Teaching Scheme	Examination Scheme	
Lectures:03hrs/week	CA-1	10 Marks
Tutorial: Nil	MSE	20 Marks
Credits:03	CA-2	10 Marks
Semester: First Year (Semester I)	ESE	60 Marks
Course Prerequisite: Basic arithmetic and algebraists including averages and simple equations. Basic understanding of mathematics and analytical reasoning.		
Course Description: This course introduces fundamental statistical concepts and methods used in managerial decision-making. It emphasizes real-world application of statistics through MS Excel for data analysis, interpretation, and informed decision-making in management contexts.		
Course Objectives: 1. To provide a comprehensive understanding of fundamental statistical concepts, methods, and their applications in business and management. 2. To develop the ability to classify, organize, present, and visualize business data using statistical techniques and MS Excel. 3. To equip students with the knowledge of measures of central tendency, dispersion, correlation, regression, time series, and probability for business analysis. 4. To enhance analytical and quantitative decision-making skills through the application of statistical tools and techniques to real-world managerial problems.		

Course Outcomes:		
COs	After completion of the course students will be able to	Bloom's Level
CO1	Recall the fundamental concepts, statistical tools, graphical techniques, correlation, regression, time series, probability, and their managerial applications.	Remember (Level 1)
CO2	Explain statistical methods, data presentation, measures of central tendency and dispersion, correlation, regression, time series, and probability for business decision-making.	Understand (Level 2)
CO3	Demonstrate statistical techniques to organize, present, analyze, and interpret business data for managerial decision-making.	Apply (Level 3)
CO4	Analyze business data using statistical measures, graphical techniques, correlation, regression, time series, and probability to support managerial decisions.	Analyze (Level 4)

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

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

Course Contents		
Unit 1	Introduction to Statistics 1.1 Introduction to Statistics 1.1.1 Origin and Development 1.1.2 Types of Statistics 1.1.3 Managerial Applications of Statistics 1.1.4 Statistics and the Branches of the Study 1.1.5 Limitations of Statistics 1.2 Classification 1.2.1 Introduction to Classification 1.2.2 Requisites of Ideal Classification 1.2.3 Primary Rules of Classification 1.2.4 Modes of Classification 1.2.5 Types of Classification 1.3 Tabulation 1.3.1 Introduction to Tabulation 1.3.2 Objectives of Tabulation 1.3.3 Format of Tabulation 1.3.4 Rules of Tabulation 1.3.5 Types of Tabulation 1.3.6 Advantages of Tabulation	8 Hrs
Unit 2	Graphical Presentation of Data 2.1 Bar and Pie Charts 2.2 Pictograms 2.3 Cartograms/Map Diagrams 2.4 Histogram 2.5 Frequency Polygon and Curve 2.6 O-give Curve 2.7 Scatter Diagram 2.8 Use of Ms-Excel in Classification 2.9 Tabulation and Graphical Presentation	7 Hrs
Unit 3	Measures of Central Tendency and Measures of Dispersion 3.1 Measures of Central Tendency 3.1.1 Mean 3.1.2 Median 3.1.3 Mode 3.1.4 Geometric Mean 3.1.5 Harmonic Mean 3.2 Measures of Dispersion 3.2.1 Range 3.2.2 Inter-Quartile Range 3.2.3 Mean Deviation 3.2.4 Standard Deviation 3.3 Use of Ms-Excel for calculation of Measures of Central Tendency 3.4 Measures of Dispersion	7 Hrs
Unit 4	Correlation Analysis and Regression Analysis 4.1 Correlation Analysis 4.1.1 Meaning of Correlation 4.1.2 Types of Correlation 4.1.3 Scatter Diagram 4.1.4 Karl Pearson's Coefficient of Correlation 4.1.5 Spearman's Rank Coefficient of Correlation 4.2 Regression Analysis 4.2.1 Simple Linear Regression 4.2.2 Lines of Regression 4.2.3 Standard Error of Estimate	7 Hrs

	4.3 Use of Ms-Excel for correlation and regression analysis	
Unit 5	Time Series Analysis and Probability 5.1 Time Series Analysis 5.1.1 Meaning and Definitions 5.1.2 Analysis of Time Series 5.1.3 Features of Time Series 5.1.4 Uses of Analysis of Time Series 5.1.5 Components of Time Series 5.1.6 Techniques of Time Series Analysis 5.2 Probability 5.2.1 Probability 5.2.2 Probability Distributions 5.3 Time Series Analysis 5.3.1 Meaning and Definitions 5.3.2 Analysis of Time Series 5.3.3 Features of Time Series 5.3.4 Uses of Analysis of Time Series 5.3.5 Components of Time Series 5.3.6 Techniques of Time Series Analysis 5.4 Probability 5.5 Probability Distributions	7 Hrs

Sr. No.	Textbooks
1.	Richard I. Levin and David S. Rubin, Statistics for Management, 8th Edition, Pearson Education, 2011.
2.	S. C. Gupta and V. K. Kapoor, Fundamentals of Statistics, 11th Edition, Sultan Chand and Sons, 2014.
3.	Gerald Keller, Statistics for Management and Economics, 11th Edition, Cengage Learning, 2018.
4.	Amir D. Aczel and Jayavel Sounderpandian, Complete Business Statistics, 7th Edition, McGraw-Hill Education, 2009.
Sr. No.	Reference Books
1.	J. K. Sharma, Business Statistics, 3rd Edition, Pearson Education, 2012.
2.	Paul Newbold, William L. Carlson, and Betty M. Thorne, Statistics for Business and Economics, 8th Edition, Pearson Education, 2013..

Sr. No.	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		
Course Code: PB251003		Course Category: PCC
Teaching Scheme	Examination Scheme	
Lectures:03hrs/week	CA-1	10 Marks
Tutorial: Nil	MSE	20 Marks
Credits:03	CA-2	10 Marks
Semester: First Year (Semester I)	ESE	60 Marks
Course Prerequisite: Students are expected to have a basic understanding of microeconomic and macroeconomic concepts, market fundamentals, and logical reasoning skills		
Course Description: This course introduces the principles and tools of managerial economics and their application in business decision-making. It covers demand and supply analysis, demand forecasting, cost behavior, market structures, pricing strategies, and key macroeconomic concepts to enable informed managerial decisions in a dynamic business environment.		
Course Objectives: 1. To understand and recall the concepts of micro and macroeconomics relevant to business decision-making 2. To apply economic principles to business problems and decision-making 3. To analyze market demand, supply, production costs, and pricing strategies 4. To know the implications of government policies and global economic changes on business.		

Course Outcomes:		
COs	After completion of the course students will be able to	Bloom's Level
CO1	Recall the fundamental concepts, principles, and terminologies of managerial economics relevant to business decision-making.	Remember (Level 1)
CO2	Explain demand and supply analysis, cost behavior, market structures, pricing decisions, and macroeconomic concepts affecting businesses.	Understand (Level 2)
CO3	Employ appropriate economic tools and techniques, including demand forecasting, cost concepts, and break-even analysis in business decision-making situations.	Apply (Level 3)
CO4	Analyze the relationships among demand, costs, market structures, and macroeconomic factors influencing business decisions.	Analyze (Level 4)

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

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

Course Contents

Unit 1	Introduction to Managerial Economics 1.1 Nature and Scope of Managerial Economics 1.1.1 Definition of managerial economics 1.1.2 Features of managerial economics 1.1.1.1 Pragmatic 1.1.1.2 Microeconomic 1.1.1.3 Normative, 1.1.1.4 Prescriptive etc. 1.1.2 Scope of Managerial Economics 1.1.2.1 Demand analysis 1.1.2.2 Cost analysis 1.1.2.3 Pricing 1.1.2.4 Profit management 1.1.2.5 Capital management 1.2 Relationship with Other Disciplines 1.2.1 Finance and Accounting 1.2.2 Marketing and HR 1.2.3 Human Resource 1.2.4 Statistics 1.3 Basic Economic Principles for Managers 1.3.1 Opportunity cost 1.3.2 Marginal analysis 1.3.3 Equi-marginal principle 1.3.4 Incremental concept 1.3.5 Discounting principle 1.4 Role of Managerial Economist in Business Decision-Making 1.4.1 Forecasting and planning 1.4.2 Risk analysis 1.4.3 Strategic decision support 1.4.4 Policy formulation and optimization techniques	8 Hrs
Unit 2	Demand Analysis, Elasticity and Demand Forecasting 2.1 Demand: Meaning 2.1.1 Individual and Market Demand 2.2 Determinants of Demand 2.2.1 Price 2.2.2 Income 2.2.3 Tastes 2.2.4 Prices of related goods 2.2.5 Expectations 2.3 Law of Demand and Exceptions 2.4 Elasticity of Demand and Its Types 2.4.1 Price elasticity 2.4.2 Income elasticity 2.4.3 Cross elasticity 2.4.4 Advertisement elasticity 2.4.5 Importance of elasticity in business decisions) 2.5 Demand Forecasting Techniques 2.5.1 Qualitative methods 2.5.1.1 Expert opinion 2.5.1.2 Delphi method 2.5.2 Quantitative methods 2.5.2.1 Trend analysis 2.5.2.2 Regression analysis 2.5.2.3 Moving averages	7 Hrs

Unit 3	Supply, Production and Cost Analysis 3.1 Supply Analysis and Elasticity 3.1.1 Supply function and factors influencing 3.1.2 Managerial relevance 3.2 Law of Supply and Market Equilibrium 3.2.1 Positive relationship between price and supply 3.2.2 Equilibrium: Determination and changes in demand/supply 3.3 Cost Concepts 3.1.1 Fixed and Variable Costs 3.1.2 Direct and Indirect Costs 3.4 Short-run and long-run cost 3.5 Economies and Diseconomies of Scale 3.5.1 Internal and external economies 3.5.2 Diseconomies 3.6 Cost- Output Relationship in Short Run and Long Run 3.6.1 Total, average, and marginal cost behavior 3.7 Break-even Analysis 3.7.1 Concept and calculation 3.7.2 Margin of safety and uses in decision-making	7 Hrs
Unit 4	Market Structure and Pricing Decision 4.1 Market Structures 4.1.1 Monopoly 4.1.2 Monopolistic Competition 4.1.3 Oligopoly 4.2 Features and Pricing Decisions 4.3 Cartels and Price Leadership in Oligopoly 4.4 Pricing Strategies 4.4.1 Skimming Pricing 4.4.2 Penetration Pricing 4.4.3 Cost-Plus Pricing 4.4.4 Value-Based Pricing 4.4.5 Price Discrimination	7 Hrs
Unit 5	Macroeconomic Environment and Business Decisions 5.1 National Income Concepts and Measurement 5.1.1 GDP, GNP, NNP 5.1.2 Personal and Disposable Income 5.2 Inflation: Types, Causes, Effects 5.2.1 Demand-pull and cost-push inflation 5.2.2 Creeping, walking, galloping, hyperinflation 5.2.3 Impact on purchasing power, savings, and investments 5.3 Business Cycles: Phases and Control 5.3.1 Phases: Expansion, peak, contraction, trough 5.4 Fiscal Policy and Monetary Policy 5.4.1 Objectives and Tools 5.4.2 Role of government budget 5.4.3 RBI in economic stability 5.5 Economic Environment in India 5.5.1 Overview of Budget and its components 5.5.2 GDP trends and sectoral contributions 5.5.3 Overview of Budget and Its Components	7 Hrs

Sr. No.	Textbooks
1.	D. N. Dwivedi, Managerial Economics, 10th Edition, Vikas Publishing House Pvt. Ltd., 2024.
2.	P. L. Mehta, Managerial Economics, Latest Edition, Sultan Chand and Sons, 2023.
3.	Craig H. Petersen and W. Cris Lewis, Managerial Economics: Analysis, Problems, and Cases, 8th Edition, Pearson Education, 2009.

Sr. No.	Reference Books
1.	D. M. Mithani, Managerial Economics, 6th Edition, Himalaya Publishing House.
2.	Paul G. Keat, Philip K. Y. Young and Sreejata Banerjee, Managerial Economics: Economic Tools for Today's Decision Makers, Pearson Education.
3.	Dominick Salvatore, Managerial Economics in a Global Economy, 9th Edition, Oxford University Press, 2018

Sr. No.	Web Resources
1.	https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg167
2.	https://nptel.ac.in/courses/110105075
3.	Reserve Bank of India- https://www.rbi.org.in/

Course Title: Accounting for Managers Course Code: PB251004			Course Category: PCC		
Teaching Scheme			Examination Scheme		
Lectures: 03 hrs /week			CA-1		10 Marks
Tutorial: Nil			MSE		20 Marks
Credits: 03			CA-2		10 Marks
Semester: First Year (Semester I)			ESE		60 Marks
Course Prerequisite: Students should have a basic understanding of commerce, fundamental mathematical concepts, proficiency in MS Excel or spreadsheets and an analytical mindset for interpreting numerical data.					
Course Description: This course aims to develop a fundamental understanding of accounting concepts, principles, and techniques that are essential for effective business decision-making. It covers both financial and managerial accounting aspects. Special emphasis is placed on applying accounting knowledge in managerial contexts through case studies and real-life applications.					
Course Objectives: 1. To introduce the fundamental concepts and principles of accounting relevant to managers. 2. To enable students to prepare, understand, and interpret financial statements. 3. To provide tools for financial analysis and decision-making. 4. To develop an understanding of budgeting, standard costing, and variance analysis for control purposes. 5. To expose students to computerized accounting systems and standards and bridge the gap between accounting theory and practice using case-based learning.					

Course Contents		
Unit 1	Introduction to Accounting 1.1. Meaning, Definition and Need of Accounting 1.2. Objectives of Preparation of Accounts 1.3. Users of Accounting Information 1.4 Classification of Accounts 1.4.1 Golden Rule 1.4.2 Modern 1.5 Rules of Debit and Credit 1.6 Accounting Concepts and Conventions 1.7 Accounting Cycle and Process of Accounting 1.8 Journal and Ledgers 1.9 Introduction to Accounting Standards 1.9.1 Types of Accounting Standards 1.9.1.1 Indian Accounting Standards 1.9.1.2 International Financial Reporting Standards 1.9.1.3 Generally Accepted Accounting Principles 1.10 Income and Expenditure	08 Hrs.
Unit 2	Financial Statements 2.1 Preparation and Presentation of Final Account 2.2 Trading Account 2.3 Profit and Loss Account 2.4 Balance Sheet 2.5 Preparation and presentation of Final Accounts of Companies	08 Hrs.
Unit 3	Analysis of Financial Statements 3.1 Financial Statement Analysis 3.1.1 Horizontal Analysis 3.1.2 Vertical Analysis 3.1.3 Trend Percentages 3.1.4 Ratio Analysis 3.1.5 Funds Flow Statement 3.2 Cash flow Statement	08 Hrs.
Unit 4	Budgeting 4.1 Budget, Budgeting and Budgeting Control 4.2 Types of Budgets 4.2.1 Based on Function/Activity 4.2.2 Based on Flexibility 4.2.3 Based on Duration 4.2.4 Based on Scope 4.2.5 Based on Conditions 4.3 Standard costing and variance analysis.	08 Hrs.
Unit 5	Recent trends in accounting 5.1 Client Advisory Services (CAS) 5.2 Green Accounting 5.3 Embedded AI and Hyper-Automation	04 Hrs.

Sr. No.	Textbooks
1.	Maharashtra State Bureau of Textbook Production and Curriculum Research, Book-Keeping and Accountancy (Standard XI, Commerce), Maharashtra State Bureau of Textbook Production and Curriculum Research, Pune.
2.	M. P. Gupta and Ajay Gupta, Cost Accounting: As per NEP 2020, S. Chand Publishing, 2024.

Sr. No.	Reference Books
1.	S. N. Maheshwari, Accounting for Management, 13th Edition, Vikas Publishing House Pvt. Ltd., 2021.
2.	P. Periasamy, Financial, Cost and Management Accounting, 2nd Edition, Himalaya Publishing House, 2018.
3.	John Dearden and S. K. Bhattacharya, Accounting for Managers, 1st Edition, Vikas Publishing House Pvt. Ltd.
4.	Peter Atrill and Eddie McLaney, Accounting and Finance for Non-Specialists, 12th Edition, Financial Times Prentice Hall, Harlow, 2020.
5.	Peter Atrill and Eddie McLaney, Management Accounting for Decision Makers, 6th Edition, Pearson Education Ltd., Essex, 2019.

Sr. No.	Web Resources
1.	https://onlinecourses.swayam2.ac.in/nou25_cm12/preview
2.	https://www.accountingcoach.com
3.	https://corporatefinanceinstitute.com

Course Title: Environment and Sustainability Course Code: PB251005			Course Category: PCC
Teaching Scheme		Examination Scheme	
Lectures:02hrs./ week		CA-1	10 Marks
Tutorial: Nil		MSE	20 Marks
Credits:02		CA-2	10 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: 1. To familiarize students with the fundamentals of environmental management and sustainable development. 2. To provide understanding of ecological systems, energy resources and environmental issues. 3. To impart knowledge of environmental laws, management systems and green practices. 4. To strengthen awareness of emerging trends and technological advancements in sustainability.			

Course Outcomes:		
COs	After completion of the course students will be able to	Bloom's Level
CO1	Recall the concepts, principles, frameworks, environmental laws, sustainability practices, and emerging technologies related to environment management.	Remember (Level 1)
CO2	Explain environmental systems, energy resources, biodiversity conservation, pollution control measures, climate change issues, and sustainable development approaches.	Understand (Level2)
CO3	Demonstrate environmental management practices, assessment tools, legal provisions, green initiatives, and technological solutions for promoting sustainability in business and society.	Apply (Level3)
CO4	Examine environmental challenges, regulatory frameworks, climate-related issues, green innovations, and the role of stakeholders in achieving sustainable development.	Analyze (Level 4)

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

Assessment	
CA-1(a)	Subjective Test/Assignment/Case Study etc.
MSE(b)	Subjective Test
CA-2(c)	Subjective Test/Assignment/Case Study etc.

Course Contents		
Unit 1	Environment Management and Sustainable Development 1.1 Fundamentals of Environment and Sustainability 1.1.1 Meaning Concept and Scope 1.1.2 Objectives and Importance 1.1.3 Relationship between Environment and Business 1.2 Sustainable Development 1.2.1 Definition and Meaning 1.2.2 Need and Importance 1.2.3 Principles of Sustainable Development 1.2.4 Triple Bottom Line Approach 1.3 Sustainable Development Goals (SDGs) 1.3.1 Introduction to SDGs and types 1.3.2 Role of Business Organizations in Achieving SDGs 1.4 Human Population Growth 1.4.1 Causes of Population Growth 1.4.2 Impact on Environment and Natural Resources 1.5 Environment and Business Schools 1.5.1 Role of Management Education in Sustainability 1.5.2 Environmental Awareness among Managers	5 Hrs.
Unit 2	Energy Management 2.1 Energy Management, Ecosystem and Biodiversity 2.1.1 Energy Management-Meaning and Importance 2.1.2 Energy Conservation 2.2 Fossil Fuels 2.2.1 Types of Fossil Fuels 2.2.2 Uses and Environmental Impact 2.3 Renewable and Alternative Energy Sources 2.3.1 Nuclear Energy 2.3.2 Wind Energy 2.3.3 Hydro Energy 2.3.4 Bio-fuels 2.4 Ecosystem Concepts 2.4.1 Meaning and Components 2.4.2 Structure and Functions of Ecosystem 2.5 Ecology 2.5.1 Industrial and Agro-Ecology 2.6 Biodiversity Management 2.6.1 Meaning and Importance 2.6.2 Conservation of Biodiversity 2.6.3 Threats to Biodiversity 2.7 Recycling Industry 2.7.1 Concept and Benefits of Recycling 2.7.2 Industrial Applications	5 Hrs.
Unit 3	Environment Management Systems and Green Initiatives 3.1 Environmental Management Systems and Green Initiatives 3.1.1 Meaning and Objectives 3.1.2 Components of EMS 3.2 EMS Standards	5 Hrs.

	3.2.1 ISO 14000 Series and its Significance 3.3 Environmental Audit Scheme 3.3.1 Meaning, Objectives and Procedure 3.4 Environmental Clearance and Permissions 3.4.1 Need for Environmental Clearance 3.4.2 Permissions for Establishing Industries 3.5 Environmental Accounting 3.5.1 Meaning and Objectives 3.5.2 Importance in Business 3.6 Environmental Impact Assessment (EIA) 3.6.1 Concept and Need 3.6.2 Stages of EIA 3.7 Green Finance 3.7.1 Green Funding 3.7.2 Green Banking 3.8 Environmental Ethics-Meaning and Principles 3.8.1 Ethical Responsibilities towards Environment 3.9 Carbon Credit-Meaning and Concept 3.9.1 Importance in Climate Change Mitigation	
Unit 4	Environmental Law and Environmental Pollution 4.1 Environmental Laws 4.1.1 Environmental Protection Act, 1986 4.1.2 Objectives and Major Provisions 4.2 Types, Causes and Effects of Pollution 4.2.1 Air (Prevention and Control of Pollution) Act, 1981 4.2.2 Objectives and Provisions 4.2.3 Role in Air Pollution Control 4.3.4 Water (Prevention and Control of Pollution) Act, 1974 4.3.5 Objectives and Important Provisions 4.3.6 Water Pollution Control Measures	5 Hrs.
Unit 5	Waste Management and Emerging Trends 5.1 Waste Management, Climate Change and Emerging Trends 5.1.1 Waste Recycling and Reuse 5.1.2 Bharat Stage VI Norms 5.2 Climate Change and Environmental Protection 5.2.1 Global Warming and Climate Change 5.2.2 Mitigation and Adaptation Measures 5.2.3 Role of NGOs in Environmental Protection 5.3 Emerging Trends in Sustainability 5.3.1 Circular Economy and ESG 5.3.2 Net-Zero and Carbon Neutrality 5.3.3 Green Finance and Sustainable Investments 5.4 Technology for Sustainable Development 5.4.1 Artificial Intelligence (AI), IoT 5.4.2 Environmental Information Systems 5.4.3 Smart Waste Management and Green Technologies 5.4.4 Industry 4.0, Smart Cities and Sustainable Development Goals	4 Hrs.

Sr. No.	Textbooks
1.	N. K. Oberoi, Environmental Management, 1st Edition, Excel Books, Naraina Phase I, New Delhi, 2000.
2.	G. N. Pandey, Environmental Management, 1st Edition, Vikas Publishing House Pvt. Ltd., New Delhi,
	Reference Books
1.	M. H. G. Reddy, Textbook of Environmental Science and Technology, 5th Edition, BS Publications.

Sr. No.	Web Resources
1.	United Nations, Sustainable Development Goals (SDGs), United Nations, Available at: https://sdgs.un.org/goals

Course Title: MOOC		
Course Code: PB251006		Course Category: PCC
Teaching Scheme	Examination Scheme	
Lectures:0 hrs/week	CA-1	20 Marks
Tutorial: Nil	CA-2	20 Marks
Credits:02	ESE	60 Marks
Semester: First Year (Semester I)		
Course Prerequisite: This course is open to all learners. However, basic knowledge of the subject area and familiarity with using computers and the internet will help learners gain maximum benefit from the course. No prior certification or specialized technical expertise is required.		
Course Description: This Massive Open Online Course (MOOC) is designed to provide learners with a comprehensive understanding of the subject through self-paced, interactive online learning. Upon successful completion, learners will be able to apply the acquired knowledge and skills to solve real-world problems and enhance their academic and professional competencies. The course is suitable for students, working professionals, and lifelong learners seeking to up-skill or gain foundational knowledge in the subject.		
Course Objectives: 1. Understand the fundamental concepts and principles covered in the selected MOOC. 2. Develop self-directed learning, critical thinking, and problem-solving skills through online learning. 3. Apply theoretical knowledge to practical situations using case studies, assignments, and interactive activities. 4. Enhance digital literacy and the effective use of online learning platforms and educational technologies. 5. Acquire industry-relevant knowledge and competencies that support academic excellence, employability, and lifelong learning.		

Course Outcomes:		
COs	After completion of the course students will be able to	Bloom's Level
CO1	Recall the fundamental concepts, principles, and terminology covered in the selected MOOC.	Remember (Level 1)
CO2	Explain the concepts, methods, and practices learned through the selected MOOC.	Understand (Level2)
CO3	Apply the knowledge and skills acquired through the MOOC to solve practical and real-world problems.	Apply (Level3)
CO4	Analyze case studies, assignments, or practical situations using the concepts and techniques learned from the MOOC.	Analyze (Level 4)

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

Assessment	
CA-1(a)-(20M)	Online quizzes/assignments conducted through the MOOC platform
CA-2(b)-(20M)	Online quizzes/assignments conducted through the MOOC platform

Sr. No.	Recommended MOOC Platforms
1.	SWAYAM (Government of India) – https://swayam.gov.in
2.	NPTEL (IITs and IISc) – https://nptel.ac.in
3.	Coursera – https://www.coursera.org
4.	edX – https://www.edx.org
5.	Harvard Online – https://online.hbs.edu
6.	LinkedIn Learning – https://www.linkedin.com/learning
7.	Udemy Business (institution-approved courses) – https://business.udemy.com

Course Title: IKS: Integration With Management		
Course Code: PB251501		Course Category: HSSM
Teaching Scheme	Examination Scheme	
Lectures:02hrs/week	CA-1	10 Marks
Tutorial: Nil	MSE	20 Marks
Credits:02	CA-2	10 Marks
Semester: First Year (Semester I)	ESE	60 Marks
Course Prerequisite: Basic understanding of management principles and contemporary business environment and Openness to explore interdisciplinary knowledge, including philosophy, ethics, and cultural studies relevant to Indian traditions.		
Course Description: This course introduces students to the foundational concepts of Indian Knowledge Systems (IKS), encompassing philosophical, ethical, scientific, and cultural dimensions. It emphasizes the application of traditional Indian wisdom in contemporary business and management contexts, fostering ethical decision-making and sustainable practices.		
Course Objectives: 1. Critically examine the foundation of ethics, business ethics, and moral obligations in business practices. 2. Analyze the role of Indian ethos in ethical business practices, considering both traditional values and contemporary global standards. 3. Develop a framework for value-based management that integrates Indian management philosophies with Western practices. 4. Critically assess the impact of work ethic, stress, and religious/spiritual values on managerial practices.		

Course Outcomes:		
COs	After completion of the course students will be able to	Bloom's Level
CO1	Define the foundations of ethics and their application to Indian business practices.	Remember (Level 1)
CO2	Explain the influence of Indian ethical perspectives on managerial decision-making.	Understand (Level 2)
CO3	Apply ethical reasoning to resolve business dilemmas in various functional areas	Apply (Level3)
CO4	Analyze ethical leadership that integrates Indian values with Western management practices.	Analyze (Level4)

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

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

Course Contents		
Unit 1	Introduction to Ethics 1.1 Understanding Ethics and its need 1.2 Meaning of Business Ethics 1.3 Moral Obligations 1.4 Ethical values, myths, and ambiguity 1.5 Ethics and Ethos 1.6 Theories of Ethics 1.6.1 Utilitarian Theory 1.6.2 Deontological Theory (Duty Ethics) 1.6.3 Virtue Ethics 1.6.4 Justice Theory 1.7 Ethical Principles in Business 1.8 Indian wisdom and Indian approaches towards business ethics 1.9 Role of Indian Ethos in Managerial Practices	5 Hrs.
Unit 2	Introduction to Indian Knowledge System and Leadership 2.1 Overview of Indian Knowledge System 2.2 Concept of Dharma, Karma and Nishkam in professional life 2.3 Motivation 2.3.1 Duty, 2.3.2 Commitment, 2.3.3 Inner Purpose 2.4 Workplace wellbeing through 2.4.1 Managing emotions 2.4.2 Stress 2.5 Conflict Resolution 2.5.1 Team harmony 2.5.2 Interpersonal relations, and 2.5.3 Respect for diversity 2.6 Personal Values 2.6.1 Concept of equanimity 2.6.2 Discipline 2.6.3 Resilience at workplace 2.7 Leadership Lessons from Bhagavad Gita 2.8 Krishna as an ideal leader and mentor 2.9 Relevance of Gita in contemporary leadership and OB	5 Hrs.
Unit 3	IKS and Western Management Theories 3.1 What is Indian Knowledge System 3.2 Western Management and theories 3.3 Comparison between IKS and Western theories 3.4 Working Culture context 3.4.1 Indian culture 3.4.2 Western culture 3.4.3 Collectivism and Individualism 3.4.4 Hierarchical Structure and Egalitarianism 3.4.5 Holistic decision making and Analytical decision making 3.4.6 Intuition gut feeling and data driven decision making 3.5 Comparative Perspectives 3.5.1 IKS emphasis on sustainability 3.5.2 Western focus on Short term gains 3.6 IKS Principles and Shareholder value 3.7 Synergies and integration of IKS and Management practices	5 Hrs.

Unit 4	Traditional Knowledge in Practice Modern Application 4.1 Ayurveda and holistic wellness for organizational health 4.2 Sustainable agricultural practices 4.2.1 Panchagavya 4.2.2 Vrikshayurveda 4.3 Indian contributions to mathematics and astronomy 4.4 Ancient education systems 4.4.1 Gurukul 4.4.2 Nalanda 4.4.3 Takshashila 4.5 Role of Indian traditions in modern policymaking 4.5.1 NITI Aayog 4.5.2 NEP 4.5.3 IKS 4.6 CSR in Indian philosophical context 4.7 Application of IKS 4.7.1 Atmanirbhar Bharat4	5 Hrs.
Unit 5	Indigenous Business Practices 4.1 Agriculture 4.2 Supply chains Management 4.3 Environmental sustainability 4.4 Understanding frugal innovation and grassroots problem-solving 4.5 Jugaad and Innovation 4.6 Ancient Trade and Commerce 4.7 The historical context of Indian trade guilds 4.8 Banking systems and International trade	4 Hrs.

Sr. No.	Textbooks
1.	Indian Ethos and Values for Managers – S. Sharma and A. Prasad – Himalaya Publishing House
2.	Ethics in Management: Vedantic Perspectives – S. K. Chakraborty – Oxford University Press.
3.	Introduction to Indian Knowledge System: Concepts and Applications – B. Mahadevan, Vinayak Rajat Bhat and Nagendra Pavana R. – PHI Learning Pvt. Ltd.
Sr. No.	Reference Books
1.	Arthashastra – Kautilya (Translated by L. N. Rangarajan) – Penguin Books.
2.	Management in New Age: Western Windows Eastern Doors – Subhash Sharma – New Age International Publishers.
Sr. No.	Web Resources
1.	https://iks.aicte-india.org
2.	https://epgp.inflibnet.ac.in
3.	https://ndl.iitkgp.ac.in

Course Title: Research Methodology Course Code: PB251601			Course Category: EL
Teaching Scheme		Examination Scheme	
Lectures: 03 hrs./ week		CA-1	10 Marks
Tutorial: NIL		MSE	20 Marks
Credits: 03		CA-2	10 Marks
Semester: First Year (Semester I)		ESE	60 Marks
Course Prerequisite: Students must have the basic understanding of research concepts and familiarity with data analysis techniques. Knowledge of statistical tools and critical thinking is also beneficial for interpreting research findings.			
Course Description: Research Methodology introduces students to the fundamental concepts and processes of systematic research. It covers research designs, sampling techniques, measurement and scaling, data collection, basic statistical tools, and research report preparation. The course also familiarizes students with Big Data, Business Analytics, Artificial Intelligence, and ethical considerations in contemporary research.			
Course Objectives 1. To recognize research basics, problem formulation, and hypothesis framing. 2. To identify various research approaches and designs used in conducting systematic inquiry. 3. To comprehend sampling methods, errors, and sample size determination in research 4. To apply measurement techniques, data collection methods, and statistical tools for research analysis and reporting			

Course Outcomes:		
COs	After completion of the course: Students will be able to	Bloom's Level
CO1	Define the fundamental concepts of research, including research problems, literature review, hypotheses, research process, and characteristics of good research.	Remember (Level 1)
CO2	Explain qualitative and quantitative research approaches, research designs, sampling concepts, measurement, scaling, and data collection methods.	Understand (Level 2)
CO3	Apply appropriate research designs, sampling techniques, measurement and scaling methods for conducting business research.	Apply (Level 3)
CO4	Analyze the suitability of statistical tools, graphical techniques, and data analysis methods for different research situations.	Analyze (Level4)

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

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

Course Content		
Unit 1	Foundations of Research 1.1 Research: 1.1.1 Scope and Objectives, Significance, 1.1.2 Types 1.2 Steps in Research Process 1.3 Research Problem: 1.3.1 Research Problem Formulation 1.3.2 Research Question 1.4 Literature Review 1.4.1 Importance and Method 1.4.2 Types of Reviews 1.5 Hypothesis: Meaning and Importance 1.5.1 Framing Null Hypothesis 1.5.2 Alternative Hypothesis 1.5.3 Role of Research in business decision making 1.5.4 Characteristics of good research 1.5.4.1 Systematic 1.5.4.2 Objective 1.5.4.3 Empirical 1.5.4.4 Replicable	8 Hours
Unit 2	Research Approaches and Frameworks 2.1 Concept, Features 2.2 Research Approach 2.2.1 Qualitative research 2.2.2 Quantitative research 2.3 Research Designs: 2.3.1 Exploratory Design-Types 2.3.2 Projective Techniques, 2.3.2.1 Depth Interview 2.3.2.2 Experience Survey 2.3.2.3 Focus Groups 2.3.2.4 Observation. 2.3.3 Descriptive Designs-Types 2.3.3.1 Cross-sectional 2.3.3.2 Longitudinal Research 2.3.4 Experimental Design: 2.3.4.1 Concept of Cause, 2.3.4.2 Causal relationships 2.3.4.3 Dependent and Independent variables 2.3.4.4 Concomitant variable 2.3.4.5 Extraneous variable, Treatment, Control group.	7 Hours
Unit 3	Sampling Techniques and Design 3.1 Basic Concepts 3.1.1 Defining the Universe 3.1.2 Sampling Frame 3.1.4 Sampling and Non Sampling errors 3.1.5 Methods to reduce errors 3.1.6 Sample Size constraints. 3.1.7 Population 3.1.8 Sampling Bias 3.1.9 Census and Sampling 3.2 Types of Sampling 3.2.1 Probability Sampling 3.2.1.1 Simple Random Sampling 3.2.1.2 Systematic Sampling	7 Hours

	3.2.1.3 Stratified Random Sampling 3.2.1.4 Cluster Sampling 3.3 Non Probability Sampling 3.3.1 Convenience Sampling 3.3.2 Purposive Sampling 3.3.3 Snowball Sampling 3.3.4 Quota Sampling 3.4 Methods of calculating Sample size 3.5 Factors affecting sample size	
Unit 4	Measurement and scaling 4.1 Concept of Measurement: 4.1.1 Pilot Study 4.1.2 Validity and Reliability. 4.1.3 Levels of measurement -Nominal, Ordinal, Interval, and Ratio. 4.2 Attitude Scaling Techniques: 4.2.1 Concept of Scale 4.3 Types of Data 4.3.1 Secondary and Primary 4.3.2 Definition and Characteristics 4.3.3 Sources 4.4 Questionnaire Method: 4.4.1 Types of Questionnaires 4.5 Data Analysis: 4.5.1 Editing and Coding 4.6 Statistical tools 4.6.1 Chi square analysis 4.6.2 t- test 4.6.3 Linear Correlation and Regression 4.6.4 One Way (ANOVA), 4.7 Graphical Representation of Data: 4.7.1 Different Charts and their uses 4.8 Research Reports: Structure	7 Hours
Unit 5	Recent Trends and AI in Research 5.1 Evolution of Research in the Digital Era 5.1.1 Rise of big data-driven decision making 5.2 Increasing importance of speed, scale, and accuracy 5.3 Big Data and Business Analytics in Research 5.3.1 Big Data Concept (Volume, Velocity, Variety, Veracity, Value) 5.3.2 Role of business analytics (Descriptive, Predictive, prescriptive) 5.3.3 Applications in Various discipline 5.4 AI In Research Methodology 5.4.1 Key AI techniques (Machine Learning, Natural Language, Neutral Networks 5.4.2 AI for hypothesis generation and testing support 5.3.2 Ethical Issues in AI-Based Research	7 Hours

Sr. No.	Textbooks
1.	C R Kothari and Gaurav Garg (3 rd edition), Research Methodology, New Age International Publishers
2.	J K Sachdeva (2 nd Edition), Business Research Methods, Himalaya Publishing House
Sr. No.	Reference Books
1.	Dr. V P Michael (2 nd edition), Research Methodology in Management, Himalaya Publishing House
2.	Dr. Vjjay Upagade (2 nd edition), Research Methodology, S Chand Publications
Sr. No.	Web Resources
1.	https://open.umn.edu/opentextbooks/textbooks/research-methods-in-psychology
2.	https://courses.lumenlearning.com/suny-hccc-research-methods/
3.	https://ocw.mit.edu/search/ocwsearch.htm?q=research+methodology

Course Title: Communication Skills		Course Category: VSE	
Course Code: PB251401			
Teaching Scheme		Examination Scheme	
Lectures: 03 hrs./ week		CA-1	10Marks
Tutorial: NIL		MSE	20Marks
Credits: 03		CA-2	10Marks
Semester: First Year (Semester I)		ESE	60Marks
Course Prerequisite: A basic understanding of basic knowledge of language structures, listening and non-verbal communication, emotional intelligence, and use of digital tools for communication.			
Course Description: This course is designed to enhance student communication competencies for academic, professional, and social contexts. It covers the principles and practices of effective oral and written communication, active listening, nonverbal cues, emotional intelligence, and cultural awareness. Students will develop critical thinking and technical skills to engage confidently and clearly in various communication scenarios.			
Course Objectives			
1. To make students familiarize with the process of communication, make them understand the principles and techniques of Business Communication.			
2. To make students enable to comprehend the different Correspondence and their etiquettes.			
3. To enlighten about the organizational communications strategy to be a effective business leader			

Course Outcomes:		
COs	After completion of the course: Students will be able to	Bloom's Level
CO1	Identify the fundamental concepts, processes, types, principles, barriers, etiquette, and practices of communication in professional contexts.	Remember (Level 1)
CO2	Explain the role of professional, interpersonal, team, written, verbal, non-verbal, and cross-cultural communication in workplace contexts.	Understand (Level 2)
CO3	Demonstrate communication, listening, collaboration, negotiation, conflict-resolution, emotional-intelligence, and professional etiquette skills in workplace situations.	Apply (Level 3)
CO4	Analyze personal and workplace situations related to personality, leadership, professional grooming, ethics, workplace conduct, and communication.	Analyze (Level4)

CO-PO Mapping								
COS	PO1	PO2	PO3	PO4	PO5	PS01	PS02	PS03
CO1	2	1	1	2	1	2	–	1
CO2	2	1	2	3	3	2	–	2
CO3	2	2	3	3	3	2	1	3
CO4	2	3	3	3	3	2	1	3

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

Course Content		
Unit 1	Fundamentals and Types of Communication 1.1 Fundamentals of Communication 1.1.1 Concept, Process 1.1.2 Importance of communication 1.1.3 7 Cs of Communication 1.2 Types of communication: 1.2.1 Verbal, 1.2.2 Non-verbal 1.2.3 Written 1.2.4 Formal and Informal 1.3 Barriers to communication 1.4 Overcoming the barriers 1.5 Business communication etiquette 1.6 Active listening	8 Hrs.
Unit 2	Professional Communication Skills and Etiquettes 2.1 Professional Communication Skills 2.2 Business Correspondence 2.2.1 Business Letters 2.2.2 Reports and Summaries 2.2.3 Notices and Circulars 2.3 Personal Correspondence and their Etiquettes 2.3.1 Job Application Letter 2.3.2 Resume Writing 2.3.3 Cover letter.	7 Hrs.
Unit 3	Team Communication and Conflict Resolution 3.1 Interpersonal and Team Communication 3.2 Interpersonal relationship management 3.3 Team communication 3.4 Collaboration 3.5 Conflict 3.5.1 Meaning and causes 3.5.2 Resolution Strategies 3.6 Negotiation skills 3.7 Emotional Intelligence in communication 3.8 Cross-cultural communication	7 Hrs.
Unit 4	Measurement and scaling 4.1 Personality Development: Leadership and Professional Grooming 4.2 Understanding personality and self-assessment 4.2.1 Self-awareness 4.2.2 Self-confidence building 4.2.3 Stress management and resilience 4.2.4 Time management and work-life balance 4.3 Leadership communication 4.3.1 Personal branding 4.3.2 Professional image building 4.3.3 Business etiquette 4.3.4 Corporate manners 4.3.5 Networking skills 4.4 Professional ethics and workplace conduct	7 Hrs.

Unit 5	Career Development Skills and Professional Profiles 5.1 Career Development Skills 5.1.1 Group Discussion (GD) techniques 5.1.2 Personal Interview (PI) skills 5.1.3 Mock interviews and feedback sessions 5.2 Professional Profiles 5.2.1 LinkedIn Professional Profile 5.2.2 Personal Branding	7 Hrs.
Practical Component	1. Extempore speeches 2. Group discussions 3. Role plays 4. Mock interviews 5. Business presentations 6. Corporate etiquette workshops	

Sr. No.	Textbooks
1.	Business Communication, Himalaya Publishing House, 6th Edition.
2.	Business Communication Today, Courtland L. Bovee and John V. Thill, Pearson, 15th Edition.
3.	Business Communication, Oxford University Press, 2nd Edition.
Sr. No.	Reference Books
1.	Business Communication, McGraw Hill Education, 6th Edition.
2.	Effective Technical Communication, M. Ashraf Rizvi, McGraw Hill Education, 2nd Edition.
3.	Soft Skills: Enhancing Employability, M. S. Rao, I.K. International Publishing House, 1st Edition.
Sr. No.	Web Resources
1.	NPTEL (National Programme on Technology Enhanced Learning) – Online courses on Soft Skills, Effective Business Communication, and Professional Communication Web Resource: https://nptel.ac.in/courses
2.	SWAYAM (Government of India) – Online courses on Communication Skills, Soft Skills, Personality Development, and Management. Web Resource: https://swayam.gov.in/explorer
3.	AICTE Training and Learning (ATAL) Academy – Faculty development programs and learning resources.

Course Title: Community Service Course Code: PB251701		Course Category: LLC	
Teaching Scheme		Examination Scheme	
Lectures: Nil		CA-1	25 Marks
Tutorial: Nil		CA-2	25 Marks
Practical: 04 Hrs		MSE	--
Credits: 02		ESE	--
Semester: First Year (Semester I)			
Course Prerequisite: There are no formal prerequisites for this course. Students are expected to possess a willingness to participate in community engagement activities, work collaboratively with diverse groups, and demonstrate sensitivity towards social, environmental, and ethical issues.			
Course Description: The Community Services course provides students with opportunities to engage directly with society through structured service-learning activities. The course aims to develop social responsibility, ethical values, leadership, teamwork, and civic consciousness by involving students in community-based projects. Students work with local communities, non-governmental organizations (NGOs), government agencies, educational institutions, and social enterprises to identify societal challenges and contribute towards sustainable solutions.			
Course Objectives 1. Develop a sense of social responsibility, values, and civic engagement by community service. 2. Understand the socio-economic, environmental, and developmental challenges faced by communities. 3. Apply management knowledge and problem-solving skills to address real-life community issues. 4. Enhance leadership, teamwork, and interpersonal skills through community-based projects. 5. Promote sustainable development, inclusiveness, and responsible citizenship by participating in service-learning initiatives.			

Course Outcomes		
COs	After completion of the course: Students will be able to	Bloom's Level
CO1	Identify community needs and issues through basic community interaction and assessment.	Remember (Level 1)
CO2	Explain the importance of community service and social responsibility in addressing community needs.	Understand (Level 2)
CO3	Demonstrate appropriate strategies for community service activities in collaboration with community stakeholders.	Apply (Level 3)
CO4	Analyze the outcomes and challenges of community-based activities in relation to identified community needs.	Analyze (Level 4)

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

Assessment	
CA-1(a)–(25 Marks)	Community Need Assessment / Assignment / PPT.
CA-2(b)–(25 Marks)	Community Service Activity /Report / Viva Voce/Presentation.

Course Content

Students shall undertake community-based activities in collaboration with NGOs, government/local bodies, educational institutions, social organizations, or other approved community partners etc.

1. **Community Identification and Orientation:** Identify a local community or social organization and understand its social, economic, environmental, and developmental needs.
2. **Community Service Activity:** Participate in at least one meaningful community service activity such as literacy and education support, digital or financial literacy, environmental awareness, cleanliness and sanitation, health awareness, women empowerment, support for vulnerable groups, or civic awareness etc.
3. **Planning and Implementation:** Work individually or in teams to plan and implement the selected activity in coordination with relevant community stakeholders.
4. **Social Responsibility and Sustainability:** Demonstrate ethical behaviour, social responsibility, teamwork, leadership, inclusiveness, and sensitivity towards community and environmental concerns.
5. **Documentation and Reflection:** Maintain records of activities, photographs/evidence of participation, outcomes, challenges, and learning experiences.
6. **Community Service Project Report:** Prepare and submit a structured report describing the community issue, objectives, activities undertaken, outcomes, and learning.

Sr. No.	Web Resources / Guidelines
1.	University Grants Commission (UGC) – Guidelines and resources on community engagement and social responsibility in higher education. https://www.ugc.gov.in/
2.	Ministry of Education, Government of India – Resources related to community engagement, social responsibility, and experiential learning. https://www.education.gov.in/
3.	Unnat Bharat Abhiyan (UBA) – Community engagement and rural development initiatives for higher education institutions. https://unnatbharatabhiyan.gov.in/
4.	National Service Scheme (NSS), Government of India – Community service and social engagement activities. https://nss.gov.in/

Course Title: Optimization Techniques
Course Code: PB252007

Course Category: PCC

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

Course Prerequisite:

Students are expected to have a basic understanding of production processes in manufacturing firms, Familiarity with basic mathematical concepts and quantitative techniques and Basic understanding of business operations, resource allocation, and managerial decision-making.

Course Description:

This course provides comprehensive understanding of Operations Research and its application to managerial decision-making. It introduces fundamental Operations Research techniques. The course emphasizes practical problem-solving using both analytical and quantitative approaches, preparing students to optimize resources and improve organizational efficiency.

Course Objectives:

1. To introduce the fundamentals, scope, and applications of Operations Research in management.
2. To develop mathematical models for business problems and solve them using Operations Research techniques.
3. To analyze and interpret solutions to Linear Programming, Assignment, and Transportation Problems.
4. To understand and apply decision-making tools under certainty, risk, and uncertainty.

Course Outcomes:

COs	After completion of the course: Students will be able to	Bloom's Level
CO1	Define the concepts, principles and applications of optimization, assignment, transportation, replacement, game, queuing, decision, network and simulation techniques.	Remember (Level 1)
CO2	Explain the methods and procedures used in optimization, assignment, transportation, replacement, game, queuing, decision, network and simulation models.	Understand (Level 2)
CO3	Apply appropriate optimization, assignment, transportation, replacement, game, queuing, decision, network and simulation techniques to solve business problems.	Apply (Level 3)
CO4	Analyze business problems using optimization, assignment, transportation, replacement, game, queuing, decision, network and simulation models to support managerial decisions.	Analyze (Level 4)

CO-PO Mapping

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

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

Course Contents		
Unit 1	Introduction to Optimization Techniques 1.1 Meaning and Definition 1.2 Evolution of Optimization Techniques 1.3 Phases of Optimization Techniques 1.4 Operations Research Techniques 1.5 Applications of Optimization Techniques 1.6 Advantages and Limitations	8 Hrs.
Unit 2	Assignment Problem and Transportation Problem 2.1 Assignment Problem 2.1.1 Hungarian Method 2.1.2 Minimization Problem 2.1.3 Maximization Problem 2.1.4 Balanced and Unbalanced Problem 2.1.5 Prohibited Assignment Problem 2.1.6 Travelling Salesman Problem 2.2 Transportation Problem 2.2.1 Introduction and Formulation 2.2.2 Initial Basic Feasible Solution 2.2.3 NWCM, LCM and VAM Methods 2.2.4 Optimum Solution	7 Hrs.
Unit 3	Replacement Analysis and Game Theory 3.1 Replacement Analysis 3.1.1 Introduction 3.1.2 Replacement Situations 3.1.3 Replacement of Items that Deteriorate 3.1.4 Replacement of Items that Fail Suddenly 3.2 Game Theory 3.2.1 Introduction 3.2.2 Minimax and Maximin Principle 3.2.3 Solution of Game with Saddle Point 3.2.4 Solution by Dominance Rule 3.2.5 Solution by Graphical Method	7 Hrs.
Unit 4	Queuing Theory and Decision Theory 4.1 Queuing Theory 4.1.1 Introduction and Basic Terminology 4.1.2 Applications 4.1.3 Queuing Model 4.2 Decision Theory 4.2.1 Meaning and Steps in Decision Making 4.2.2 Types of Management Decisions 4.2.3 Decision Making under Certainty 4.2.4 Decision Making under Risk 4.2.5 Decision Making under Uncertainty 4.2.6 Decision Trees	7 Hrs.
Unit 5	Network Model and Simulation 5.1 Network Model 5.1.1 Introduction and Basic Terms 5.1.2 Fulkerson's Rule	7 Hrs.

	5.1.3 Network Diagrams 5.1.4 Critical Path 5.1.5 CPM and PERT 5.1.6 Applications of Network Model 5.2 Simulation 5.2.1 Introduction 5.2.2 Steps in Simulation Process 5.2.3 Monte-Carlo Simulation Method 5.2.4 Simulation and Inventory Control 5.2.5 Simulation and Queuing System 5.2.6 Simulation and Capital Budgeting 5.2.7 Applications and Limitations of Simulation	
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Sr. No.	Textbooks
1.	Operations Research P. Sankara Iyer Tata McGraw-Hill
2.	Operations Research A.M. Natarajan Pearson Education
Sr. No.	Reference Books
1.	Operations Research Theory and Applications J. K. Sharma Macmillan India Ltd.
2.	Operations Research P. K. Gupta S. Chand and Co.
3.	Operations Research: An Introduction Taha, H. A. McMillan

Sr. No.	Web Resources
1.	NPTEL – Operations Research https://nptel.ac.in/courses/110106062
2.	NPTEL – Operations Research https://nptel.ac.in/courses/111107128
3.	NPTEL – Operations Research https://nptel.ac.in/courses/112106134

Course Title: Business Law Course Code: PB252008			Course Category: PCC
Teaching Scheme		Examination Scheme	
Lectures: 03 hrs / week		CA-1	10 Marks
Tutorial: Nil		MSE	20 Marks
Credits: 03		CA-2	10 Marks
Semester: First Year (Semester II)		ESE	60 Marks
Course Prerequisite: 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: 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	Recall Legal aspects 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	Explain 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, including potential risks and legally sound solutions.	Analyze (Level 4)

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)	Subjective Test / Assignment/ MCQ Test etc.
MSE (b)	Subjective Test
CA-2 (c)	Subjective Test / Assignment/ MCQ Test etc.

Course Contents		
Unit 1	Introduction to Legal Aspects of Business and Indian Contract Act, 1872: 1.1 Meaning and Scope of Business Laws 1.2 Nature and Types of Contracts 1.3 Essentials of a Valid Contract 1.4 Offer and Acceptance- Consideration 1.5 Capacity to Contract 1.6 Free Consent 1.7 Legality of Object 1.8 Void Agreements 1.9 Contingent Contracts 1.10 Performance of Contracts 1.11 Discharge of Contracts 1.12 Remedies for Breach of Contracts 1.13 Indemnity and Guarantee	8 Hrs.
Unit 2	Sales of Goods Act, 1930: 2.1 Nature of Contract of Sale 2.2 Conditions and Warranties 2.3 Transfer of Ownership 2.4 Performance of Contract of sale 2.5 Rights of Unpaid Seller 2.6 Remedies for Breach of Contract of sale	7 Hrs.
Unit 3	Negotiable Instruments Act: 3.1 Nature of Negotiable Instruments 3.2 Promissory notes, Bills of Exchange and Cheques 3.3 Parties to Negotiable instruments and their Capacity 3.4 Holder and Holder in due course 3.5 Presentment, dishonor of Negotiable Instruments 3.6 Liability of parties	7 Hrs.
Unit 4	Companies Act, 2013: 4.1 Definition, Meaning of Company 4.2 Features and Types of Companies 4.3 Incorporation of Company 4.4 Memorandum of Association 4.5 Article of Association- Prospectus 4.6 Share Capital 4.7 Membership of a company 4.8 Company Meetings	7 Hrs.
Unit 5	Consumer Protection Act, 2019: 5.1 Introduction and Definition 5.1.1 Consumer Dispute Redressal Agencies 5.1.2 Complaint and Procedure of Redressal 5.1.3 Unfair Trade Practices 5.2 Intellectual Property Legislation: 5.2.1 Introduction-The Patent Act, 1970 5.2.2 Kinds of Patents 5.2.3 Administration of Patents System in India	7 Hrs.

Sr. No.	Textbooks
1.	N.D. Kapoor – Elements of Mercantile Law (Sultan Chand and Sons)
2.	M.C. Kuchhal and Vivek Kuchhal – Business Law (Vikas Publishing)
3.	P.C. Tulsian and Bharat Tulsian – Business Law (McGraw Hill Education)

Sr. No.	Reference Books
1.	Ravinder Kumar – Legal Aspects of Business (Cengage Learning)
2.	S.N. Maheshwari and 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).

Sr. No.	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/fMBemlcAi4

Course Title : Financial Management Course Code: PB252101			Course Category: PEC
Teaching Scheme		Examination Scheme	
Lectures: 03hrs./ week		CA-1	10 Marks
Tutorial: Nil		MSE	20 Marks
Credits: 03		CA-2	10 Marks
Semester: First Year (Semester II)		ESE	60 Marks
Prerequisite: Students are expected to have a basic understanding of financial terms and accounting principles, familiarity with fundamental mathematical and statistical concepts, an analytical mindset with decision-making ability, and working knowledge for performing financial calculations.			
Course Description: This course provides an in-depth understanding of Business Finance with a focus on key financial decisions, working capital management, capital structure, and capital budgeting. It introduces students to the core functions of financial management and equips them with tools to analyze and evaluate financial decisions for efficient business operations.			
Course Objectives: 1. To introduce the fundamental concepts and scope of business finance. 2. To explain the functions and roles of financial management in business decision-making. 3. To develop understanding of working capital management and estimation techniques 4. To analyze various sources of finance and factors affecting capital structure decisions. 5. To equip students with tools and techniques of capital budgeting and project evaluation. 6. To apply numerical methods to solve real-life business finance problems.			

Course Outcomes:		
COs	After completion of the course students will be able to	Bloom's Level
CO1	Recall the concepts, functions, sources, techniques, and tools of financial management, working capital, capital structure, leverage, and capital budgeting.	Remember (Level 1)
CO2	Describe the principles, factors, methods, and approaches of financial management, working capital, capital structure, leverage, and capital budgeting.	Understand (Level 2)
CO3	Employ financial techniques for working capital estimation, leverage measurement, cost of capital determination, and investment appraisal.	Apply (Level 3)
CO4	Examine financial decisions related to working capital, financing, leverage, and capital budgeting.	Analyze (Level 4)

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

Assessment	
CA-1(a)-(10M)	Subjective Test/Assignment/MCQ Test/PPT/ Group projects etc.
MSE (b)-(20M)	Subjective Test
CA-2 (c)-(10M)	Assignment/MCQ Test /Business Plan/PPT/Case Studies etc.

Course Contents		
Unit 1	Introduction to Business Finance and Financial Management 1.1 Introduction to Business Finance 1.2 Meaning and Definition of Financial Management 1.3 Objectives of Financial Management 1.4 Modern Approach to Financial Management 1.5 Finance and its Relationship with Other Disciplines 1.5.1 Accounting and Economics 1.5.2 Mathematics and Statistics 1.5.3 Management and Law 1.5.4 Information Technology and Marketing	8 Hrs
Unit 2	Financial Manager and Working Capital Fundamentals 2.1 Functions of Finance Manager 2.1.1 Financial Planning and Forecasting 2.1.2 Risk Management 2.1.3 Financial Reporting and Control 2.2 Introduction and Meaning of Working Capital 2.2.1 Components 2.2.1.1 Cash and Cash Equivalents 2.2.1.2 Accounts Receivable (Debtors) 2.2.1.3 Accounts Payable (Creditors) 2.2.1.4 Inventory (Stock) 2.2.1.5 Short-Term Loans and Advances	7 Hrs
Unit 3	Working Capital Management 3.1 Types of Working Capital 3.1.1 Gross Working Capital 3.1.2 Net Working Capital 3.1.3 Permanent and Temporary 3.1.4 Regular and Reserve 3.2 Operating Cycle 3.3 Factors Affecting Working Capital 3.3.1 Production Cycle / Operating Cycle 3.3.2 Seasonal Demand 3.3.3 Growth and Expansion Plans 3.3.4 Inflation and Price Levels 3.4 Estimation of Working Capital Requirement 3.5 Numerical Problems on Working Capital Management	7 Hrs
Unit 4	Capital Structure and Leverages 4.1 Concept and Measurement of Cost of Capital 4.2 Different Sources of Finance 4.3 Meaning and Factors Affecting Capital Structure 4.4 Trading on Equity 4.5 Leverages and its Types 4.5.1 Operating Leverage 4.5.2 Financial Leverage 4.5.3 Combined Leverage 4.5.4 Positive and Negative Leverage 4.6 Numerical Problems on Capital Structure and Leverages	7 Hrs

Unit 5	Capital Budgeting 6.1 Meaning and Definition of Capital Budgeting 6.2 Time Value of Money 6.3 Tools of Evaluation of the Project Based on Traditional Techniques and Modern Techniques 6.3.1 ARR 6.3.2 Payback Period 6.3.3 Discounted Payback Period 6.3.4 NPV 6.3.5 PI 6.3.6 IRR 6.4 Numerical Problems on Capital Budgeting	7 Hrs
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Sr. No.	Textbooks
1.	I. M. Pandey, Financial Management, 12th Edition, Vikas Publishing House Pvt. Ltd., 2021.
2.	V. K. Bhalla, Financial Management and Policy, 11th Edition, S. Chand Publishing, 2021.
3.	Shashi K. Gupta, Financial Management, 11th Edition, Kalyani Publishers, 2021.
Sr. No.	Reference Books
1.	V. K. Saxena, Financial Management, 9th Edition, Sultan Chand and Sons, 2022.
2.	Dr. Mahesh Abale, Financial Management, 4th Edition, Himalaya Publishing House, 2023.
3.	Rajiv Srivastava, Financial Management, 7th Edition, Oxford University Press, 2022

Sr. No.	Web Resources
1.	Investopedia, Financial Management Resources, Available at: https://www.investopedia.com
2.	Corporate Finance Institute (CFI), Financial Management Courses and Resources, Available at: https://corporatefinanceinstitute.com
3.	https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_ec11

Course Title: Marketing Management Course Code: PB252102			Course Category: PEC
Teaching Scheme		Examination Scheme	
Lectures: 03 hrs / week		CA-1	10 Marks
Tutorial: Nil		MSE	20 Marks
Credits: 03		CA-2	10 Marks
Semester: First Year (Semester II)		ESE	60 Marks
Course Prerequisite A basic understanding of business functions, consumer behavior, and economic principles is essential to grasp Marketing Management effectively.			
Course Description Marketing Management is the study of planning, organizing, and executing marketing strategies to meet consumer needs and drive business growth. The course covers core concepts like market segmentation, targeting, positioning, and the marketing mix (4Ps). It emphasizes strategic decision-making, consumer behavior analysis, and adapting to dynamic market environments. Students also explore digital trends, branding, and ethical marketing practices to develop real-world marketing competencies.			
Course Objectives 1. To remember and understand the key marketing concepts 2. To analyze and apply the 7Ps (Product, Price, Place, Promotion and extended Ps) of marketing and extended marketing strategies 3. To develop the ability to conduct effective marketing research and evaluating competitors to inform strategic decision-making 4. To understand and evaluate the customer journey mapping process to reach out better.			

Course Outcomes		
COs	After completion of the course: Students will be able to	Bloom's Level
CO1	Identify the fundamental concepts, scope, philosophies, environment, emerging trends, digital evolution, and technologies of marketing management.	Remember (Level 1)
CO2	Explain the components of marketing mix, including segmentation, targeting, positioning, product, price, place, promotion, services, and service-quality models.	Understand (Level 2)
CO3	Apply marketing research, demand forecasting, marketing intelligence, marketing information systems, and competitor analysis techniques in marketing situations.	Apply (Level 3)
CO4	Examine consumer behaviour using customer journey, CRM, consumer behaviour determinants, and decision-making models in different marketing contexts.	Analyze (Level 4)

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

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

Course Contents		
Unit 1	Foundation of Marketing Management 1.1 Meaning: Market, Marketing, Good, Commodity, Sales 1.1.1 Scope of Marketing 1.2 Marketing Philosophies; 1.3 Marketing Environment: Internal and External factors 1.4 Emerging Marketing Trends: 1.4.1 Green Marketing and its Resolution. 1.4.2 Healthy Lifestyle Integration (Organic products) 1.4.3 Neuro-Marketing 1.4.4 Sustainable and Ethical Marketing 1.4.5 Localization (Rural Marketing) 1.5 Evolution of digital marketing with AI 1.5.1 Pre-digital era: Print, TV, Radio marketing 1.5.2 Emergence of internet and digital platforms 1.5.3 Rise of social media and mobile marketing 1.6 VR, AR, AI in Marketing 1.7 SEO and Blogs	8 Hrs.
Unit 2	Marketing Mix 2.1 Place Mix: Segmentation: Meaning, Bases for segmentation, Targeting and Positioning 2.1.1 Types of Channels 2.1.2 Channel Decisions 2.1.4 Managing Conflict and Cooperation 2.2 Product Mix: Product Planning Model 2.2.1 Meaning and Process 2.2.2 Product Failures 2.2.3 Product Life Cycles: Stages 2.2.4 Branding Procedures and Policies, 2.2.5 Norms for Packing and Labeling 2.3 Price Mix: Pricing Policies, Objectives, 2.3.1 Types of Pricing 2.4 Promotion Mix: Personal Selling 2.4.1 Online and Offline Sales Promotional Activities, 2.4.2 Public Relation: Importance 2.4.3 Direct marketing: Meaning, Nature 2.4.4 Advertising: Importance and Types 2.4.5 AIDA Model and Gorilla advertising 2.4.6 Social Media Platforms 2.4.7 Buzz Marketing and Word of Mouth Marketing (WoM) 2.5 Extended 'P's (Services Marketing) 2.5.1 Characteristics and Types of Services 2.5.2 Managing the Service Process 2.5.3 The Role of People in Services 2.5.4 Role of Call centres in Sales Promotion, 2.5.5 Hot, Warm and Cold Calls 2.6 Service Models 2.6.1 GAP Model of Service 2.6.2 Quality SERVQUAL (What to measure), 2.6.3 The Moment of Truth Model	7 Hrs.
Unit 3	Marketing Research and Competitor Analyses 3.1 Procedure of Marketing Research 3.2 Forecasting Demand 3.3 Role of Marketing Intelligence 3.4 Marketing Information System (MIS) 3.5 Identifying the Competitors-	7 Hrs.

	3.5.1 Objectives and Process 3.6 Types of Competitors 3.6.1 First Movers 3.6.2 Early Followers / Fast Followers 3.6.3 Late Movers / Late Entrants 3.6.4 Non-Movers / Niche Players	
Unit 4	Consumer Behaviour 4.1 Customer Journey Mapping (Customer Funnel) 4.2 Winning Consumer Trust through CRM 4.2.1 Determinants of Consumer Behaviour 4.3 Decision Process Models 4.3.1 Five-Stage Model Buying 4.3.2 Engel-Kollat-Blackwell (EKB) Model 4.3.3 Black Box Model	7 Hrs.
Unit 5	Recent Trends in Marketing Management 5.1 Artificial Intelligence and Data-Driven Marketing 5.1.1 Role of AI in marketing decision-making 5.1.2 Generative AI and AI-powered content creation 5.2 Social Media and Influencer marketing 5.3 Omnichannel and Phygital Marketing 5.3.1 Concept of omnichannel marketing 5.3.2 Integration of online and offline customer experiences 5.4 Experiential and Immersive Marketing 5.4.1 Experiential marketing: concept and applications 5.5 Emerging Digital Marketing Practices	7 Hrs.

Sr. No.	Textbooks
1.	Marketing Management: A South Asian Perspective, Philip Kotler et. al
2.	Marketing Management: Planning, Implementation, and Control, V.S. Ramaswamy
3.	Basics of Marketing Management by Dr. Pooja Deshmukh: Blue Rose
Sr. No.	Reference Books
1.	Marketing Management: Concepts and Cases, Ashok Jain
2.	Marketing Management: Indian Context, S H Kazmi

Sr. No.	Web Resources
1.	https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg187
2.	https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_mg152

Course Title: Human Resource Management		
Course Code: PB252103		Course Category: PEC
Teaching Scheme	Examination Scheme	
Lectures: 03 hrs / week	CA-1	10 Marks
Tutorial: Nil	MSE	20 Marks
Credits: 03	CA-2	10 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: 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 fundamental concepts, principles, processes, and terminology related to Human Resource Management, including HR planning and staffing, human resource development and compensation, industrial relations, and contemporary HR issues.	Remember (Level 1)
CO2	Explain the concepts, processes, and significance of Human Resource Management in HR planning and staffing, human resource development and compensation, industrial relations, and contemporary HR issues.	Understand (Level 2)
CO3	Apply appropriate Human Resource Management practices and techniques to workplace situations involving HR planning and staffing, human resource development and compensation, industrial relations, and contemporary HR issues.	Apply (Level 3)
CO4	Analyze Human Resource Management situations, policies, and emerging challenges related to HR planning and staffing, human resource development and compensation, industrial relations, and contemporary HR issues.	Analyze (Level 4)

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

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

Course Contents		
Unit 1	Fundamentals of Human Resource Management 1.1 Conceptualization and Fundamentals of Managing people in the organization 1.2 Nature of HRM 1.3 Functions of HRM 1.4 Evolution of HRM 1.5 Difference between HRA, IR, HRP and HRD 1.6 HRM Architecture and its linkage with Organizational Vision 1.7 Factors affecting HRM in an organization-Strategic 1.8 Human Resource Management	8 Hrs.
Unit 2	Human Resource Planning and Staffing 2.1 Job Analysis 2.2 Job Design 2.3 Human Resource Planning 2.4 Recruitment and Selection-onboarding 2.5 Employer branding and talent acquisition 2.6 E- recruitment and use of AI in hiring- Succession planning 2.7 Promotion 2.8 Transfer and Demotion – Retention and Retrenchment -Exit Interviews	7 Hrs.
Unit 3	Human Resource Development and Compensation 3.1 Training and Development 3.2 Career Planning -Performance Appraisal 3.3 Organizational Climate 3.4 Organizational Culture 3.5 Organizational Development 3.6 Job Evaluation -Wages and Salary Administration 3.7 Compensation strategies: fixed, variable, and incentives 3.8 Employee benefits and rewards systems 3.9 Legal Consideration in compensation	7 Hrs.
Unit 4	Industrial Relation 4.1 Dynamics of Employer 4.2 Employee and the State; Trade Unions: Past, present and the future 4.3 Industrial Harmony: Workers’ Participation, Collective Bargaining, Grievance, Discipline 4.4 Dispute Resolution and Conflict Management	7 Hrs.
Unit 5	Contemporary Issues in HRM 5.1 HR analytics and data-driven decision-making 5.2 Diversity, equity, and inclusion (DEI) 5.3 E-HRM-Ethical issues and future of HRM with AI- Employee Engagement 5.4 International Dimensions of HRM	7 Hrs.

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)

Sr. No.	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

Sr. No.	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: Production and Operations Management		
Course Code: PB252104		Course Category: PEC
Teaching Scheme	Examination Scheme	
Lectures: 03 hrs / week	CA-1	10 Marks
Tutorial: Nil	MSE	20 Marks
Credits: 03	CA-2	10 Marks
Semester: First Year (Semester II)	ESE	60 Marks
Course Prerequisite: Students are expected to have a basic understanding of management principles, organizational functions, and business processes. Familiarity with fundamental concepts of planning, organizing, decision-making, resource management, and organizational structures will help students understand the role and responsibilities of production and operations managers.		
Course Description: Production and Operations Management focuses on the systematic management of processes, resources, and activities involved in the production of goods and delivery of services. The course provides an understanding of production systems, types of production, facility location, plant layouts, make-or-buy decisions, and capacity planning		
Course Objectives: 1. Understand the scope, role and significance of Production and Operations Management and the responsibilities of production managers in organizational contexts. 2. Develop knowledge of production systems, types of production, facility location, plant layouts, make-or-buy decisions and capacity planning. 3. Understand and apply concepts of inventory management, material management, MRP, JIT, stores management, vendor evaluation and material handling. 4. Develop an understanding of quality concepts, Total Quality Management (TQM), quality philosophies, quality management systems and ISO standards.		

Course Outcomes:		
COs	After completion of the course: Students will 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	2	-	1	1	2	2	1	2
CO2	3	1	1	1	2	3	2	1
CO3	3	2	1	1	3	3	3	1
CO4	3	3	2	2	3	3	3	2

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

Course Contents		
Unit 1	Introduction to Production Management 1.1 Scope of Production Management 1.2 Production System 1.3 Benefits of Production Management 1.4 Responsibility of a Production Manager 1.5 Layouts 1.5.1 Product Layout 1.5.2 Process Layout 1.5.3 Fixed Position Layout 1.6 Make or Buy Analysis	8 Hrs.
Unit 2	2.1 Facility Location and factors affecting facility location, 2.2 Types of Production 2.2.1 Project Production 2.2.2 Job Production 2.2.3 Batch Production 2.2.4 Line Production 2.2.5 Mass Production 2.2.6 Continuous Production 2.3 Capacity Planning	7 Hrs.
Unit 3	3.1 Overview of Inventory Management 3.2 MRP Material Management 3.3 JIT 3.4 Stores Management 3.5 Vendor Evaluation 3.6 Principles of Material Handling, 3.7 5S 3.8 Kanban 3.9 Kaizan 3.10 Poka Yoke 3.11 TPS 3.12 Ergonomics 3.12.1 ABC Analysis 3.12.2 VED Analysis	7 Hrs.
Unit 4	4.1 Quality Concepts 4.1.1 Definition of Quality 4.1.2 Dimensions of Quality 4.1.3 Cost of Quality 4.2 Quality Gurus 4.3 TQM Philosophy 4.4 Principles of TQM 4.5 Philosophies by Management Gurus 4.5.1 Deming's Philosophy 4.5.2 Juran's Philosophy 4.5.3 Crosby's Philosophy 4.6 Quality Management System – ISO. 4.6.1 Customer Focus 4.6.2 Supplier partnership 4.6.3 Employee Involvement.	7 Hrs.

Unit 5	5.1 Productivity Improvement Techniques 5.1.1 Work study 5.1.2 Method study 5.1.3 Work measurement 5.1.4 Time study 5.1.5 Stop watch time study 5.2 Work sampling Maintenance 5.3 Maintenance policies for facilities and equipment 5.4 Preventive versus breakdown maintenance 5.5 Procedure for maintenance 5.6 Total productive maintenance (TPM)	7 Hrs.
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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
Sr. No.	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

Sr. No.	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: Business Analytics**Course Code: PB252201****Course Category: MDM**

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

Course Prerequisite :

Students are expected to have a basic understanding of management principles and organizational processes, familiarity with the fundamentals of Information Technology, including computer applications and database concepts, and an understanding of 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 various business functions. It covers the fundamentals of analytics, Big Data concepts, and analytical decision-making processes, along with their applications in marketing, finance, human resources, and operations. Students will learn how to interpret, analyze, and utilize data to improve business performance, understand the ethical and legal considerations in data handling, and explore real-world case studies that demonstrate the strategic value of business analytics in modern organizations.

Course Objectives:

1. To provide a foundational understanding of Business Analytics concepts, its evolution, and its growing role in modern organizations.
2. To distinguish between Business Analytics, Business Analysis, Business Intelligence, and Data Science.
3. To familiarize students with basic Business Analytics tools, including data exploration and data visualization techniques.
4. To explore the applications of Business Analytics in functional areas such as Marketing, Finance, Human Resource Management (HR), and Operations.

Course Outcomes

Cos	After completion of the course: Students will be able to	Bloom's Level
CO1	Recall the basic concepts of business analytics, types of analytics, big data, data quality, and ethical issues in business analytics..	Remember (Level 1)
CO2	Explain the role of data, analytical decision-making processes, big data characteristics, and applications of business analytics in marketing, finance, HR, and operations.	Understand (Level 2)
CO3	Apply business analytics concepts and analytical approaches to support business decision-making and solve functional business problems.	Apply (Level3)
CO4	Examine business problems using analytical thinking and data-driven approaches for business performance across functional areas.	Analyze (Level4)

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

Course Contents		
Unit 1	Business Analytics Basics 1.1 Definition of Analytics 1.2 The Growing Role of Business Analytics 1.3 Types of Analytics 1.3.1 Descriptive Analytics 1.3.2 Diagnostic Analytics 1.3.3 Predictive Analytics 1.3.4 Prescriptive Analytics 1.3.5 Comparison of the Four Types of Analytics 1.4 Concept of Insights 1.5 Importance of Data in Business Analytics 1.6 Difference between Data, Information and Knowledge 1.7 Quality of Data	5 Hrs.
Unit 2	Big Data 2.1 5Vs of Big Data 2.1.1 Volume 2.1.2 Velocity 2.1.3 Variety 2.1.4 Veracity 2.1.5 Value 2.2 Big Data Collection and Ethics 2.3 Data Sources and Collection Methods 2.4 Data Privacy, Security, and Ethical Considerations 2.4.1 Data Privacy 2.4.2 Data Security 2.4.3 Ethical Consideration	5 Hrs.
Unit 3	Analytical decision-making: 3.1 Analytical Decision-Making Process 3.1.1 Meaning of Analytical Decision-Making 3.1.2 Steps in the Analytical Decision-Making Process 3.2 Characteristics of the Analytical Decision-Making Process 3.3 Breaking Down a Business Problem into Key Questions That Can Be Answered Through Analytics 3.4 Characteristics of Good Questions 3.5 Skills of a Good Business Analyst	5 Hrs.
Unit 4	Business Analytics in Marketing and Finance: 4.1 Business Analytics in Marketing 4.1.1 Customer Segmentation 4.1.2 Customer Lifetime Value (CLV) 4.1.3 Marketing Campaign Measurement 4.1.4 Data-driven Marketing Strategies 4.2 Business Analytics in Finance 4.2.1 Financial Analytics 4.2.2 Risk Management	5 Hrs.

	4.2.3 Financial Forecasting and Planning 4.2.4 Financial Performance Improvement through Analytics (Non-Statistical – Conceptual Treatment Only)	
Unit 5	Business Analytics in HR and Operations: 5.1 HR Analytics 5.1.1 Introduction to HR Analytics 5.1.2 Workforce Planning and Talent Management 5.1.3 Employee Engagement and Performance Measurement 5.2 Operations Analytics 5.2.1 Introduction to Operations Analytics 5.2.2 Process Optimization and Efficiency Improvement 5.2.3 Supply Chain Analytics and Logistics Management	4 Hrs.

Sr. No.	Textbooks
1.	Davenport,T.H., and Harris, J.G.(2007).“Competing on analytics: The new science of winning”. Harvard Business School Press.2.
2.	Provost,F.,and Fawcett,T.(2013).“Data science for business: What you need to know about Data mining and data-analytic thinking ”.O' Reilly Media.3.
Sr. No.	Reference Books
1.	Sharda,R.,Delen, D. and 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., and 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., and Turban,E.(2019).“Business intelligence, analytics, and data science: A managerial perspective” (4th ed.). Pearson.

Sr. No.	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/110107092
3.	Business Analytics and Text Mining Modeling using Python, NPTEL, https://nptel.ac.in/courses/110107129

Course Title: International Business		
Course Code: PB252301		Course Category: OE-1
Teaching Scheme		Examination Scheme
Lectures: 02 hrs / week		CA-1 10 Marks
Tutorial: Nil		MSE 20 Marks
Credits: 02		CA-2 10 Marks
Semester: First Year (Semester II)		ESE 60 Marks
Course Prerequisite: A basic knowledge of international business environment, Global economics, and management fundamentals.		
Course Description: This course aims to provide students with an understanding of how international business operates in the globalized world. It covers the key concepts, frameworks, and strategies essential for managing business operations across borders. The course emphasizes India's role in international trade, globalization, and multinational operations.		
Course Objectives: 1. To understand the environment of international business and globalization. 2. To explore trade theories and policies affecting global business. 3. To examine the role of international institutions and trade agreements. 4. To study the strategic decisions involved in international operations. 5. To analyze India's participation in global trade and investment		

Course Outcomes:		
COs	After completion of the course students will be able to	Bloom's Level
CO1	Recall fundamental concepts, theories, institutions, and frameworks of International Business, including PESTEL, trade theories, globalization, entry modes, strategies, ESG, digital transformation, and legal aspects.	Remember (Level 1)
CO2	Explain the international business environment, trade theories, globalization impacts, global institutions, regional integration, strategies, risks, ESG practices, legal frameworks, and emerging trends.	Understand (Level 2)
CO3	Apply international business concepts and frameworks to market entry, global strategies, risk assessment, digital business models, supply chains, and international trade and taxation.	Apply (Level 3)
CO4	Analyze global business situations by evaluating trade theories, institutions, strategies, risks, ESG implications, legal challenges, and emerging trends for international business decisions.	Analyze (Level 4)

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

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

Course Contents		
Unit-1	Fundamentals of International Business 1.1 Introduction to International Business 1.1.1 Meaning, nature, and scope 1.1.2 Drivers of internationalization and globalization 1.2 International Business Environment 1.2.1 PESTEL analysis 1.2.2 Economic environment 1.2.3 Political environment 1.2.4 Legal environment 1.2.5 Cultural environment	5 Hrs.
Unit-2	Theories and Globalization in International Business 2.1 Theories of International Trade 2.1.1 Absolute Advantage and Comparative Advantage 2.1.2 Heckscher-Ohlin Theory 2.1.3 New Trade Theory 2.1.4 Porter's Diamond Model 2.2 Globalization and Its Impact 2.2.1 Trends and challenges 2.2.2 Impact on Indian economy 2.2.3 Impact on SMEs and MNCs 2.3 India's Participation in Global Business 2.3.1 Make in India, Start-up India 2.3.2 FDI trends, major trade partners, FTAs	5 Hrs.
Unit-3	International Institutions and Regional Integration 3.1 International Economic Institutions 3.1.1 WTO, IMF, World Bank 3.1.2 UNCTAD, OECD 3.1.3 Role in shaping global trade 3.2 Regional Economic Integration and Its Types 3.2.1 Free Trade Agreement (FTA) 3.2.2 Customs Union 3.2.3 Common Market 3.2.4 European Union (EU) 3.2.5 ASEAN, SAARC 3.2.6 BRICS and its relevance for India	5 Hrs.

Unit-4	Strategies and Operations in International Business 4.1 Entry Strategies in Global Markets 4.1.1 Exporting, Licensing, Franchising 4.1.2 Joint Ventures, Wholly Owned Subsidiaries 4.1.3 Suitability in the Indian context 4.2 International Business Strategy 4.2.1 Global strategy 4.2.2 Multi-domestic strategy 4.2.3 Transnational strategy 4.2.4 Cost and local responsiveness 4.3 Risk and Ethical Issues in International Business 4.3.1 Political, cultural, and currency risks 4.3.2 Ethical dilemmas and cross-cultural challenges	5 Hrs.
Unit-5	Contemporary Trends and Future of International Business 5.1 Digital Transformation in International Business 5.1.1 E-commerce and digital platforms 5.1.2 Fintech and global payment systems 5.2 ESG and Sustainable International Business 5.2.1 Environmental, Social and Governance (ESG) 5.2.2 Sustainability initiatives and reporting 5.3 International Business Law and Taxation 5.3.1 DTAA, BEPS 5.3.2 Transfer pricing 5.3.3 Trade laws, sanctions 5.3.4 IPR and dispute resolution 5.4 Global Supply Chains and Emerging Markets 5.4.1 Supply chain disruptions 5.4.2 Reshoring and friend-shoring 5.4.3 Role of emerging economies (India, Vietnam, Mexico) 5.5 Future of International Business 5.5.1 Geopolitical trends 5.5.2 AI and automation 5.5.3 Global workforce shifts	4 Hrs.

Sr. No.	Textbooks
1.	International Business, Charles W.L. Hill, McGraw Hill
2.	International Business, P. Subba Rao, Himalaya
3.	International Business: Text and Cases, Francis Cherunilam, PHI Learning
4.	The Global Business Environment, Radebaugh and Sullivan, Pearson Education
Sr. No.	Reference Books
1.	International Business Environment, Sundaram and Black, PHI Learning
2.	Global Business Today, Charles W.L. Hill, McGraw Hill
3.	International Management, Helen Deresky, Pearson Education

Sr. No.	Web Resources
1.	www.wto.org
2.	www.imf.org
3.	www.dgft.gov.in

Course Title: Life Skills Course Code: PB251301		Course Category: OE-2	
Teaching Scheme		Examination Scheme	
Lectures: 02 hrs / week		CA-1	10 Marks
Tutorial: Nil		MSE	20 Marks
Credits: 02		CA-2	10 Marks
Semester: First Year (Semester II)		ESE	60 Marks
Course Prerequisite: Students should have a basic understanding of management principles, English communication, and digital tools such as MS Office, along with a willingness to participate in self-reflection, group discussions, and experiential learning			
Course Description: This course aims to develop essential life and managerial skills that enhance personal and professional effectiveness among student. It focuses on self-awareness, communication, emotional intelligence, critical thinking, leadership, and adaptability—skills vital for success in today’s dynamic business environment. Through case studies, role plays, and reflective exercises, students will learn to manage themselves and work effectively in teams, preparing them for real-world managerial challenges.			
Course Objectives: 1. Develop self-awareness and emotional intelligence for personal and professional growth. 2. Enhance communication, interpersonal, and teamwork skills. 3. Strengthen decision-making, problem-solving, and stress management abilities. 4. Foster leadership, adaptability, and resilience in dynamic business environments. 5. Promote lifelong learning and ethical professional behavior.			

Course Outcomes		
COs	After completion of the course: Students should be able to	Bloom's Level
CO1	Identify key concepts of self-awareness, emotional intelligence, communication, leadership, teamwork, time management, and conflict management.	Remember (Level 1)
CO2	Explain the importance of emotional intelligence, effective communication, critical thinking, decision-making, stress management, and leadership in managerial effectiveness.	Understand (Level 2)
CO3	Apply self-assessment tools, communication techniques, decision-making models, time-management strategies, and conflict-management approaches in managerial situations.	Apply (Level 3)
CO4	Analyze interpersonal and organizational situations to evaluate communication barriers, conflicts, leadership styles, team dynamics, and decision-making challenges	Analyze (Level 4)

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

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

Course Contents		
Unit 1	Self-Awareness and Emotional Intelligence 1.1 Meaning and importance of life skills in management. 1.2 Self-awareness 1.2.1 Concept, 1.2.2 Importance, and 1.2.3 Methods. 1.3 Personality assessment tools 1.3.1 SWOT 1.3.2 Johari Window 1.3.3 MBTI. 1.4 Emotional Intelligence 1.4.1 Definition, 1.4.2 Components, 1.5 Importance Role of emotional intelligence in managerial effectiveness.	5 Hrs.
Unit 2	Communication and Interpersonal Skills 2.1 Process and types of communication 2.1.1 Verbal, 2.1.2 Non-verbal, and 2.1.3 Written. 2.2 Barriers to effective communication and overcoming them. 2.3 Listening skills, 2.4 Business etiquette, 2.5 Presentation skills, and 2.6 Grooming. 2.7 Interpersonal relationships, 2.8 Assertiveness, and 2.9 Conflict resolution.	5 Hrs.
Unit 3	Critical Thinking and Decision Making 3.1 Concept and importance of critical thinking for managers. 3.2 Techniques, 3.3 Decision-making models and styles, 3.4 Ethical and data-driven decision making.	5 Hrs.
Unit 4	Time, Stress, and Conflict Management 4.1 Time management techniques 4.1.1 Goal setting, 4.1.2 Prioritization, 4.1.3 Delegation, 4.1.4 Tools, 4.2 Stress 4.2.1 Causes, 4.2.2 Symptoms, and 4.2.3 Impact on productivity. 4.3 Stress management techniques 4.3.1 Relaxation, 4.3.2 Mindfulness,	5 Hrs.

	4.3.3 Physical fitness. 4.4 Conflict management 4.4.1 Causes, 4.4.2 Handling styles	
Unit 5	Leadership, Teamwork, and Adaptability 5.1 Leadership 5.1.1 Concept, 5.1.2 Traits, and 5.1.3 Contemporary styles 5.2 Team building and group dynamics in organizations. 5.3 Motivation, 5.4 Collaboration, and 5.5 Trust-building. 5.6 Adaptability and resilience 5.6.1 Concepts and importance	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 Organisational Behaviour. Himalaya Publishing House.
3.	S. K. Mandal (2012). Effective Communication and Soft Skills. Jaico Publishing House.
4.	Stephen P. Robbins and Timothy A. Judge (2022). Organizational Behavior. Pearson Education India.
Sr. No.	Reference Books
1.	David R. Caruso and Peter Salovey (2004). The Emotionally Intelligent Manager. Jossey-Bass.
2.	Krishna Mohan and Meera Banerji (2013). Developing Communication Skills. Macmillan Publishers India.
3.	Harold Koontz and Heinz Weihrich (2010). Essentials of Management. Tata McGraw- Hill.
4.	Peter G. Northouse (2018). Leadership: Theory and Practice. Sage Publications.

Sr. No.	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

Course Title: Creativity and Innovation Course		
Code: PB251301		Course Category: OE-3
Teaching Scheme	Examination Scheme	
Lectures: 02 hrs / week	CA-1	10 Marks
Tutorial: Nil	MSE	20 Marks
Credits: 02	CA-2	10 Marks
Semester: First Year (Semester II)	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:		
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	Recall the concepts, types, and principles of thinking, creativity, innovation, and their relevance to business.	Remember (Level 1)
CO2	Explain creativity techniques, structured thinking models, and creative problem-solving approaches used in business contexts.	Understand (Level 2)
CO3	Apply brainstorming, lateral thinking, mind mapping, SCAMPER, Six Thinking Hats, and attribute analysis techniques to simple business problems.	Apply (Level 3)
CO4	Analyze creativity processes and frameworks, including Wallas' Model, Creative Problem Solving, and Design Thinking, in management contexts.	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.
MSE (b) - (20M)	Subjective Test
CA-2 (c) - (10M)	Subjective Test / Assignment/ MCQ Test etc.

Course Contents		
Unit 1	Thinking and Creativity Basics 1.1 Nature and Types of Thinking 1.1.1 Analytical, 1.1.2 Critical, 1.1.3 Creative, 1.1.4 Strategic 1.2 Convergent and Divergent Thinking 1.3 Creativity and Innovation 1.3.1 Definitions, 1.3.2 Differences 1.3.3 Business Relevance. 1.4 Group activities 1.4.1 Management games on Creative thinking.	5 Hrs.
Unit 2	Creativity Techniques 2.1 Brainstorming, 2.2 Lateral Thinking, 2.3 Mind Mapping and SCAMPER. 2.4 Structured Thinking Models 2.4.1 Six Thinking Hats 2.4.2 Attribute Analysis. 2.5 Group activities 2.5.1 Brainstorming exercise on a simple business problem/case lets.	5 Hrs.
Unit 3	Theories and Models of Creativity 3.1 Creativity Process (Wallas' Model), 3.2 Creative Problem 3.2.1 Solving Process (CPS), 3.3 Design Thinking Framework. 3.4 Creativity in Management 3.4.1 Qualities of a Creative Manager and 3.4.2 Perpetual Creative Organizations.	5 Hrs.
Unit 4	Innovation 4.1 Definition, 4.2 Scope, and 4.3 Importance in Modern Business, 4.4 Relationship of Innovation to Competitive Advantage and Strategy. 4.5 Types of Innovation (Based on Impact) 4.5.1 Incremental, 4.5.2 Sustaining, 4.5.3 Radical and 4.5.4 Disruptive Innovation.	4 Hrs.
Unit 5	Innovation 5.1 Types of innovation (Based on Focus) 5.1.1 Product, 5.1.2 Process, 5.1.3 Service, 5.1.4 Business Model and 5.1.5 Architectural Innovation. 5.2 Innovation Approaches 5.2.1 Open Innovation 5.2.1.1 Inbound, 5.2.1.2 Outbound,	5 Hrs.

	5.2.1.3 Hybrid. 5.2.2 Closed Innovation. 5.3 Integration Exercise 5.3.1 Preparing Mind Maps	
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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.

Sr. No.	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 and Row
3.	Tony Buzan – The Mind Map Book – BBC Books.

Sr. No.	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: Digital Competency for Management		
Course Code: PB252402		Course Category: VSE
Teaching Scheme		Examination Scheme
Lectures: Nil		CA-1 25 Marks
Tutorial: Nil		CA-2 25 Marks
Practical: 2 hrs / Week		
Credits: Audit Course		
Semester: First Year (Semester II)		
Course Prerequisite: Students should have Basic computer skills and familiarity with Excel navigation, data entry, simple formulas.		
Course Description: This course provides comprehensive knowledge of Microsoft Excel, beginning with spreadsheet creation, editing, formatting, formulas, functions, charts, and worksheet protection, and progressing to advanced data analysis and reporting techniques. Students will develop skills in VLOOKUP, HLOOKUP, INDEX-MATCH, PivotTables, Pivot Charts, advanced functions, statistical and financial calculations, chart customization, What-If Analysis, Goal Seek, Data Tables, Scenario Manager, and Excel Macros		
Course Objectives: To equip learners with advanced Excel skills for organizing, analyzing, visualizing, and reporting data efficiently using formulas, PivotTables, charts, dashboards, and automation tools		

Course Outcomes:		
COs	After completion of the course students will be able to	Bloom's Level
CO1	Identify basic Excel features, common functions, lookup functions, PivotTable components, chart types, What-If Analysis tools, and macro concepts.	Remember (Level 1)
CO2	Explain the use of formulas, formatting options, exact and approximate lookups, PivotTable calculations, chart elements, and scenario-based analysis.	Understand (Level 2)
CO3	Create and format worksheets, use Excel functions and lookup formulas, generate charts and PivotTables, perform What-If Analysis, and record or edit basic macros.	Apply (Level 3)
CO4	Analyze business data using multiple worksheets, INDEX-MATCH, PivotTables, percentage calculations, running totals, combined charts, and secondary axes.	Analyze (Level 4)
CO5	Evaluate reports, charts, formulas, scenarios, and macros to determine their accuracy, effectiveness, and suitability for business decision-making.	Evaluate (Level 5)

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

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

Course Contents		
Unit 1	Basics of Business Excel 1.1 Spreadsheets Basics 1.1.1 Creating 1.1.2 Editing 1.1.3 Saving and Printing Spreadsheets 1.2 Working with Functions and Formulae 1.2.1 Common Functions (AVERAGE, MIN, MAX, COUNT, COUNTA, IF) 1.3 Formatting Worksheets 1.4 Graphically Representing Data 1.4.1 Charts and Graphs 1.5 Customizing Common Options in Excel 1.6 Protecting and Un-protecting Worksheets and Cells	5 Hrs.
Unit 2	Advance Excel – V-lookup, H-lookup 2.1 V-lookup, H-lookup with Exact Match 2.2 V-lookup H-lookup with Approximate Match 2.3 Using V-lookup, H-lookup to consolidate Data from Multiple Sheets 2.4 Search data with Match and Index with Exact Match 2.5 Approximate Match.	5 Hrs.
Unit 3	Advance Excel – Working with Reports 3.1 Creating Pivot Table 3.2 Formatting and Customizing Pivot Table 3.3 Using advance Options of Pivot Table 3.4 Show values as 3.4.1 % of Row, 3.4.2 % of Column, 3.4.3 Running Table, 3.4.4 Compare with specific field 3.5 Viewing Subtotals under Pivot 3.6 Pivot Charts.	5 Hrs.
Unit 4	Advance Excel – More Functions, Charts 4.1 Text Functions 4.2 Date and Time Functions 4.3 Statistical Functions 4.4 Array Functions 4.5 Financial Functions 4.6 Database Functions. 4.7 Creating 2D Charts 4.8 Formatting Charts 4.9 Creating 3D Graphs 4.10 Using Bar and Line Charts together Using Secondary Axis in Graphs.	5 Hrs.

Unit 5	Advance Excel – WhatIf Analysis, Macros 5.1 Goal Seek 5.2 Data Tables 5.3 Scenario Manager 5.4 Relative and Absolute Macros 5.5 Editing Macros.	4 Hrs.
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Sr. No.	Textbooks
1.	Joan Lambert and Curtis Frye, Microsoft Excel Step by Step (Office 2021 and Microsoft 365, 1st Edition, Microsoft Press / Pearson
2.	Greg Harvey, Excel 2016 For Dummies, 1st Edition, Wiley
3.	Steven M. Freund and Joy L. Starks, The Shelly Cashman Series: Microsoft Office 365 and Excel 2021 Comprehensive, 1st Edition, Cengage.

Sr. No.	Web Resources
1.	https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg285