

DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY
Chhatrapati Sambhajinagar.



CIRCULAR /SU/CM/NEP PG-I to IV Year/02/2025

It is hereby inform to all concerned that, on recommendation of the Dean, Faculty of Commerce & Management; **the Academic Council at its meeting held on 21 July, 2025 has been accepted the "following Revised Curriculum at PG Level as per National Education Policy-2020" for the implementation of concerned Department** **Dr. Babasaheb Ambedkar Marathwada University** under the Faculty of Commerce & Management.

Sr.No.	Courses	Semester
1	M.B.A	I to IV

This is effective from the Academic Year 2025-26 and Onwards as per appended herewith.

All concerned are requested to note the contents of this circular and bring notice to the students, teachers and staff for their information and necessary action.

University Campus,
Chhatrapati Sambhajinagar
-431 004.
REF.NO. SU/Com/2024-25 | 363-61
Date:- 25 /07 / 2025.

*Deputy Registrar,
Syllabus Section*

Copy forwarded for Information and necessary action:-

- 1] The Head, concerned Department,
- 2] The Director, Board of Examination & Evaluation,
- 3] The Director, University Network & Information Centre, UNIC, with a request to upload this Circular on University Website.

Dr. Babasaheb Ambedkar Marathwada University **Chhatrapati Sambhajinagar.**

**DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY,
CHHATRAPATI SAMBHAJINAGAR-431 004 Maharashtra (India)**
Department of Management Science

NAAC - Accredited 'A +'



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Dr. Abhijeet Shelke
Director

Ref No.Mgt. Sci /2025-2026/13

Date:-30/06/2025

To,
The Deputy Registrar,
Academic Section,
Dr. Babasaheb Ambedkar Marathwada University,
Chhatrapati Sambhajinagar



Subject: Regarding Submission of Revised Syllabus of MBA (Two Year)
Course w.e.f. Academic Year 2025-2026.

Refrence: Departmental Minutes of Meeting..

Sir,

With reference to the above cited subject, I am to informes you that as per the meeting of Departmental Committee of MBA stream faculty, I am herewith submitting the Syllabus (Course Structure) of the said course (Two Year- Ist to IVth Semester).

In this regards please make a necessary provision in University Examination Software & on university portal for above mentioned course. Further, we would like to implement the revised syllabus for the upcoming batch of MBA for the academic year 2025-2026.

This is for your information and further necessary action.

Thanking you,

Dr. Shweta Rajale
M.B.A. Course Coordinator



Professor Dr. Abhijeet Shelke
Director
Track I.D.No :- 935374,
Document I.D.No :- 206712

Enclosure: MBA Course Syllabus Copy.



**Dr. Babasaheb Ambedkar Marathwada
University, Aurangabad
Department of Management Sciences
Internal Quality Assurance Cell**



Date: 16th April, 2025

Minutes of Departmental Meeting

The Departmental Committee meeting was called on 16th April, 2025 at 11.00 am. under the Chairman of the Director, All faculty members were present.

It has been discussed to revise the MBA OBE & NEP 2020 syllabus for the academic year 2025-26

1. Next Department Meeting will be informed :



**(Professor Abhijeet Shelke)
Director**

Informed to:

Name of Faculty	Signature
Dr. Farooque Khan	
Dr. Shweta Patil	
Mr. Ram Kalani	
Dr. R.K. Priya	
Dr. Sonali Kshirsagar	

Name of Faculty	Signature
Dr. Satish Bhalshankar	
Dr. Yashwant Waykar	
Dr. Kaveri Lad	
Dr. Sucheta Yambal	
Mr. Kaustubh Kulkarni	

Prepared by: Co-ordinator (IQAC)	
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Dr. Babasaheb Ambedkar Marathwada University, Chhatrapati
Sambhajinagar (MS)

Faculty of Commerce and Management Science

REGULATIONS SPECIFIC TO

M.B.A PROGRAM

Outcome Based Education Pattern Aligned with
National Education Policy (NEP) 2020

Applicable to UNIVERSITY DEPARTMENT OF
MANAGEMENT SCIENCE (**UDMS**)



Dr. Babasaheb Ambedkar Marathwada University,
Chhatrapati Sambhajinagar
(With Effect from 2025-26)

DR. D. B. A. M. U.
1/1/2025

DR. M. S. M. U.

REGULATIONS
Specific to
Master of Business Administration (MBA) – Revised Syllabus 2025, 2 Year, 4
Semester Full time Program
Choice Based Credit & Grading System (CBC&GS) and Outcome Based Education

(OBE) Pattern
Aligned with NEP2020

1.0 Preamble:

The revised MBA Curriculum 2024 builds on the implementation of the Choice Based Credit & Grading System (CBC&GS) initiated in the AY 2011. The present curriculum takes the MBA program to the next level in terms of implementing Outcome Based Education (OBE) along with the Guidelines on Curricular Framework for UG & PG Programs in Management, as submitted by NEP 2020 Steering Committee constituted vide GR No NEP2020/CR No.09/VISHI-3 dated December 26, 2022, & GR No NEP/2022 Pr.Kr09 Vishi-3/Shikana dated May 16 2023(Structure & Credit Distribution of PG Degree Program) for the said implementation.

2.0 Outcome Based Education

2.1. Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies

- There must be a performer – the student (learner), not only the teacher
- There must be something performable (thus demonstrable or assessable) to perform
- The focus is on the performance, not the activity or task to be performed

2.2. Program Educational Objectives (PEOs):

Program Educational Objectives are a set of broad future- focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave institute and are living full and productive lives. Thus, PEOs are what the program is preparing graduates for in their career and professional life.

2.3. Graduate Attributes (GAs):

Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

2.4. Program Outcomes (POs):

Program Outcomes are a set of narrow statements that describes what students (learners) of the program are expected to know and be able to perform or attain by the time of graduation

2.5. Program Specific Outcomes (PSOs):

Program Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the program are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

2.6. Learning Outcomes:

A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are:

- Disciplinary knowledge and skills
- Generic skills
- Attitudes and values

2.7. Course Outcomes (COs):



A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

2.8. Teaching and Learning Activities (TLAs):

The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

2.9. Outcome Based Assessment (OBA):

An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.



2.10. Credit:

Credits represent the weight or value assigned to a particular Course. They reflect the amount of work, both in terms of time and effort, that a student is expected to put into the course.

Courses with more credits typically require more hours of study, more assignments, and more comprehensive assessments, therefore, 4 credits theory/practical course will have weightage of 100 marks, 3 credits theory/practical course will have weightage for 75 marks, 2 and 1 credit theory/practical course will have weightage for 50 marks.

In terms of credits, for a period of one semester of 15 weeks.

- Every ONE-hour session per week of L amounts to 1 credit per semester
- A minimum of TWO hours per week of T amounts to 1 credit per semester,
- A minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

2.11. Degree:

A candidate who has successfully completed all the Courses as prescribed for the MBA program (2 Years) & PG Diploma (01 Year) & as approved by the University with prescribed CGPA shall be eligible to receive the degree.

2.12. Session:

Each teaching-learning, evaluation session shall be of 60 minutes. However, department shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.13. Teaching-Learning Mode:

Off-Line, On-Line & Blended mode of teaching would be followed as per course requirements. The program also includes learning from SWAYAM platform.



3.0 MBA Program Focus:

3.1. Eligibility for Admission:

a) For 02-year MBA Program, Candidate with a Bachelor's Degree from recognized University with not less than 50% (45% for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities with NCrF level 5.5 is eligible.

b) For 01-year MBA Program (Lateral Entry), candidate with B.E. /B. Tech or BBA/BMS (4 years) with NCrF level 6 is eligible for admission. Bridge Course (As Prescribed by the Department) which contains syllabus of 1st Year is mandatory.

c) The admissions will be on the basis of CAP (Centralized Admission Process) as per Norms laid down by DTE.

c) If, at any time after admission, it is found that candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., the institute shall take cognizance and accordingly revoke the admission of set candidate.



d) The institute reserves the right to cancel the admission of any student and ask them to discontinue their studies at any stage of their career on the grounds of unsatisfactory academic performance, indiscipline or any misconduct.

3.2. Duration:

a. The duration of the program for students who complete the said program without exit after successful completion of 1st year, shall be a minimum of 2 years and maximum of 4 years.

b. Students who have joined a two-year Master's degree program may opt for exit at the end of the first year and earn a PG Diploma.

- Under the One-year PG Diploma program, the students must complete On-the-Job Training/Internship of 04 credits during summer break, after completion of the second semester of the first year in the respective Mandatory/Discipline Specific Core Subjects.
- Under Two-Year Master's Degree program, the students must also complete Summer In plant Training of 08 credits during summer break, after completion of the second semester of the first year for broader understanding of the management functions. Evaluation of the same would-be during end semester examinations of IIrid semester.

- Under Two-Year Master's Degree program, the students must also complete 06 Months of Internship of 20 credits during IVth semester. Evaluation of the same would-be during end semester examinations of IVth semester.

c. The PG Diploma may be awarded to a student provided they have earned the requisite credits in one year including On-the-job training of 04 credits during summer break, after completion of the second semester of the first year in the respective Mandatory Subjects.

d. Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program.

3.3. Admission/Promotion Criteria:

If candidate gets selected for MBA program through DTE admission process, he/she has to apply on the application form of the Institute provided with the prospectus. Once the candidate is admitted to the MBA program, the student will be promoted to next semester with full carryon, subject to the registration of candidate in every consecutive semester. Dropout student will be allowed to register for respective semester as and when the concerned courses are offered by the Institute subject to the condition that his/her tenure should not exceed more than twice the duration of MBA program from the date of first registration. The admission of respective student (Without Exit) will automatically get cancelled if he/she fails to complete the course in maximum period. (Four years/Eight Semesters)

3.4. Medium of Instruction:

The medium of instruction shall be in English.

3.5. Program Educational Objectives (PEOs):

PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.

PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.

PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.

PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.

PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

3.6. Program Outcomes (POs):

At the end of the MBA program the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues

2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation** - Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behavior & act with integrity.
10. **Life Long Learning** - Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

4.0 MBA Program Course Types:

4.1. Course Types:

4.1.1. **Mandatory/Discipline Specific Core (DSC):** Discipline Specific Core is a course of study, which should be pursued by a student as a mandatory requirement of his/her program of study. Discipline Specific Core courses are of two types:

- **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses.
- **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category of subjects which shall form the basis of specialization further in IIIrd semester.

4.1.2. **Mandatory/Discipline Specific Elective (DSE):** Discipline Specific Electives (DSEs) shall be a pool of credit courses of that particular discipline (single discipline program of study) which a student chooses to study from his/her particular discipline(s). They can be chosen from a pool of courses which may be:

- Very Specialized or advanced course focusing on a specific aspect
- Supportive to the discipline of study
- Providing an extended scope

- Enabling an exposure to some other discipline/domain
- Nurturing candidate's proficiency/skills.

4.1.3. Generic Elective (GE): An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

4.1.4. Skill Enhancement Course (SEC): Aimed at imparting practical skills, hands-on training, soft skills etc. to enhance the employability of students

4.1.5. Value Education Course (VEC): Aims at enabling the students to acquire and demonstrate the knowledge and understanding of contemporary issues like Env Edu, Fitness, Yoga, Understanding India etc

4.1.6. Indian Knowledge System (IKS): IKS is a generic phrase that covers practically everything about India. Course contents include Indian ancestral knowledge, wisdom, economic security & national pride.

4.1.7. Community Engagement & Service (CE&S): CE&S seeks to expose students to socio-economic issues in society & to supplement the theoretical learning with actual life experiences for effective generation of solutions to real world problems.

4.1.8. Field Project (FP): Field based learning/projects attempt to provide opportunities to students for better understanding of different & varied socio-economic contexts.

4.1.9. Vocational & Skill Enhancement Course (VSEC): Include On the Job Training/Summer In Plant Training/Competencies/Proficiencies & Skills to students leading to enhanced prospects of employability & entrepreneurship development.

4.1.10. Internship: An internship gives a student the opportunity for career exploration and development, and to learn new skills. It offers the employer the opportunity to bring new ideas and energy into the workplace, develop talent and potentially build a pipeline for future full-time employees.

4.1.11. Massive Open Online Courses (MOOCs): Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four-quadrant approach and made available on the SWAYAM platform of Government of India.

4.1.12. Each course shall have a unique alpha-numeric code.

For example:

MANB402: Statistical Methods. Here, **MAN** means **Management Science**, **B** Means **MBA** course
402 means Subject Code

4.2. Course Design: The Department shall design the course structure including the detailed syllabus for this MBA program. The Department shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.

4.3. Attendance : A student must have 75% of mandatory attendance in each Course for appearing in the examination. In the event of Non-Compliance of Attendance criteria (75%), students will have to seek admission next year so as to complete the course. However, Student having 65% attendances with medical certificate can apply to the H.O.D. / Director for remission of the required attendance.

4.4. Specializations offered:

The following specializations shall be offered:

- Marketing Management (MKT)
- Financial Management (FIN)

- Human Resources Management (HRM)
- Productions & Operations Management (POM)
- Business Analytics (BA)
- International Business (IB)
- Agri- Business Management (ABM)
- Management of Non-Profit Organizations

Note:

Department may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.

Students should finalize their respective specialization 2 weeks prior the start of the 3rd semester.

Specific Specialization may be offered & Regular (Contact) Lectures for the same will be held in case of **minimum 7 students** take the admission for the said specialization.

In case, less than 07 students have opted for a certain Specialization (III rd Sem), students may do Self study/ opt for respective MOOC courses if & only if the Departmental Committee permits.

For some specialization, it is mandatory to opt for respective foundation subject(II sem) of the specific specialization, if student wants to pursue the sectoral specialization (III Sem).

4.5.1. MBA Program Evaluation Pattern:

Sr. No	Course Type	Credits	Nature	Continu ous Internal Assess ment (CIA)	Semester End Evaluation (SEE) Marks	Total Marks
1	Mandatory/Discipline Subject Core (DSC)	2/3/4	Compulsory	20/30/40	30/45/60	50/75/100
2	Value Education Course (VEC)	2	Compulsory	20	30	50
3	Skill Enhancement Course (SEC)	2	Compulsory	20	30	50
4	Indian Knowledge System (IKS)	2	Compulsory	20	30	50
5	Generic Elective (GE)	2	Compulsory	50	-	50
6	Community Engagement & Service (CE&S)- Community Service Project	2	Compulsory	-	50	50
7	Field Project (FP)- Mini Project	2	Compulsory	-	50	50
8	Vocational & Skill Enhancement Course (VSEC)- On the Job Training (OJT) In case of Exit after 1 st Year	4	Compulsory (In case of Exit after 1 st Year)	40	60	100
9	Mandatory/Discipline Specific Elective (DSE)	3	Compulsory (Specialization specific)	30	45	75
10	Vocational & Skill Enhancement Course (VSEC)-Summer In- Plant Training (SIT)	5	Compulsory	80	120	200
11	Internship-06/Six Months Internship (SMI)	20	Compulsory	160	240	400

4.5.2. Assessment and Evaluation Rules:

Assessment stands as the cornerstone of the teaching-learning process, an indispensable facet shaping the educational journey of students. This evaluative process serves as a compass, guiding both Faculty and students towards perpetual improvement. Presented below are the guidelines essential for orchestrating a robust assessment framework for the program.

- Assessment ought to blend Formative -Continuous Internal Evaluation (CIA) (serves as a dynamic tool to support student growth and achievement throughout the learning process) with Summative - Semester End Evaluation (SEE) (to gauge the extent of students' understanding, knowledge retention, and skills acquisition), ensuring a balanced approach to gauging student progress.
- There shall be uniform pattern of 40:60 for Continuous Internal Assessment (CIA) and Semester End Examinations (SEE) for Theory/Practical/OJT/Research Project/ Field Project /Summer In plant Training/Internship respectively.

Formative - Continuous Internal Assessment (CIA):

The Course Faculty shall prepare the scheme of Continuous Internal Assessment before commencement of the term. The said scheme shall explicitly state the linkages of each CIA with the Course Outcomes and define the targeted attainment levels for each CO.

A) Theory papers:

Continuous Internal Assessment (CIA) shall be conducted by the department for 40% of the maximum marks allotted for each course. 03 CIAs, each of 20% marks would be conducted at different phases (25%, 50% and 75% of completion of syllabus OR 25, 50 and 75 working days out 90 working days of the semester) throughout the semester. Each concurrent assessment (CIA-I, II & III) will be mapped to the course learning outcomes. Total performance in CIA (i.e. 40 %) would be based on best two out of three CIA examination. The course faculty will have liberty to choose variety of assessment tools/methods which may be deemed to be appropriate for assessing the relevant course outcome. Total performance in CIA (i.e. 40%) would be based on best two out of three CIA examinations and taking average of best two CIA.

Continuous Internal Assessment (CIA) Methods:

Course Faculty shall opt for a combination of CIA suggestive methods listed below.

Group A (Individual Assessment) – Not more than 1 per course	
1.	Class Test
2.	Open Book Test
3.	Written Home Assignment
4.	In-depth Viva-Voce
Group B (Individual Assessment) – At least 1 per course	
5.	Case Study
6.	Case let
7.	Situation Analysis
8.	Presentations

Group C (Group Assessment) – Not more than 1 per course	
9.	Field Visit / Study tour and report of the same
10.	Small Group Project & Internal Viva-Voce
11.	Model Development
12.	Role Play
13.	Story Telling
14.	Fish Bowls
Group D (Creative - Individual Assessment) – Not more than 1 per course	
15.	Learning Diary
16.	Scrap Book / Story of the week / Story of the month
17.	Creating a Quiz
18.	Designing comic strips
19.	Creating Brochures / Bumper Stickers / Fliers
20.	Creating Crossword Puzzles
21.	Creating and Presenting Posters
22.	Writing an Advice Column
23.	Library Magazines based assessment
24.	Peer assessment
25.	Autobiography/Biography
26.	Writing a memo
27.	Work Portfolio
Group D (Creative - Individual Assessment) – Not more than 1 per course	
15.	Learning Diary
16.	Scrap Book / Story of the week / Story of the month
17.	Creating a Quiz
18.	Designing comic strips
19.	Creating Brochures / Bumper Stickers / Fliers
20.	Creating Crossword Puzzles
21.	Creating and Presenting Posters
22.	Writing an Advice Column
23.	Library Magazines based assessment

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course	
38.	Online Exam
39.	Simulation Exercises
40.	Gamification Exercises
41.	Presentation based on Google Alerts
42.	Webinar based assessment
43.	Creating Webpage / Website / Blog
44.	Creating infographics / infomercial
45.	Creating podcasts / Newscast
46.	Discussion Boards

B) Practical/Professional Skill Based Activity:

Continuous Internal Assessment (CIA) of practical / professional skill-based activity shall be conducted for 40% of the maximum marks allotted for course before commencement of semester end examination.

Instructions for Formative -Continuous Internal Assessment (CIA):

- i. The Course Faculty is responsible for conducting Continuous Internal Assessment (CIA).
- ii. The Course Faculty must ensure that students will be receiving prior notification regarding the detailed schedule of these activities.
- iii. Promptly display the marks on the notice board within four days of the said assessment.
- iv. If a student fails to attend an internal examination on the scheduled date, it will be considered as the student voluntarily dropping the test (she/he will be declared as Absent/Fail). However, in cases where a student is unable to take the test due to genuine reasons, student may appeal to the concerned Course Faculty. The decision to conduct a special / remedial test for such candidates will be made by the Course Faculty before the commencement of semester-end examinations.
- v. The University Department will submit CIA marks to the University only if the student maintains a minimum attendance of 75% throughout the semester, making them eligible to appear for semester-end examinations.
- vi. For both summative and formative assessments, candidates must be enrolled and apply for the both the examination by paying the required fees to the University. Additionally, candidates are required to register for all papers or any previously failed papers for that semester-end examinations, provided that Student must have at least applied for the previous End Semester Examination.
- vii. If the student fails to secure / achieve 40 % of marks in CIA in respective semester, he / she will be permitted to repeat CIA during next subsequent semester.
- viii. If the student secured / achieved 40 % of marks in CIA but fail to secure /achieve 40 % marks the semester-end examination (SEE), CIA marks earned by the students will be retained.

Summative- Semester End Examination (SEE):

Summative evaluation (SEE) aims to assess the overall learning outcomes and achievement of students at the end of a learning period, such as a course, semester, or academic year. Its primary objective is to measure students' mastery of the course content and to determine whether they have met the established learning objectives and standards. Unlike formative evaluation, which focuses on providing ongoing feedback and guiding instruction, summative evaluation provides a final assessment of students' performance and informs decisions regarding grades, progression, and certification.

- i) Upon first-time examination for a semester, candidates must register for all the papers of that semester. For both summative and formative assessments, candidates must be enrolled and apply for the semester examination by paying the required fees. Additionally, candidates are required to register for all papers or any previously failed papers for that semester.
- ii) The department will conduct semester-end examinations, accounting for 60% of the maximum marks allotted for theory, practical/professional skill-based activities, and research projects, after the completion of academic activities of the semester.
- iii) Duration of theory examination shall be 2 hours for 60 marks course, 1.30 hours for 45 marks course, 1.0 hour for 30 marks course respectively & Duration of practical examination shall be 3 hours for 50 marks course.
- iv) OJT/Field project/research project examinations will be conducted in accordance with the University's evaluation rules.

Structure / Pattern of Question paper:

Structure / Pattern of 60 Marks Theory Course

- The question paper shall have two parts (**20 + 40 = 60 Marks**).
- Part A shall be consisting of 10 questions having 2 marks each (multiple choice questions / fill in the blanks/ answer in sentence) as compulsory questions and it should cover entire course curriculum (20 Marks)
- Part B shall be consisting of 6 questions (10 marks for each question) covering the entire syllabus and students shall have to attempt any 04 questions out of 06 (40 Marks).

Q. No.	COGNITIVE ABILITIES EVALUATED	Nature (For 60 marks)
1	REMEMBERING (Part A)	Answer 10 (2 marks each)
2	UNDERSTANDING(Part B)	Answer any 2 out of 3 (5 marks each)
3	APPLYING(Part B)	Answer 3 (a) or 3 (b) (10 marks)
4	ANALYZING(Part B)	Answer 4 (a) or 4 (b) (10marks)
5	EVALUATING(Part B)/ CREATING(Part B)	Answer 5 (a) or 5 (b) (10 marks)

Structure / Pattern of 45 Marks Theory Course

- The question paper shall have two parts ($10 + 35 = 45$ Marks).
- Part A shall be consisting of 5 questions having 2 marks each (multiple choice questions / fill in the blanks/ answer in sentence) as compulsory questions and it should cover entire course curriculum (10 Marks)
- Part B shall be consisting of 6 questions (7 marks for each question) covering the entire syllabus and students shall have to attempt any 05 questions out of 06 (35 Marks).

Q. No.	COGNITIVE ABILITIES EVALUATED	Nature (For 45 marks)
1	REMEMBERING (Part A)	Answer 5 (2 marks each)
2	UNDERSTANDING(Part B)	Answer any 2 out of 3 (7 marks each)
3	APPLYING(Part B)	Answer 3 (a) or 3 (b) (7 marks)
4	ANALYZING(Part B)	Answer 4 (a) or 4 (b) (7 marks)
5	EVALUATING(Part B)/ CREATING(Part B)	Answer 5 (a) or 5 (b) (7 marks)

Structure / Pattern of 30 Marks Theory Course

- The question paper shall have two parts ($10 + 20 = 30$ Marks).
- Part A shall be consisting of 5 questions having 2 marks each (multiple choice questions / fill in the blanks/ answer in sentence) as compulsory questions and it should cover entire course curriculum (10 Marks)
- Part B shall be consisting of 6 questions (5 marks for each question) covering the entire syllabus and students shall have to attempt any 04 questions out of 06 (20 Marks).

Q. No.	COGNITIVE ABILITIES EVALUATED	Nature (For 30 marks)
1	REMEMBERING (Part A)	Answer 5 (2 marks each)
2	UNDERSTANDING(Part B)	Answer 1 (5 marks each)
3	APPLYING(Part B)	Answer 1 (5 marks)
4	ANALYZING(Part B)	Answer 4 (a) or 4 (b) (5 marks)
5	EVALUATING(Part B) / CREATING(Part B)	Answer 5 (a) or 5 (b) (5 marks)

Common Guidelines for all Structure/Patterns:

- Wherever possible 20 to 30% weightage can be given to problems numerical wherein use of non-programmable scientific calculator may be allowed.
- Number of sub questions (with allotment of marks) in a question may be decided by the examiner.
- Semester-end examination question papers must be meticulously designed to assess all levels of cognitive domains of bloom's taxonomy, incorporating a variety of question formats such as long answers, short answers, qualitative problems, and objective types.

- The assessment of practical course for semester-end examinations shall be conducted by the pair of examiners (Internal and External) ensuring an equitable distribution of marks for practical records/reports/observations/experimental proficiency and viva-voce.
- Marking criteria must be transparently communicated to students
- The practical evaluation or project work assessment will be conducted prior to the commencement of theory examination. This assessment will be carried out by two examiners - one internal examiner and the other an external examiner. There may be two external examiners, but not two internal examiners, conducting the examination.

Evaluation and Certification of Credit-based MOOCs on SWAYAM Platform:

As per UGC (Credit Framework for Online Learning Courses through SWAYAM) Regulations, 2021,

i. The Higher Education Institution (HEI) and the course-coordinator bear the responsibility for assessing students registered for credit-based Massive Open Online Courses (MOOCs) offered on the SWAYAM platform.

ii. Course evaluation will be based on both internal assessment and semester end examinations. The internal assessment, accounting for a maximum of 40% marks (Passing Criteria to Specify or it will be included as a Single Course), will encompass various instruments such as discussion forums, quizzes, assignments, and sessional examinations. The complete evaluation scheme for each course will be announced at the time of launching of the course.

iii. Online semester-end examinations are the preferred mode, although the course-coordinator has the authority to determine the examination mode—online or pen-and-paper. This decision will be communicated in the course overview upon offering.

iv. Term-end proctored examinations for all SWAYAM-based credit courses will be administered either by the SWAYAM Board /UGC/or any other agency authorized by the Government of India under the Ministry of Education, nationwide.

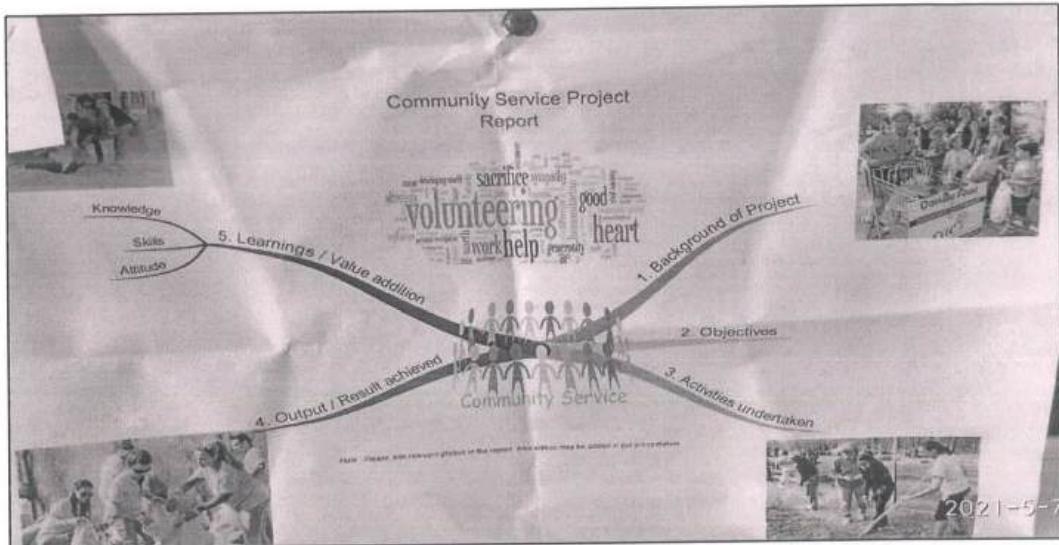
v. Following examination and evaluation completion, the course coordinator, through the HEI, will assign marks or grades as per the announced evaluation scheme.

vi. A certificate affirming successful completion of the SWAYAM-based credit course will be signed by the National Coordinator and an authorized representative of the HEI. This certificate will be accessible on the SWAYAM platform within four weeks from the semester-end examination result declaration date. (Needs to submit the marks before the SEE result declaration. It needs clear guidelines and the schedule to declare the Results).

vii. The HEI will incorporate the student's marks or grades obtained from SWAYAM courses in the final marks sheet, which contributes to the issuance of certificates, diplomas, or degrees by the university.

4.6. Guidelines for Community Services/Mini- Project/On-the-Job Training (OJT)/Summer In plant Training (SIT)/Research Project:

4.6.1. Community Services: During the first semester, students would undertake "Community Services" leading to sensitivity towards issues of social relevance. Report would carry assessment weightage of 50 marks in end semester exam of 1st semester.



(Mind-Map of Community Services Report Format)

4.6.2. Mini-Project: A Group Activity would develop amongst students 'skills viz Team Building, leadership, communication etc. these activities need to be monitored and evaluated by the mentor/ guide of the respective institution. Report would carry assessment weightage of 50 marks in end semester exam of IInd semester.

(Mind-Map of Mini-Project Report Format)

4.6.3. On-the-Job Training (OJT):

- On Job Training (OJT) is an integral component of the PG Diploma (01 Year) program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry.
- In case he/she seeks the Exit Option to earn PG DIPLOMA, before the commencement of the Third Semester, Student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same.

A. Nature of the OJT:

- On-the-Job Training (OJT) program shall be of 06 weeks.
- OJT must be conducted outside the academic institution to expose students to real-world work environment.
- OJT must be related to the intended specialization of the student.
- OJT must be done individually. Group projects are not permitted.
- OJT may involve actual tasks relevant to the demands of the industry / organization where the student is carrying out the OJT.
- OJT should involve fieldwork / desk work in the organization; online OJT is not permitted.
- Primary data collection is mandatory for Research based OJT.
- Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.
- Research based OJT can involve surveys, interviews, case studies or observation studies.
- It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT

B. OJT mentors:

Each student shall be assigned two mentors.

• **Faculty Mentor from the institution:**

• **Faculty Mentor Role:** The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.

• **Industry mentor from the host organization where the student undertakes the OJT:**

• **Industry Mentor Role:** The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations

 **D. Submissions for OJT:**

- **OJT Progress Diary:** Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted.
- **OJT Report:** A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.

OJT report should contain the following:

- Institute's Certificate
- Certificate by the Company
- Formal feedback from the company guide
- Executive Summary
- Organization profile
- Outline of the problem/task undertaken
- Research methodology & data analysis (in case of research projects only)
- Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc.
- Learning of the student through the OJT
 - Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards
- Contribution to the host organization
- References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc

Interaction between mentors: It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid-term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably.

E. OJT workload for the faculty:

Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.

F. Evaluation Pattern: (Total Marks: 100)

- **Formative Continuous Internal Assessment (CIA) of OJT Weightage (OJT Progress Diary): 40 marks.**
- **Criteria for External (Semester End Examination) Assessment Weightage (OJT Report): 60 marks:**

Formal Evaluation from the industry mentor (20 Marks)

The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report.

General Assessment: (10 marks)

- Punctuality:** Consistently attends work on all scheduled days, arrive promptly, and remains committed to completing the required hours.
- Sincerity:** Demonstrates dedication by diligently meeting the organization's quality standards and exhibits a willingness to exert additional effort to accomplish assigned tasks effectively.
- Initiative:** Exhibits a proactive approach by exploring innovative methods for task execution, identifies obstacles, and persistently strives to overcome challenges.
- Commitment:** Sets clear work-related objectives, prioritizing client/customer satisfaction, possesses a comprehensive understanding of job duties, and consistently delivers optimal performance.
- Attitude towards profession:** Assumes accountability for personal actions, proactively engages in self-improvement through continuous learning, embraces new concepts and challenges, welcomes constructive feedback, upholds trustworthiness and confidentiality, treats individuals from all backgrounds with respect, maintains appropriate attire, and consistently arrives prepared for work.

Skills: (10 marks)

- Communication:** Demonstrates proficient written and verbal communication skills while exhibiting good manners and etiquette in interactions.
- Documentation:** Proficiently prepares relevant documents and maintains systematic organization of records.

- iii) **Reporting:** Effectively communicates work progress and accomplishments to higher authorities within the organization in a timely and appropriate manner.
- iv) **Achievement of Goals:** Each Post graduate program outlines specific skills and abilities to be acquired upon completion. These objectives should be incorporated and emphasized here to track and ensure the attainment of programmatic goals.

Written Report of OJT (10 marks)

Presentation & Viva-voce (10 marks)

4.6.4. Summer In plant Training (SIT)

- At the end of Second Semester, students who would pursue further without exit into IIIrd semester, shall undertake a Summer In plant Training (SIT) of 5 credits, for a minimum of 6 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the organization before commencing the SIT.
- SIT can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. SIT may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry which essentially would exhibit a cross-functional orientation. It is expected that the SIT shall sensitize the students to the demands of the workplace.
- Each student shall maintain a SIT Progress Diary detailing the work carried out and the progress achieved on a daily basis which carries a weightage of 40 marks as Part One of Internal Assessment. The student shall submit a written structured SIT report based on work done during this period. The student shall submit the SIT Progress Diary along with the SIT Report.
- Students shall also seek a formal evaluation of their SIT from the company/organization mentor. The formal evaluation by the company /organization mentor (SIT Mentor) shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIT and utility of the SIT to the host organization must be specifically highlighted in the formal evaluation by the company guide, The SIT Mentor Evaluation Sheet duly signed and stamped by the mentor shall be included in the final SIT report & the same would be assessed out of 40 marks as Part Two of Internal Assessment.

The SIT report must reflect 6 weeks of work and justify the same. The SIT report should be well documented and supported by –

- Institute's Certificate
- Certificate by the Company
- Formal feedback from the company guide
- Executive Summary
- Organization profile
- Outline of the problem/task undertaken
- Research methodology & data analysis (in case of research projects only)

- Relevant activity charts, tables, graphs, diagrams, AV material, etc.
- Learning of the student through the project
- Contribution to the host organization
- References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
- Report Format as approved.

The student shall submit TWO hard copies of the SIT report before Semester end exam of Sem III. One hard copy of the SIP report is to be returned to the student duly signed by the Project Guide & Director of the Department.

The external viva-voce for 120 marks shall be conducted after the theory exam of Semester III & the said evaluation would be based on:

- Adequacy of work undertaken by the student
- Application of concepts learned in Sem I and II
- Understanding of the organization and business environment
- Analytical capabilities
- Technical Writing & Documentation Skills
- Outcome of the project – sense of purpose
- Utility of the project to the organization
- Variety and relevance of learning experience

4.6.5. 06/Six Months Internship (SMI):

Internships are career development opportunities, providing practical experience in a field or discipline. They are structured, short -term, supervised activities often focused around particular tasks/projects with defined timescales. The Internship experience will augment Outcome Based Learning process & inculcate various attributes in a learner/student in line with the graduate attributes as defined earlier in the curriculum.

- During Fourth Semester, students shall undergo 06 /Six Months Internship (SMI) of 20 credits. Faculty Guide & Industry/ Organizational Mentor will supervise SMI. It is mandatory for the student to seek advance written approval from the Faculty Guide, Industry/Organizational Mentor and the Director of the Department about the organization before commencing the Internship.
- SMI should be carried out in an Industry/ Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. SMI would be an operational tasks/assignments/projects to be performed by the student which essentially would provide practical experience crucial in future endeavors.
- Student shall maintain a SMI Diary/Daily Log documenting the daily work thus carried out leading to development of writing skills, clarity in thought process& reasoning abilities. The SMI Diary/Diary Log which carries a weightage of 80 marks as Part One of Internal Assessment has to be duly certified by the Organizational Mentor& the same should be submitted along with the SMI Report.
- Students should also report once in a week to the Faculty Guide about the progress of the said training either in Online or offline mode in the required format.

- Students should adhere to & accordingly submit the following as part of Part Two of Internal Assessment by the Faculty Guide for 80 marks

Sr. No.	Particulars	Dates
1.	Synopsis Submission	As per UDMS Schedule.
2.	First Review	
3.	Second Review	
4.	Third Review	
5.	Final Review	
6.	Documentation/Report As performat	
7.	Submission of Report	
8.	Final Examination (SMI Viva-voce)	

The external viva-voce examination for 240 marks shall be conducted after the theory exam of Semester IV & the said evaluation would be based on:

- Adequacy of SMI undertaken by the student
- Application of concepts learned during the program
- Understanding of the organization and business environment
- Analytical capabilities
- Technical Writing & Documentation Skills
- Outcome of the SMI- sense of purpose
- Utility of the training to the organization
- Variety and relevance of learning experience

5. Rubrics: The course teacher shall design Rubrics for each CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

- Linkages of the CCE to COs.
- A description of the assessment - brief concept note
- Criteria that will be assessed - the expected learning outcomes.
- Descriptions of what is expected for each assessment component - the expectations from the student.
- Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
- The team composition, if applicable.
- The format and mode of submission, submission timelines

Any other relevant details.

6. Passing Standards/ Passing Criteria:

- i) To successfully pass each course, a candidate must achieve a minimum of 40% in course which includes the Formative and Summative Assessment. This imperative benchmark stands as the threshold, ensuring a comprehensive understanding and mastery of the subject.
- ii) There will be separate passing marks designated for the Continuous Internal Assessment (CIA) and semester end examination (SEE). The students must secure / achieve a minimum of 40% of marks in CIA as well as 40% of marks in the SEE. For instance, in a 100-mark paper, this entails 40 marks for the CIA and 60 marks for the SEE, thereby necessitating a minimum of 16 marks in CIA and 24 marks in the SEE. Failure to achieve a minimum 40% of marks in CIA and 40% of marks in SEE (separately), will lead to the candidate being declared unsuccessful / fail.
- iii) The student must independently secure / achieve a minimum of 40% of marks in CIA as well as 40% of marks in the SEE. In the event of a candidate failing to secure of 40% of marks in CIA but secured 40 % of marks in SEE, the student will be required to reappear for the CIA only, and vice versa.
- iv) Should a course include both theory and practical components, candidates must independently pass both theory and practical aspects. In the event of a candidate failing in the practical component but passing in the theory examination, they will be required to reappear for the practical examination only, and vice versa.
- v) Upon successfully achieving a minimum score of 40% in all courses, the candidate will be declared as having passed the program for that semester.
- vi) Upon successfully achieving a minimum score of 40% in all courses across all semesters, the candidate will be declared as having passed the entire program.
- vii) According to the Maharashtra Public Universities Act, 2016, section 89, chapter VIII, the university is obligated to declare the results of every examination and evaluation conducted within thirty days from the last date of examination for that particular course, and under no circumstances should the results be declared later than forty-five days.
- viii) The exit option at the end of first year of the Master's degree program will commence from AY 2024-25. Students who have joined a two-year Master's degree program may opt for exit at the end of the first year and earn a PG Diploma
- ix) Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program.

7. Grievance Redressal Scheme:

Grievance related to Evaluation / assessment would be in accordance with the regulation as laid down by our university from time to time.

8. Grade Awards:

i. In order to pass the examination following Choice Based Credit and Grading System (CBC&GS) will be followed. Nine-point rating scale shall be used for evaluation of performance of the student to provide Letter Grade for each course and overall grade for this course. Grade points are based on the total number of marks obtained by him / her in all the heads of the examination of the course. These grade points and their equivalent range of the marks are shown separately in following:Table 1: Grade Points

Sr. No.	Equivalent Percentage	SGPA & CGPA	Grade Point	Grade	Grade Description
1	90 - 100	9.00 - 10	10	O	Outstanding
2	80 - 89.99	8.00 - 8.99	9	A+	Excellent
3	70 - 79.99	7.00 - 7.99	8	A	Very Good
4	60 - 69.99	6.00 - 6.99	7	A	Good
5	51 - 59.99	5.10 - 5.99	6	B+	Above Average
6	41 - 49.99	4.10 - 4.99	5	C+	Average
7	40	4.00 - 4.09	4	P	Pass
8	Below 40	Below 4.00	0	F	Fail
9	Absent	Absent	0	Ab	Absent

Table II- Classification for the degree is given as follows:

Classification	Overall Letter grade
First Class with distinction	A+ and above
First Class	A
Higher Second Class	B+
Second Class	B
Pass	C+ to D
Fail	F

ii. In the event of student registered for the examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce), non-appearance shall be treated as the student deemed to be absent in the respective course.

iii. Minimum D grade shall be the limit to clear /pass the course/subject. A student with F in the course shall clear the same by reappearing in the next successive semester examinations.

iv. Using Table I, Semester Grade Point Average (SGPA) and then Cumulative Grade Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and Cumulative Grade Card with CGPA will be given on completion of the course.

COMPUTATION OF SGPA (SEMESTER GRADE POINT AVERAGE) & CGPA (CUMULATIVE GRADE POINT AVERAGE)

The computation of SGPA and CGPA will be as below:

- i. Semester Grade Point Average (SGPA) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$\text{SGPA} = \frac{\text{Sum (Course Credit * Number of Points in concern course gained by the student)}}{\text{Sum (Course Credit)}}$$

The SGPA for all the six semesters will be mentioned at the end of every semester.

- ii. The Cumulative Grade Point Average (CGPA) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$\text{CGPA} = \frac{\text{Sum (All Six semester SGPA)}}{\text{Total number of semesters}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal

The University shall issue a Grade Card for the student, containing the grades obtained by the student in the previous semester and his Semester Grade Point Average (SGPA)

The Grade Card shall list:

- The title of the courses along with code
- The credits associated with the course,
- The grade and grade points secured by the student,
- The total credits earned by the student in that semester.
- The SGPA of the student,
- The total credits earned by the students till that semester and
- The CGPA of the student (On Successful Completion of Program).
- Cumulative Grade Card

9. GENERAL CLAUSE

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in post-graduate courses in Dr. Babasaheb Ambedkar Marathwada University shall be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

Structure of MBA Program

MBA – I Semester

Sem	Course	Paper Code	Subject Title	Credit	Exam Hrs	Marks		Total
						CIA	SEE	
I	Mandatory/Discipline Specific Core (DSC)	MANB101	Management Practices and Organizational Behavior	3	1.5	30	45	75
		MANB102	Managerial Economics	3	1.5	30	45	75
		MANB103	Statistics	3	1.5	30	45	75
		MANB104	Accounting for Managers	3	1.5	30	45	75
	Value Education Course (VEC)	MANB105	Environment Management & Sustainability	2	1	20	30	50
	Skill Enhancement Course (SEC)	MANB106	Business Communication - I	2	1	20	30	50
		MANB107	Business Excel	2	1	20	30	50
	Indian Knowledge System (IKS)	MANB108	Indian Ethos & Values	2	1	20	30	50
	Generic Elective (GE-1)	MANBXXX		2	--	50	--	50
	Community Engagement & Service (CE&S)	MANB151	Community Service Project	2	--	50	50	50
			Total	24		250	350	600

Generic Electives :(Any One) Semester I

Sr. No	Paper Code	Subject Title
1	MANB109	Creativity and Innovation
2	MANB110	Management Lessons in Movies
3	MANB111	Cases in Management
4	MANB112	AI Tools
5	MANB113	Introduction to Yoga

MBA – II Semester

Sem	Course	Paper Code	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
II	Mandatory/Discipline Specific Core (DSC)	MANB201	Research Methodology	4	3	40	60	100
		MANB202	Production & Operations Management	3	1.5	30	45	75
		MANB203	Financial Management	3	1.5	30	45	75
		MANB204	Human Resource Management	3	1.5	30	45	75
		MANB205	Marketing Management	3	1.5	30	45	75
		MANB206	Optimization Techniques	3	1.5	30	45	75
	Mandatory/Discipline Specific Core (DSC) <u>Any One</u>	MANB207	Foundations of Agri Business Management	3	1.5	30	45	75
		MANB208	Data Science and Processing					
		MANB209	International Business Environment					
		MANB210	Hospital & HealthCare Management					
		MANB211	Management of Not-for-Profit Organizations					
	Skill Enhancement Course	MANB212	Business Communication - II	2	1	20	30	50
	Generic Elective (GE-2)	MANBXXX			2	--	50	-- 50
	Field Project (FP)	MANB251	Mini Project	2	--	--	50	50
			Total	28		290	410	700

- The students can exit the Program after one year of MBA, but he has to take additional 4 Credits of On-job Training.
- Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program

Sem	Course	Paper Code	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
II	Vocational & Enhancement Skill Course (VSEC) Enhancement Course (VSEC)	MANB252	On the Job Training	4	3	40	60	100

Generic Electives :(Any One) Semester II

Sr. No	Paper Code	Subject Title
1	MANB213	Life Skills
2	MANB214	Gandhian Perspectives in Management
3	MANB215	English Language
4	MANB216	Social Entrepreneurship
5	MANB217	Social Attitude

Specializations Offered-

Finance/Marketing/Human Resource /Production and Operations/Business Analytics/Agri-Business /

International Business Environment/Management of Non-Profit Organizations

MBA – III Semester

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory/Discipline Specific Core (DSC)	MANB301	Business Policy & Strategic Management	3	1.5	30	45	75
		MANB302	Business Laws	3	1.5	30	45	75
	Mandatory/Discipline Specific Elective (DSE)* Given in following table		Subject III	3	1.5	30	45	75
			Subject IV	3	1.5	30	45	75
			Subject V	3	1.5	30	45	75
			Subject VI	3	1.5	30	45	75
			Subject VII	3	1.5	30	45	75
	Vocational & Skill Enhancement Course (VSEC)	MANB351	Summer In plant Training	5	--	80	120	200
			Total	26		290	435	725

*Table showing Electives as per specialization.

Specialization- Finance

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory/Discipline Specific Elective (DSE) (Finance)	MANB303F	Money & Banking	3	1.5	30	45	75
		MANB304F	Indian Financial System	3	1.5	30	45	75
		MANB305F	Security Analysis & Portfolio Management	3	1.5	30	45	75
		MANB306F	Financial Decision	3	1.5	30	45	75
		MANB307F	Financial Statement Analysis	3	1.5	30	45	75

Specialization- Marketing

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory/Discipline Specific Elective (DSE) (Marketing)	MANB303M	Consumer Behavior	3	1.5	30	45	75
		MANB304M	Advertising Management	3	1.5	30	45	75
		MANB305M	Brand Management	3	1.5	30	45	75
		MANB306M	Sales & CRM	3	1.5	30	45	75
		MANB307M	Digital Marketing	3	1.5	30	45	75

Specialization- Human Resource Management

		Ref. No	Subject Title	Credit	Exam	Marks		Total
						CIA	SEE	
III	Mandatory/Discipline Specific Elective (DSE) (HR)	MANB303H	Labour & Social Security Laws	3	1.5	30	45	75
		MANB304H	HR Planning & Development	3	1.5	30	45	75
		MANB305H	Performance & Compensation Management	3	1.5	30	45	75
		MANB306H	Strategic HRM & Analytics	3	1.5	30	45	75
		MANB307H	International HRM	3	1.5	30	45	75

Specialization- Production & Operations

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory /Discipline Specific Elective (DSE) (P&O)	MANB303P	Production Planning & Control	3	1.5	30	45	75
		MANB304P	Purchasing and Materials Management	3	1.5	30	45	75
		MANB305P	Service Operations Management	3	1.5	30	45	75
		MANB306P	Logistics & Supply Chain Management	3	1.5	30	45	75
		MANB307P	Applied Operations Research	3	1.5	30	45	75

Specialization- Agri-Business Management

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory/Discipline Specific Elective (DSE) (ABM)	MANB303A	Agri Processing & Operations Management	3	1.5	30	45	75
		MANB304A	Agri-Marketing	3	1.5	30	45	75
		MANB305A	Agri-Business Project Management	3	1.5	30	45	75
		MANB306A	Agriculture Logistics & Supply Chain Management	3	1.5	30	45	75
		MANB307A	Case Studies in Agri Business Management	3	1.5	30	45	75

Specialization- Business Analytics

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory/Discipline Specific Elective (DSE)	MANB303B	Database Management System	3	1.5	30	45	75
		MANB304B	Business Analytics using Python	3	1.5	30	45	75
		MANB305B	Introduction to R	3	1.5	30	45	75
		MANB306B	Data Visualization	3	1.5	30	45	75
		MANB307B	Advance Statistical Analysis	3	1.5	30	45	75

Specialization- International Business Environment

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory /Discipline (IBE)	MANB303E	Global Leadership & Skill Development	3	1.5	30	45	75
		MANB304E	International Marketing & Buying Behavior	3	1.5	30	45	75
		MANB305E	Global Mergers & Acquisitions	3	1.5	30	45	75
		MANB306E	Export-Import Procedures & Documentation	3	1.5	30	45	75
		MANB307E	International Economics & Emerging Markets	3	1.5	30	45	75

Specialization- Hospital & Healthcare Management

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory /Discipline Specific Elective (DSE) (IHHE)	MANB303T	Medical Management of Hospital & Health Care Services	3	1.5	30	45	75
		MANB304T	Support Services for Hospital & Health Care services	3	1.5	30	45	75
		MANB305T	Marketing & IT Management of Hospital & Health Care services	3	1.5	30	45	75
		MANB306T	Laws related to Hospital & Health Care services	3	1.5	30	45	75
		MANB307T	Human Resource & Financial Management of Hospital & Health Care services	3	1.5	30	45	75

Specialization- Management of Non-Profit Organizations

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
III	Mandatory /Discipline Specific (DSE) (MNP)	MANB303N	Strategic Management for Non-Profit Organizations	3	1.5	30	45	75
		MANB304N	Fundraising and Financial Management in Non-Profit Organizations	3	1.5	30	45	75
		MANB305N	Governance and Legal Frameworks for NGOs	3	1.5	30	45	75
		MANB306N	Marketing and Communication for Non-Profit Organizations	3	1.5	30	45	75
		MANB307N	Project Management and Impact Assessment in NGOs	3	1.5	30	45	75

MBA – IV Semester

Sem	Course	Ref. No	Subject Title	Credit	Ex am Hrs	Marks		Total
						CIA	SEE	
IV	Mandatory/ Dis cipline Specific	MANB401	Entrepreneurship Development	3	1.5	30	45	75
		MANB402	Quality Management	3	1.5	30	45	75
	Internship	MANB451	06 Months Internship	20	--	160	240	400
			Total	26	--	220	330	550
			Program Total (02 Years/04 Semesters MBA Program)	104	--	1050	1525	2575
			Program Total (01 Year/02 Semesters PG Diploma Program)	52+04(OJT)=56	--	540+40=590	760+60=820	1300+100=1400

Semester I	MANB101	Management Practices and Organizational Behavior
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
101.1	Understand	Understand the distinct types of management, organizational behaviors and attitudes.
101.2	Analyze	Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.
101.3	Create	Create personalized measures to mitigate stress for themselves.

Unit 1	Introduction to Management Evolution of Management thought: Definition, functions and theory of Management. Schools of Management thought: Classical, Behavioural, Quantitative, Systems Contingency, Total quality management, Modern and transformational management. Thinkers and Social scientists: Frederick Taylor, Henri Fayol, Max Weber, Mark Parker Follett, Elton Mayo, Edward Deming and others Foundations of Organizational behavior: Conceptualization of OB, Theories and - perspectives in organizational behavior. Psychology and Organizational Behavior.
Unit 2	Individual Dimension of OB 1: Attitudes: Conceptualization, Components of Individual Attitudes, Major employee job attitudes (job satisfaction, organizational commitment, work engagement, mindfulness, turnover intent and others). Perceptions: Conceptualization, Factors effecting creation of perception, Attribution theory, Organizational application of perception. Individual Decision-Making: Concept of Decision making, Factors effecting individual decision-making, ethical criterion for decision-making.
Unit 3	Individual Dimension of OB 2: Personality: Concept, Myer Brigg's Type Indicator, Big Five Personality Model, Johari Window. Motivation: Concept, Maslow's Hierarchy of Needs Theory, Herzberg's Two Factor Theory, ERG Theory, McClellands Theory of Needs. Contemporary theories: Self-Determination Theory, Goal setting theory, Self-efficacy theory, Reinforcement theory and Expectancy Theory. Emotional Intelligence: Affect, emotion and mood; functions of emotions; Theories: Affect theory and Affective Events theory, Concept of Emotional Intelligence, Emotional competence framework, Emotions and its benefits to

	organization
Unit 4	<p>Group: Group Behavior and Work Teams: Concept and forms, Tuckman's Five-Stage Model, Group Identity Theory: role, role identity, role perception, role expectations and psychological contract. Hawthorne Studies and Zimbardo experiment. Group structures and group decision-making</p> <p>Communication: Concept, functions and process. Types of communication and barriers</p> <p>Leadership: Concept; Theories: Trait theory, Behavioural theory, contingency theory; Traits of a Leader.</p> <p>Power and Conflicts: Concept, power bases. Sources of conflict, conflict management approaches</p>
Unit 5	<p>The Organization System</p> <p>Organizational Structures: Factors effecting structures – centralization of power, work specialization, departmentalization, chain of command, span of control and formalization. Organization designs: functional, geographical, product, customer, matrix. New designs: virtual and boundaryless organization.</p> <p>Organizational Cultures: origin, concept and types; Creating and maintaining cultures, Diversity, Equity and Inclusivity</p> <p>Stress Management: Concept, prevention and stress management; worklife balance, quality of worklife (QWL), mindfulness.</p>

Suggested Text Books/Cases/Readings:	1) Organizational Behavior – Stephen Robbins 2) Organizational Behavior – Fred Luthans 3) Organizational Behavior: An Evidence-Based Approach – Fred Luthans
Suggested Reference Books/Cases/Readings:	1) Organizational Behavior by Jay M. Jaszewski and John G. Gibbons 2) Organizational Behavior and Management by John M. Ivancevich and Robert Konopaske 3) Leading Organizational Change by John P. Kotter 4) Organizational Behavior: An Evidence-Based Approach by Fred Luthans Readings: i) The Psychology of Change Management by Michael Beer and Nitin Nohria ii) What Makes a Team Effective? by J. Richard Hackman iii) How to Lead in a Crisis by Amy C. Edmondson

Semester I	MANB102	Managerial Economics
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
102.1	Understand	Explain fundamental economic principles and their relevance to managerial decision-making.
102.2	Analyze	Analyze demand, supply, production, and cost concepts in the Indian business context.
102.3	Evaluate	Evaluate different market structures and pricing strategies with Indian industry examples.
102.4	Create	Integrate macroeconomic principles into business strategy, policy-making, and economic reforms in India.

Unit 1	Foundations of Managerial Economics in India <ul style="list-style-type: none"> Scope and Relevance of ME Key economic principles in business decision-making Role of managerial economists in Indian companies
Unit 2	Demand, Supply & Production Analysis in India <ul style="list-style-type: none"> Demand function, demand forecasting techniques Elasticity of demand: price, income, cross-elasticity (Indian FMCG & Telecom sectors) Supply function and market equilibrium Production function, economies of scale, and cost analysis in Indian manufacturing & services sector
Unit 3	Market Structures & Pricing Strategies in India <ul style="list-style-type: none"> Market Structures -Perfect competition, Monopoly, Monopolistic competition, Oligopoly Game theory applications in Indian competitive markets Pricing strategies: Cost-plus, value-based, penetration pricing
Unit 4	Macroeconomic Environment & Business Policy in India <ul style="list-style-type: none"> Business cycles & implications for Indian industries Inflation, GDP, and employment trends in India Monetary & fiscal policy and their influence on Indian businesses Exchange rate fluctuations and India's local & global trade policies

Recommended Readings Textbooks:	<ol style="list-style-type: none"> 1. D.N. Dwivedi – Managerial Economics (Vikas Publishing House) 2. Christopher R. Thomas & S. Charles Maurice – Managerial Economics: Foundations of Business Analysis and Strategy (McGraw Hill) 3. H. Craig Petersen & W. Cris Lewis – Managerial Economics (Pearson)
Reference Books:	<ol style="list-style-type: none"> 4. Paul Keat, Philip K. Young & Stephen Erflie – Managerial Economics: Economic Tools for Today's Decision Makers (Pearson) 5. Michael R. Baye & Jeff Prince – Managerial Economics & Business Strategy (McGraw Hill) 6. Uma Kapila – Indian Economy: Performance and Policies (Academic Foundation)
Additional Readings & Journals:	<ul style="list-style-type: none"> • Economic & Political Weekly (EPW) • Harvard Business Review (HBR) articles on business economics in India • RBI Reports on Monetary Policy & Inflation • NITI Aayog Reports on Economic Growth & Industrial Policy

Semester I	MANB103	Statistics
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
103.1	REMEMBERING	Understand to have the basics knowledge on various statistical tools.
103.2	UNDERSTANDING	Analyze statistical data using measures of central tendency and dispersion.
103.3	APPLYING	Find the inter-relation between two or more phenomena with the help of Correlation, Regression Analysis.
103.4	ANALYSING	Apply the statistical tools in business, economic and commercial areas with the help Time Series Analysis.
103.5	EVALUATING	Develop decision making skills pertinent to practice of statistics, including the students' abilities to formulate problems to think creatively and to synthesize information.
103.6	CREATING	Create solution by Applying the chi-square test to analyses the relevant real-life problems.

Unit 1	Averages: Requisites of a good average, Types of averages (Mean, Median and Mode) Dispersion: Significance of measuring of variation, Methods of studying variation (Mean deviation and Standard deviation).
Unit 2	Correlation Analysis: Significance of study Correlation, Types of Correlation, Methods of studying Correlation (Karl-Pearson's coefficient of Correlation and Rank Correlation coefficient). Regression Analysis: use of Regression Analysis, difference between Correlation and Regression Analysis , two Regression equations.
Unit 3	Time Series Analysis: Utility of Time Series Analysis, Components of Time Series, Methods of Measurement of Moving Averages and Method of Least Squares. Business Forecasting: steps in Forecasting, Methods of Forecasting and Theories of Business Forecasting.
Unit 4	Probability: Three approaches probability (Classical, Empirical and Axiomatic), Addition and Multiplication theorems of probability, Bayes theorem and Probability Distribution (Binomial, Poisson and Normal).
Unit 5	Statistical Inference: Procedure of Testing Hypothesis, two types of error in testing of hypothesis, two tailed and one tailed tests of hypothesis, chi-square test .

Suggested Text Books:	<ol style="list-style-type: none"> 1. Statistical Methods, S.P. Gupta ,S Chand and Co Ltd, New Delhi. 2. Fundamental of Statistics, D.N. Elhans, Veena Agrawal, Kitab Mahal, New Delhi. 3. Business Statistics, S.C. Gupta, Himalaya publications House ,New Delhi. 4. Statistics for Management, T.N. Srivastava ,TMH, New Delhi. 5. Mathematical Statistics, J.N. Kapur and H.C. Saxena, S Chand and Co Ltd ,New Delhi.
Suggested Reference Books:	<ol style="list-style-type: none"> 1. Quantitative Techniques and Managerial Decisions, Shrivastava V.K, Shenoy G.V ,Sharma S.C, New Age international Ltd, New Delhi. 2. Statistics for Management, Shrivastav, Tata McGraw Hill, New Delhi. 3. Statistics : Theory, Methods and Applications, D.C. Sancheti and V.K. Kapoor, Sultan Chand and Sons, New Delhi. 4. Quantitative Techniques , C. Satyadevi, S Chand and Co Ltd, New Delhi. 2. Statistics for Management, Levin Richard and Rubin David, New Prentice Hall Inc, New Delhi.

Semester I	MANB104	Accounting for Managers
Credits : 3	LTP: 1:1	Discipline Specific Core

Course Objective : To equip MBA students with comprehensive knowledge of financial, cost, and management accounting principles, enabling them to analyze financial data, control costs, and make informed managerial decisions in a dynamic business environment.

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
104.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
104.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
104.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
104.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial Elements involved in the situation.
104.5	EVALUATING	EVALUATE the Financial impact of the decisions undertaken.

UNIT I :	Foundation of Accounting : Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions GAAP, Ind AS, and IFRS.
UNIT II :	Recording and reporting transactions: Fundamental Accounting Equation, Journal, Ledger and Trial Balance. Preparation of Final Accounts with simple adjustments. Introduction of Revised Schedule VI and III to prepare the statement. Practical Activity : Discuss and interpret a financial statement of different forms of organization.
UNIT III :	Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting. Cost Concepts : Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Cost Accounting methods and Techniques , Preparation of Cost Sheet. Cost-volume-profit (CVP) analysis: Break-even point, margin of safety, and contribution margin. Practical Activity : Define the various costs and prepare a Cost sheet for a hypothetical organization using MS-Excel. Calculate the CVP also.
UNIT IV :	Management Accounting: Definition , concept and applications of Management accounting. Budgeting: Types (master, functional, flexible, zero-based budgeting). Standard costing and variance analysis: Material, labor, and overhead variances. Marginal costing and decision-making: Make-or-buy, product mix, and pricing decisions.

	<p>Performance measurement: Balanced scorecard, KPIs</p> <p>Practical Activity : Preparation of Budgets considering hypothetical example.</p>
UNIT V :	<p>Emerging Trends in Accounting (Overview) : Sustainability accounting: Carbon accounting, ESG reporting. Human resource accounting, Forensic accounting: Fraud detection and prevention in financial reporting. Cybersecurity considerations, Tax accounting: Overview of GST.</p>
	<p>Note: Numerical Problems will be asked on the following –</p> <ol style="list-style-type: none"> 1. Final Accounts of Sole Proprietary Firm 2. Preparation of Cost Sheet 3. Cost Volume Profit analysis for Single and product mix.
Suggested Reference Books:	<ol style="list-style-type: none"> 1: Financial Cost and Management Accounting, P.Periasamy 2: Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning 3: Accounting For Management, S. N. Maheshwari 4: Financial Accounting for Managers, Sanjay Dhamija, Pearson Publications 5: Accounting For Management, Jawahar Lal 6: Accounting, Shukla Grewal 7: Management Accounting, Ravi Kishore 8: Accounting for Managers, Dearden and Bhattacharya 9: Management Accounting: Text, Problems and Cases by M.Y. Khan and P.K. Jain, Tata McGraw-Hill 10: Financial Accounting for Management** by N. Ramachandran and Ram Kumar Kakani, McGraw Hill Education, 5th Edition, 2022.

Semester I	MANB105	Environment Management & Sustainability
Credits : 2	LTP: 1:1:0	Value Education Course

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
105.1	REMEMBERING	To understand environmental management in relation to the major principles of sustainable development, defined broadly as: Biodiversity conservation; Economic sustainability.
105.2	UNDERSTANDING	To translate generic concepts and methods into critical reviews of contemporary, real-world environmental management practices.
105.3	ANALYSING	To critically assess theoretical and conceptual issues relating to environmental management

Unit 1	Fundamentals of Environment Management; Sustainable Development; Environment and Business Schools.
Unit 2	Energy Management; Ecosystem Concepts; Ecology -Industrial Ecology, Agro- ecology; Climate Change ; Biodiversity Management; Global-warming.
Unit 3	Environment Management System; EMS Standards; EMS Audit Scheme; Clearance/Permissions for establishing industry; Environmental Accounting; Environmental Impact Assessment; Green Funding; Green Banking; Environment Ethics; Carbon Credit; Recycling Industry.
Unit 4	Environmental Laws - The Environment (Protection) Act 1986 , The Air (Prevention & Control of Pollution) Act, 1981, The Water (Prevention & Control of Pollution) Act, 1974.
Unit 5	Pollution; Waste Management; Forest Products and Trade;; Bharat Stage 6; Role of Government; Role of NGO's.

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none"> Environment Management, by Louis Theodore, R. Ryan Dupont, et al. Environmental Management: Text And Cases, by <u>Bala Krishnamoorthy</u>
Suggested Reference Books/Cases/Readings:	<ul style="list-style-type: none"> Environmental Conflict Management 1st Edition, by <u>Tracy Lee Clarke (Author), Tarla Rai Peterson</u> Biodiversity, Conservation and Environmental Management in the Great Lakes Basin 1st Edition, by <u>Eric Freedman (Editor), Mark Neuzil (Editor)</u>

Semester I	MANB106	Business Communication – I
Credits : 2	LTP: 1/2:1/2:1	Skill Enhancement Course

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
106.1	Remember	Remember the principles of effective communication skills for Managers.
106.2	Understand	Assimilate the significance of non-verbal communication for managers and business organizations.
106.3	Apply	Apply the principles of communication in structuring and designing speeches.
106.4	Create	Design and deliver effective presentations and public speeches.

Unit 1	Foundations of Communication: Significance, types, process and barriers to communication. Effective Speaking: Effective speaking, Clarity and Conciseness' in communication, organizing thoughts into speech, understanding audience, practicing articulation, speech and intonation. Non-verbal Communication: Body language, facial expressions and gestures, vocal intonation: tone, pitch and pace; Aligning verbal and non-verbal communication. Types of managerial speech: Introductory speech, briefing speech, reporting, thematic speech, valedictory/vote of thanks.
Unit 2	Listening Skills: Active listening, techniques to improve listening, identifying and overcoming listening barriers, Non-verbal cues in listening. Communication barriers: Verbal barriers, strategies to overcome misunderstandings, Feedback role and systematic method. Managing nervousness and building confidence. Engaging audience: Powerful opening, using humour, presentation techniques, audience interaction.
Unit 3	Presentation Skills: Designing effective visual aids, slide design and content clarity, time and engaging audience. Non-verbal Communication in Public speaking: Favourable body language and non-verbal cues, facial expression and gestures; tone, pitch and pace; alignment of verbal and non-verbal communication, Interviews - I: Purpose and preparation; Types of Interviews: Behavioural, situations and technical; Non-verbal communication in interviews.

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none"> • The Art of Public Speaking by Prof. A. G. Krishnamurthy • Business Communication by Prof. K. Raghunath • The Definitive Book of Body Language by Allan and Barbara Pease • The Art of Public Speaking by Stephen E. Lucas • Talk Like TED: The 9 Public-Speaking Secrets of the World's Top Minds by Carmine Gallo
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Semester I	MANB107	Business Excel
Credits : 2	LTP: 1:1:0	Skill Enhancement Course

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
107.1	Understand	Understand the basic and advanced functions of MS Excel for business applications.
107.2	Apply	Apply Excel tools to solve business problems, perform data analysis, and create reports.
107.3	Analyze	Analyze data sets using Excel functions, charts, and pivot tables for business decision-making.
107.4	Create	Design spreadsheets and dashboards for business reporting and analysis

Unit 1	<p>Introduction to Excel: Overview of Excel interface, cells, rows, columns, and worksheets.</p> <p>Basic Functions and Formulas: SUM, AVERAGE, COUNT, MIN, MAX, and working with ranges.</p> <p>Data Sorting and Filtering: Managing large datasets using sorting, filtering, and custom filters.</p> <p>Cell Referencing: Absolute, relative, and mixed cell references.</p> <p>Practical Activity: Create a basic financial model using fundamental functions and formulas.</p>
Unit 2	<p>Using Logical Functions: IF, AND, OR, and nested formulas for decision-making.</p> <p>Text Functions: CONCATENATE, LEFT, RIGHT, FIND, and TEXT for data manipulation.</p> <p>Lookup Functions: VLOOKUP, HLOOKUP, and INDEX-MATCH for searching and referencing data.</p> <p>Data Validation and Conditional Formatting: Setting rules for data entry and highlighting data based on conditions.</p> <p>Practical Activity: Build an inventory management sheet using lookup functions.</p>
Unit 3	<p>Pivot Tables and Pivot Charts: Summarizing, filtering, and analyzing data with pivot tables and creating pivot charts.</p> <p>Data Visualization: Creating and customizing charts (bar, line, pie, and combo charts).</p> <p>What-If Analysis: Using Goal Seek, Data Tables, and Scenario Manager for business simulations.</p>

	<p>Dashboards in Excel: Designing interactive dashboards with charts, pivot tables, and slicers.</p> <p>Practical Activity: Create a business dashboard to track sales performance.</p>
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Suggested Readings:	<ul style="list-style-type: none">• Winston, W.L. – Microsoft Excel Data Analysis and Business Modeling (Microsoft Press)• Benninga, S. – Financial Modeling in Excel (MIT Press)
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Semester I	MANB108	Indian Ethos and Values
Credits: 2	LTP: 2:0:1	Indian Knowledge System

Course Outcomes:

CO Code	Cognitive Abilities	Course Outcome Description
108.1	Remembering	Recall the historical development of Indian philosophical systems and traditional values.
108.2	Understanding	Interpret key Indian concepts like Dharma, Karma, and Nishkama Karma in the context of business and management.
108.3	Understanding	Describe how Indian ethos can contribute to organizational culture, leadership, and work-life balance.
108.4	Applying	Apply principles from Indian scriptures to resolve modern managerial challenges.
108.5	Analyzing	Analyze business practices and leadership decisions through the lens of Indian ethical and value-based systems.

Unit 1	Historical Foundations of Indian Ethos Evolution of Indian philosophical thought; key contributions from Vedas, Upanishads, Bhagavad Gita, Arthashastra, and Buddhist-Jain texts; core Indian values—Dharma, Karma, Nishkama Karma, Satya, Ahimsa.
Unit 2	Indian Ethos and Managerial Concepts Indian views on leadership, motivation, work ethics; concept of work as worship; four goals of life (Purusharthas); holistic approach to management.
Unit 3	Values in Contemporary Management Relevance of Indian ethos in resolving stress, ethical dilemmas, and conflicts; value-based leadership; corporate decision-making grounded in Indian thought.
Unit 4	Indian Ethos in Functional Areas Application in HR (employee relations, engagement), Marketing (ethics in promotion and pricing), Operations (quality and discipline), Strategy (vision and mission inspired by Indian values).
Unit 5	Case Studies and Indian Models Cases of Indian businesses applying value-based practices (e.g., TATA, Amul, Infosys); emerging Indian models in sustainability, inclusive growth, and corporate governance.

Suggested Textbooks & References	S. Balachandran & G. Raja – Ethics, Indian Ethos and Management, Himalaya Publishing. A.C. Fernando – Business Ethics: An Indian Perspective, Pearson. R.C. Sekhar – Ethical Choices in Business, Sage. Swami Ranganathananda – The Message of the Upanishads, Bharatiya Vidya Bhavan. Select readings from Bhagavad Gita, Ramayana, Arthashastra, Dhammapada, and Thirukkural.

Semester I	MANB109	Creativity and Innovations
Credits : 2	LTP: 0:0:2	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
109.1	Understand	Understand the foundations of creativity and innovation in a business context.
109.2	Develop	Present creative ideas effectively using storytelling and visual tools.
109.3	Create	Use the SCAMPER technique to develop innovative ideas and solutions.
109.4	Apply	Apply mind mapping and creative techniques to solve real-world problems

Unit 1	Foundations of Creativity and Innovation. <ul style="list-style-type: none"> • Introduction to Creativity: Definition, importance, and role in problem-solving. • Creativity vs. Innovation: How creative thinking leads to innovation in business. • The Creative Process: Stages of creativity – from idea generation to implementation. • Barriers to Creativity: How to overcome mental blocks and traditional thinking. • Hands-on Activity: Brainstorm ideas to redesign a basic mobile app or website and create a creative solution
Unit 2	Mind Mapping and Creative Thinking Techniques <ul style="list-style-type: none"> • Introduction to Mind Mapping: Basics of mind mapping, its benefits, and how it helps with idea generation. • Mind Mapping for Problem Solving: Using mind maps to break down complex tech issues into manageable parts. • Collaborative Mind Mapping: How teams can use mind mapping as a creative and collaborative tool for projects. • Hands-on Activity: Create a mind map for a technology startup idea, visually breaking down the components needed to launch it
Unit 3	SCAMPER Technique for Innovation <ul style="list-style-type: none"> • Introduction to SCAMPER: Understanding SCAMPER (Substitute, Combine, Adapt, Modify, put to another use, Eliminate, Rearrange) as a creativity tool. • Using SCAMPER for Product Improvement: Applying SCAMPER to improve existing products or services. • Team SCAMPER Exercise: Working in groups to apply SCAMPER to a real-world business or tech problem. <p>Hands-on Activity: Teams apply SCAMPER to redesign or enhance a tech product (e.g., a mobile app or website).</p>

Semester I	MANB110	Management Lessons in Movies
Credits : 2	LTP: 1:0:1	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
110.1	Remember	Retain the concept and management lessons learnt through the movies.
110.2	Understand	Understand the significance of film as a pedagogical tool that facilitate management education.
110.3	Evaluate	Identify and evaluate lessons embedded in movies; and recognize it as a powerful tool for education.

Unit 1	Do Ankhen Barah Haath (1957) This movie shall be a reference to demonstrate the concepts of Organizational behavior; which includes deductions on Leadership styles, team development, power, diversity and conflict resolution. The movie is reported to be based on a real experiment conducted by Maurice Frydman's popular Aundh Experiment; which could demonstrate important learnings for management students.
Unit 2	Any Given Sunday (1999) This is an American Sports Drama depicting a professional football team which is at the verge of falling apart. The movie demonstrates as to how tough times bring the best of every individual, by helping them to expand their boundaries. The movie has some significant learnings in the sphere of personality development, conflict management and leadership. Rocket Singh: Salesman of the Year (2009) The film instils in the learners the significance of out of the box thinking for sales. This drama could be a reference to innovate sales strategies, while underscoring the significance of ethics in business.
Unit 3	Janatha Hotell (2014) A National Award-winning movie is a strong message on entrepreneurship and self-belief. The movie revolves around a young graduate who wants to establish his enterprise, inspite of many odds. The film demonstrates lessons on entrepreneurship, customer-centric approach, collaboration, financial management, ethics and integrity. Ratatouille (2007) This animated comedy demonstrates significant learnings on confidence building and change management. This theatrical drama is a reference to understand the significance of dreams and practice to make the weirdest dreams to come true.

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none"> • The Aundh Experiment: A Gandhian Grass-root Democracy – Indira Rothermund • The Psychology of Selling – Brian Tracy • The 7 Habits of Highly Effective People – Stephen Covey • Rich Dad Poor Dad – Robert Kiyosaki <p>Fish – A remarkable way to boost morale and improve results – Stephen Lundin, Harry Paul, John Christense</p>
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Semester I	MANB111	Cases in Management
Credits : 2	LTP: 1:1:0	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
111.1	Apply	Application of management theories and concepts case scenarios; thereby fostering the understanding of how theory translates into practice.
111.2	Analyze	Critically analyze complex business situations and identifying key issues and challenges.
111.3	Create	Develop real-life small case-studies at the end of the course; with a decision element in the storyline.

Unit 1	Cases in Organizational Behavior: 1) Apollo Skylab 4 "Strike in Space" 2) Zappos: happiness in the Workplace Cases in Strategic Management: 1) Life Cell International: Gifting Futuristic Life Care 2) Social Entrepreneurship with narratives of Indian Handicraft
Unit 2	Cases in Marketing 1) Neuromarketing and the influence of Color 2) 'Roti Reminder' Case-study Cases in HRM 1) Diversity and Inclusion Initiatives: Wipro, Google, GoodYear and others. Cases in Finance 2) The Rise and Fall of Satyam Computers 3) Indian Banks: The Transformation Journey
Unit 3	Cases in Operations 1) Innovative Eye Care Delivery in India: Aravind Eye Care 2) Mumbai Dabbawalas: Lessons in Supply Chain Management 3) Amul: The Dairy Cooperative Model

Suggested Text Books/Cases/Readings :	<ul style="list-style-type: none"> • Searching Alternatives: Cases in Management and Entrepreneurship – M.R.Dixit, Siddarth Singh, Sweety Shah • Case-studies shared • How to analyze a Case – William Ellet A Case study handbooks: A student;s guide – William Ellet
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Semester I	MANB112	AI TOOLS
Credits : 2	LTP: 1:1:0	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
112.1	Apply	Apply basic AI tools to business tasks and communication, demonstrating an understanding of AI's role in business environments.
112.2	Analyze	Identify simple business problems where AI tools can be used for automation or improved decision-making.
112.3	Create	Develop practical business outputs such as reports, presentations, and simple automation using AI tools.

Unit 1	<p>Introduction to AI Tools for Business</p> <ul style="list-style-type: none"> • Overview of AI in Business: What is AI? How is it used in business? • Basic AI Tools for Communication: Introduction to ChatGPT, Google Gemini, and similar platforms for writing and summarizing business content. • AI for Content Creation: Using Canva AI and basic image generation tools (like DALL-E) for marketing materials. • AI for Data Insights: Introduction to tools like Perplexity AI and Microsoft Copilot for simple data analysis and visualization. • Practical Activities: • Write business emails and reports with AI assistance. • Create a presentation using AI-powered design tools. • Analyze a business dataset and generate simple insights using AI.
Unit 2	<p>Practical Applications of AI Tools in Business Functions</p> <ul style="list-style-type: none"> • AI in Marketing: Using AI for customer segmentation and simple campaign creation. • AI in Operations: Introduction to chatbots and basic automation for customer service or internal processes. • AI in Human Resources: Using AI for resume screening and basic recruitment tasks. • Practical Activities: • Develop a simple customer persona using AI tools. • Create a basic chatbot for a business scenario. • Use AI to assist in a mock recruitment process.

Semester I	MANB113	Introduction to Yoga
Credits : 2	LTP: 0:0:2	Generic Elective

CO#	Cognitive Abilities	Course Outcomes
113.1	Remembering	Gain knowledge about Yoga and its core principles.
113.2	Understand	Explain the concept of Ashtang Yoga, Breathing Practices
113.3	Apply	Able to Demonstrate fundamental Asanas and Surya Namaskara

Unit – I	Define Yoga and Introduction to its core principles : Yogic Exercise (Asanas), Pranayama (Proper Breathing) , Savasana (Proper Relaxation) , Proper Diet, Vedanta (Meditation) & Positive Thinking
Unit – II	Breathing Techniques: Ujjayi Pranayama (Ocean or Victorious Breath), Nadi Shodhana (Anuloma- Viloma /Alternate Nostril Breathing), Kapalbhati (Skull Shining Breath), Bhramari Pranayama (Humming Bee Breath), Bhastrika (Bellows Breath), Basics of Ashtang Yoga,
Unit – III	Sukshma vyayama, & Standing Asanas: Vrukshasana , Tadasana, Trikonasana, Veer Bhadrasana, hasta padasana Sitting Asanas: Sukhasana, Padmasana, Swastikasana, Pashchimmottasna, Gomukhasana, Vajrasana , Siddhasana Supine Lying Asanas: Ardhalasana, Viparit Karni, Sarvangasana, Halasana, Naukasana, Matsyasana, Shavasana Prone Lying Asanas: Shalbasana, Bhujangasana, Makarasana, Dhanurasana, Suryanamaskara
Suggested Reference Books	Introduction to Yogic Suksham Vyayama; OBE-Bharatiya Jnana Parampara Introduction to Yoga; Retreat Handbook 2017; www.PureFlow.Yoga francie@PureFlow.Yoga
Suggested Videos	Breathing Techniques https://youtu.be/-EH4D_DAvcq?si=4xwXQsbuXSUQALnM https://youtu.be/l77hh5I69gA?si=r4SU2bGI4ToFKVJ7 Sukshma vyayama https://youtu.be/7R5WV6oakeQ?si=4MrnYB4ftIKSBzR7 https://youtu.be/sW6lQ-gSOBg?si=E7puqIIHW0JNferD Standing Asanas https://youtu.be/q0lkUE5hwmk?si=qFNqw_CDU-pceQaK https://youtu.be/DTaJ_MqbEUY?si=XlMnp_C2rY1Dr-m4

Sitting Asanas

https://youtu.be/zAyBh_7BchA?si=Ytid0-HOBsPLA03F

https://youtu.be/obLIRRV3sK4?si=XHMbxDxbS_KhwZLD

Supine lying Asanas & Prone Lying Asanas

<https://youtu.be/WiwM32N2Xmo?si=hlDsmMeMUE01EYeA>

<https://youtu.be/Od3QPkehHEY?si=JXxuVmsm5PQLbIDI>

<https://youtu.be/0SQIgIQoeIc?si=3Iehs75-wqSozZL0>

https://youtu.be/qdPTMHc8HoM?si=gvirNfo-1sOvLgp_

<https://youtu.be/U7iMb2Et3jg?si=KQWwwH-dsPvr2ddH>

Suryanamaskara

https://youtu.be/v2WKRGDLu30?si=lC_Pj2FaDb4_a_ww

<https://youtu.be/1xRX1Muolmw?si=88h1V7Btw9JZEZuc>

Semester I	MANB151	Community Service Project
Credits : 2	LTP: 0:0:2	Community Engagement & Service (CE&S)

COB#	Course Objectives (COBs)
COB1	To develop students' awareness and sensitivity towards social and community issues.
COB2	To enable students to actively participate in solving real-life problems at the grassroots level.
COB3	To instill values of empathy, compassion, social responsibility, and civic engagement.
COB4	To enhance students' interpersonal, problem-solving, and project management skills through field-based interventions.
COB5	To bridge academic learning with community needs by applying classroom knowledge to address local challenges.

CO#	Cognitive Abilities	Course Outcomes
CO151.1	Understand	Understand the structure, function, and challenges of the chosen community or group
CO151.2	Apply	Identify and define a socially relevant problem through engagement with the community
CO151.3	Analyze	Develop and implement a community intervention or awareness activity
CO151.4	Apply	Demonstrate social responsibility, empathy, and professional conduct in a community setting
CO151.5	Create	Create a report summarizing the intervention, reflections, and learning outcomes

3. Phases of Community Service Project

Phase	Timeline	Key Focus Areas
Phase 1: Orientation & Planning	Week 1	Sensitization, problem scoping, understanding community context
Phase 2: Community Engagement	Weeks 2-3	Field visits, interaction with stakeholders, needs assessment
Phase 3: Intervention Execution	Weeks 4-5	Implementation of planned activities, data collection, support or awareness efforts
Phase 4: Reflection & Reporting	Week 6	Compilation of learnings, report writing, outcome documentation
Phase 5: Presentation & Evaluation	Week 7	Submission of report, reflection, and final evaluation

4. Student Action Plan – Week-wise Alignment

Week	Phase	Student Actions	Deliverables
Week 1	Orientation & Planning	Attend orientation, form teams, identify local communities/NGOs, choose focus area	Initial Plan & Approval Sheet
Week 2	Community Engagement	Visit site/NGO, interact with stakeholders, document needs and challenges	Field Diary, Needs Assessment Report
Week 3	Community Engagement	Finalize project scope, create an activity plan, prepare materials/tools	Project Proposal & Action Plan
Week 4	Intervention Execution	Implement interventions: awareness drives, teaching, skill training, clean-ups, data collection, etc.	Evidence of Activity (photos, videos, feedback)
Week 5	Intervention Execution	Monitor effectiveness, collect participant responses, adapt plan as required	Mid-project Review Report
Week 6	Reflection & Reporting	Reflect on outcomes, prepare final report, document learnings	Final CSP Report (with annexures)
Week 7	Presentation & Evaluation	Submit report, present to faculty panel, peer discussion, submit reflection	Viva/Presentation + Reflective Summary

5. Deliverables of Community Service Project

Deliverable	Description	Weightage / Requirement
Community Engagement Plan	Team objective, identified community/NGO, problem area, intervention strategy	<u>Mandatory</u>
Field Visit Records	Daily log of site visits, stakeholder interactions, observations	<u>Included in Report</u>
Project Proposal / Action Plan	Specific objectives, timeline, resources, and methods of intervention	<u>Must be approved</u>
Mid-Term Review Submission	Summary of progress made, initial outcomes, faculty feedback	<u>Internal Checkpoint</u>
Final CSP Report	Structured report including title page, background, intervention, reflections, photos, testimonials	<u>50 Marks (End Sem)</u>
Presentation / Viva	Oral presentation of project impact and learning, peer and faculty Q&A	<u>Graded</u>
Reflective Journal / Diary	Individual reflection entries on experiences, emotional growth, and learnings	<u>Optional, recommended</u>

Semester II	MANB201	Research Methodology
Credits : 4	LTP: 3:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
201.1	Understand	Explain the concepts and types of research
201.2	Apply	Formulate the research problem and research applications in business
201.3	Analyze	Analyze the types of research design and differentiate Probability & Non Probability sample design
201.4	Evaluate	Justify the selected data collection methods and validate the designed questionnaire
201.5	Create	formulate a research Proposal and Compile the findings following the research process in the form of research Report

Unit-I	Introduction to Research: Scope, Objectives, Motivation, significance, Types, Research Methodology.
Unit-II	Research Problem: Components of a Problem, Conditions for selecting Problem , Research Problem identification; Problem Formulation and Statement of Research Objectives; Techniques of defining research Problem; Research Applications
Unit-III	Research designs & Sample Design: Features, Significance, Introduction to Types-exploratory, descriptive & experimental research designs; Sample Design: Steps in sample design, types- Probability & Non Probability sample design.
Unit-IV	Data collection: Methods –Primary Data & Secondary Data, Survey methods, selection of an appropriate data collection method, conditions before using secondary data, Questionnaire design.
Unit-V	Data Processing & Analysis : Editing, Coding, classification, Tabulation, Analysis of Data; Introduction to SPSS, ANOVA, Research Proposal; Research process

Text Books:	<ol style="list-style-type: none"> 1. Research methodology methods & techniques by C.R. Kothari 2. Statistical methods: Dr. S.P. Gupta-sultan Chand & sons New Delhi. 3. Research methodology by Gupta 4. Research methodology in social science by Giridhari 5. Management Research Methodology by K.N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan. 6. Management Research by Andrews, F.M. and S.B. Withey Social Indicators of Well Being. Plenum Press. NY, Bennet, Roger 7. Survey Methods by Fowler, Floyd J. Jr., 8. Exploring Research by Salkind, Neil J.,
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Semester II	MANB202	Production & Operations Management
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
202.1	Understand	Understand the basics of Production & Operations Management
202.2	Understand	Comprehend the significance of facility layouts for an Organization.
202.3	Understand	Understand the importance of Quality Management for an organization
202.4	Apply	Construct the relationship between production planning & control and productivity
202.5	Analyze	Correlate the importance of Material Management with Productivity

Unit 1	Nature and Scope of Production and Operations Management; Types of Manufacturing Systems, Lean Manufacturing ; Facility Layouts;
Unit 2	Facility Location; factors influencing facility location; Capacity Planning; Types of capacity;
Unit 3	Materials Management – Overview of Materials Management, Materials planning, Budgeting, Inventory control, JIT, MRP, Purchase Management., Stores Management; Vendor Evaluation; Materials Handling- Principles, Equipments, 5-S, Kaizen; Kanban; Poka-Yoke.
Unit 4	Scheduling; Production Planning and Control; Basics of Work Design- Work study, method study, work measurement- work sampling
Unit 5	Quality Management System- Quality Assurance- Quality Circle; TQM-ISO 9000; Maintenance Management; Safety Management.

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none"> Operations Management Theory & Practice, B.Mahadevan , Pearson. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill. Production Operations Management, R B Khanna, PHI, New Delhi. Production & Operations Management, S N Chary, McGraw Hill.
Suggested Reference Books/Cases/Readings:	<ul style="list-style-type: none"> Operations Management, William J. Stevenson, TMGH. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Semester II	MANB203	Financial Management
Credits : 3	LTP: 3:0:0	Discipline Specific Core

CO#	Cognitive Abilities	Course Outcomes
203.1	Understand	Understand the fundamental concepts and objectives of financial management and its evolving role in organizations.
203.2	Apply	Apply techniques of time value of money, capital budgeting, and risk analysis to evaluate long-term investment decisions.
203.3	Analyze	Analyze cost of capital, capital structure, and leverage to determine optimal financial mix.
203.4	Evaluate	Evaluate dividend policies and working capital management strategies for effective financial decision-making.
203.5	Create	Integrate modern tools and emerging trends (e.g., fintech, ESG finance) into traditional financial decision-making models.

Unit 1	Introduction to Financial Management
	<ul style="list-style-type: none"> • Meaning, objectives, scope and functions of Financial Management • Financial Decisions: Investment, Financing & Dividend • Agency Problem & Stakeholder Theory • Goals of Financial Management: Profit vs. Wealth Maximization • Role of CFO and changing global financial landscape
Unit 2	Time Value of Money & Capital Budgeting (CO2)
	<ul style="list-style-type: none"> • Present & Future value concepts • Annuities & Perpetuities • Discounted Cash Flow (DCF) techniques: NPV, IRR, PI, Payback, ARR • Capital Budgeting: Meaning & Definition • Risk Analysis in Capital Budgeting Meaning, Definition: Sensitivity, Scenario, and Decision Tree Analysis
Unit 3	Cost of Capital & Capital Structure (CO3)
	<ul style="list-style-type: none"> • Concept and computation of cost of capital: Equity, Debt, Preference, WACC • Capital structure theories: Net Income, Net Operating Income, Traditional, MM Hypothesis Pricing strategies: Cost-plus, value-based, penetration pricing • Leverage: Operating, Financial, Combined Leverage analysis • EBIT-EPS Analysis & Indifference Point
Unit 4	Dividend Decisions & Working Capital Management (CO4)
	<ul style="list-style-type: none"> • Dividend theories: Walter, Gordon, MM Hypothesis • Dividend policies: Stable, residual, constant • Working Capital: Concepts, types, operating cycle

	<ul style="list-style-type: none"> • Estimation of working capital requirements • Inventory & receivables management
Unit 5	Contemporary Developments in Financial Management (CO5) <ul style="list-style-type: none"> • Fintech in finance: Blockchain, Robo-advisory, AI in finance • ESG (Environmental, Social, Governance) finance • Behavioral Finance: Key concepts & implications • International financial management basics: Forex markets, exchange rate risk • Ethical finance and sustainable investing
Textbooks:	<ul style="list-style-type: none"> • I.M. Pandey – Financial Management, Vikas Publishing • Prasanna Chandra – Financial Management: Theory and Practice, McGraw Hill • Eugene Brigham & Michael Ehrhardt – Financial Management: Theory and Practice, Cengage
Reference Books:	<ul style="list-style-type: none"> • M.Y. Khan & P.K. Jain – Financial Management • Jonathan Berk & Peter DeMarzo – Corporate Finance, Pearson • Richard A. Brealey, Stewart C. Myers – Principles of Corporate Finance, McGraw Hill
Online Resources:	<ul style="list-style-type: none"> • Investopedia, CFA Institute Resources, Yale Open Courses • MOOCs: Coursera – Introduction to Corporate Finance, edX – Fintech and the Future of Finance Harvard Business Review (HBR) articles on business economics in India

Semester II	MANB204	Human Resource Management
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
204.1	Remembering	Explain the importance of human resources and their effective management in organizations
204.2	Remembering	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
204.3	Understanding	Describe the meanings of terminology and tools used in managing employees effectively
204.4	Understanding	Describe rules and regulations affecting employees and employers
204.5	Analyzing	Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training.

Unit 1	Conceptualization & fundamentals: Introduction to HRM, corporate objectives & HPM, Concepts & functions of HRM, corporate level strategies & its effect on HRM
Unit 2	Employment: Job Design, Job Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction.
Unit 3	Human Resource Development: Training & Development, career planning & succession Planning, Performance management system. Retention & Retrenchment strategies, Exit Interviews
Unit 4	Compensation : Theories of wages, Job Evaluation, Wage & salary Administration, fringe Benefits, legislative social Security measures in India (concepts of bonus, gratuity, workmen compensation, provident fund and maternity relief).
Unit 5	Employee Engagement Practices: Employee welfare, Industrial Relations, Trade Unions, Dispute Resolution & Grievance Management structure

Suggested Text Books/Cases/:	<ul style="list-style-type: none"> • Dessler, Gary Human Resource Management, Prentice Hall • Aswathappa K. Human Resources and Personnel Management Tata McGraw Hill New Delhi, 1997. • P. SubbaRao; Personnel And Human Resource Management" Text & Cases, Himalay Publishing House. 2009. • Salma A.M., Performanc Management systems, Himalaya Publication House, 2008. • Kandula, Performance Management, straltgies, interventions Drivers, Prentice Hall of India, 2007. Cardy, Performance Management concepts skills & exercise, printice Hall of India
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Semester II	MANB205	Marketing Management
3 credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes		
CO#	Cognitive Abilities	Course Outcomes
205.1	Understand	Explain core concepts and principles of marketing.
205.2	Apply	Develop marketing strategies based on consumer behavior and market segmentation.
205.3	Analyze	Analyze competitive positioning, branding, and value proposition strategies.
205.4	Create	Formulate marketing mix strategies for products and services.
205.5	Evaluate	Assess marketing programs and their effectiveness using key performance indicators.

Unit 1	<p>Introduction to Marketing and Core Concepts</p> <ul style="list-style-type: none"> • Definition and Scope of Marketing: Overview of marketing's role in business. • Marketing Philosophies: Brief introduction to production, product, selling, marketing, and societal marketing concepts. • Core Marketing Concepts: Needs, wants, demand, and market offerings. • The Marketing Environment: Introduction to micro and macro-environmental factors. • Marketing in the Digital Era: Key impacts of technology and digital trends. <ul style="list-style-type: none"> • Practical Activity: Short case study analysis of a market-driven company.
Unit 2	<p>Consumer Behavior and Market Segmentation</p> <ul style="list-style-type: none"> • Understanding Consumer Behavior: Overview of cultural, social, and psychological influences. <ul style="list-style-type: none"> • Consumer Decision-Making Process: Basic stages—need recognition, information search, purchase decision, and post-purchase behavior. • Market Segmentation: Introduction to geographic, demographic, and behavioral segmentation. • Targeting and Positioning: Brief on selecting target markets and positioning. <ul style="list-style-type: none"> • Practical Activity: Simple segmentation and targeting exercise for a product.

Unit 3	Marketing Mix Strategies (4Ps) <ul style="list-style-type: none"> • Product Strategy: Product classification and product life cycle overview. • Pricing Strategies: Basic pricing approaches (cost-based, value-based). • Place (Distribution) Strategy: Overview of distribution channels. • Promotion Strategy: Introduction to integrated marketing communication (IMC) and advertising. <ul style="list-style-type: none"> • Practical Activity: Basic marketing mix design for a product/service.
Unit 4	Brand Management and Competitive Analysis <ul style="list-style-type: none"> • Branding: Importance of brands and brand positioning. • Brand Architecture: Brief introduction to brand extensions. • Competitive Analysis: Basic identification of competitors and competitive advantage. <ul style="list-style-type: none"> • Practical Activity: Case study on brand positioning.
Unit 5	Marketing Metrics and Marketing Plan <ul style="list-style-type: none"> • Marketing Metrics: Introduction to customer acquisition cost and return on marketing investment (ROMI). • Evaluating Marketing Performance: Overview of measurement tools. • Developing a Marketing Plan: Basic structure—situation analysis, objectives, strategies, and budget. <ul style="list-style-type: none"> • Practical Activity: Outline a simple marketing plan for a business..
Suggested Reading/Textbooks	<ol style="list-style-type: none"> 1. Kotler, P. & Keller, K.L. – <i>Marketing Management</i> (Pearson Education) 2. Lamb, C.W., Hair, J.F., & McDaniel, C. – <i>Marketing</i> (Cengage Learning) 3. Ramaswamy, V.S. & Namakumari, S. – <i>Marketing Management: Indian Context</i> (McGraw Hill Education)

Semester II	MANB206	Optimization Techniques
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
206.1	REMEMBERING	Know different optimal techniques to solve physical problems.
206.2	UNDERSTANDING	Understand basics & formation of Linear Programming Problems & appreciate their limitations. Solve Linear Programming Problems using Graphical and Simplex Method.
206.3	APPLYING	Determine optimal strategy for Minimization of Cost of shipping of products from source to Destination/ Maximization of profits of shipping products using various methods, Finding feasible and optimal solutions.
206.4	ANALYSING	Optimize the allocation of resources to Demand points in best possible way using various techniques & minimize cost or time /maximize profit or sales of completion of number of jobs by number of persons.
206.5	EVALUATING	Model competitive real-world phenomena using concepts from Game theory. Analyze pure & mixed strategy Games, understand & deal with Inventories of various goods with /without shortages.
206.6	CREATING	Implement Replacement of equipment at right time & able to implement project management concepts like PERT/CPM to reduce cost and time.

Unit 1	Basics of Operations Research: Features, Phases, Models, Methods, Applications in Managerial decision making
Unit 2	Linear programming: Basics Concepts and Methods (Graphical and Simplex).
Unit 3	Assignment Model, Transportation Model
Unit 4	Replacement Models , Game Theory
Unit 5	Inventory Management Techniques, Project Management by PERT/CPM.

Suggested Text Books:	1. Operation Research, Sharma J.K, Himalaya Publications house, New Delhi. 2. Operations Research-An Introduction, Taha .H.A, McMillan, New York. 3. Operations Research, Prem Kumar Gupta, D.S. Hira, S Chand and Co Ltd, New Delhi. 4. Operations Research, Kanti Swarup Gupta, P.K. Mammohan, Sultan Chand and Sons, New Delhi. 5. Operations Research, Kalawati, Vikas Publication Pvt. Ltd, New Delhi.
Suggested Reference Books:	1. An Introduction to Operational Research, C.R. Kothari, Vikas Publication Pvt. Ltd, New Delhi. 2. Operation Research, Chawla, Kalyani Publication Ludhiana. 3. Quantitative Techniques in Management, N.D. Vora, McGraw Hill Publications, New Delhi. 4. Introduction to Operation Research, F. Hillier, TMH. 5. Quantitative Analysis for Business, Decisions, Bobby Srinivasan and C. L. Sandblom, McGraw Hill Publications, Singapore

Semester II	MANB207	Foundation of Agri-Business Management
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
207.1	Understand	Analyze the role and scope of agribusiness in the global and Indian economies.
207.2	Understand	Understand the fundamentals of agri-marketing and different market structures in agriculture.
207.3	Analyze	Evaluate the components and logistics of agricultural supply chains and their challenges.
207.4	Apply	Apply key concepts of agricultural economics to solve real-world agri-business issues.
207.5	Apply	Implement financial management tools and risk mitigation strategies in agribusiness.
207.6	Evaluate	Explore innovative technologies and sustainable practices in agri-business ventures.

Unit 1	Introduction to Agri-Business and Its Environment - Definition and scope of agribusiness - Agri-business system and its components - Economic, technological, and legal environment of agri-business - Challenges and opportunities in Indian and global agri-business
Unit 2	Agricultural Economics and Supply Chain Management - Basic concepts of agricultural economics - Agri-business supply chain management - Risk management in the supply chain - Logistics: Storage and transportation
Unit 3	Agri-Marketing and Market Structures - Introduction to agri-marketing - Farm-to-market models, intermediaries, and e-marketing - Agricultural market structures and pricing strategies - Role of FPOs and cooperatives in agri-marketing
Unit 4	Finance in Agri-Business - Sources of finance for agri-business - Agricultural financial institutions (NABARD, SIDBI) - Financial statements, costing, and budgeting in agri-business - Crop insurance and government subsidies

Unit 5	<p>Innovations and Technology in Agri-Business</p> <ul style="list-style-type: none"> - Role of technology (IoT, blockchain, precision farming) - Innovative farming models: Hydroponics, vertical farming - Sustainability in agri-business - Agri-business startups in India
<p>Suggested Text Books/Cases/Readings:</p>	<ul style="list-style-type: none"> • John H. Davis and Ray Goldberg, A Concept of Agribusiness Harvard University Press, 1957 ISBN: 9780674136415 • Kahlon, A.S. and Tyagi, D.S., Agricultural Price Policy in India Allied Publishers, 1983 ISBN: 9788170230549 • Acharya, S.S. and Agarwal, N.L., Agricultural Marketing in India Oxford & IBH Publishing Co. Pvt. Ltd., 2009 ISBN: 9788120417647
<p>Suggested Reference Books/Cases/Readings:</p>	<ul style="list-style-type: none"> • Rudra Pratap Singh, Agri Business and Rural Management New India Publishing Agency, 2010 ISBN: 9789380235093 • Pandey, I.M., Financial Management in Agriculture Vikas Publishing House, 1997 ISBN: 9788125915550 • Singh, Katar and Sadhu, A.N., Agricultural Problems in India Himalaya Publishing House, 2011 ISBN: 9789350245631

Semester II	MANB208	Data Science and Processing
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
208.1	Understand	Understand the fundamentals of data science and its application to business management.
208.2	Apply	Apply the techniques of data collection to processing to real-time data.
208.3	Analyze	Develop skills in data collection, visualization and processing of input data.

Unit 1	Fundamentals to Data Science: Definition and lifecycle. Types of data: Structured and unstructured; Sources of data science.
Unit 2	Data Collection Techniques: Methods of data collection i.e., Surveys, interviews, crowd sourcing and others. Data quality parameters. Data Preparation using SPSS and Excel: Data cleaning and pre-processing; common data cleaning techniques: handling missing values, outliers, duplication, imputations etc.; Data transformation: normalization, aggregation, categorical data coding etc.; tools for data cleaning using Excel & SPSS.
Unit 3	Exploratory Data Analysis (EDA): Importance of EDA in Data science; Measures of central tendency and dispersion; Graphical techniques (histograms, scatter plot, box plots, heatmaps etc.); Tools for EDA. Statistical Concepts: Descriptive vs. Inferential Statistics; Hypothesis testing - null and alternate hypothesis, p-values and significance levels. Common statistical tests: t-tests and Chi-square.
Unit 4	Introduction to Machine Learning: Types of machine learning: supervised, unsupervised and reinforcement; Common algorithms: linear, regression, decision trees; Evaluation parameters for machine learning: accuracy, precision, recall and F1-score.
Unit 5	Ethical considerations in Data science: Data privacy and security; ethical dilemmas and frameworks for decision making, understanding and mitigating bias; Laws and regulations relating to data privacy: IT Act, 2000; Personal Data Protection Bill, 2019; Right to Information Act, 2005; IPC, 1860 and others

Suggested Text Books/Cases/Readings:	1) Data Science for Business by Foster Provost and Tom Fawcett 2) SPSS for Data Analysis by Shankar K. and S. K. Bansal 3) Data Analysis Using SPSS by Dr. D. C. Sharma
Suggested Reference Books/Cases/Readings:	1) Discovering statistics using IBM SPSS Statistics – by Andy Field 2) Multivariate Data Analysis – Hair, Black, Babin, Anderson, Tatham

Semester II	MANB209	International Business Environment
Credits : 2	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
209.1	UNDERSTANDING	Explain the fundamental concepts of international business and globalization.
209.2	ANALYZE	Analyze the impact of international environments on business strategies.
209.3	APPLYING	Apply international trade theories and strategies to business situations.
209.4	ANALYSING	Evaluate the role of international institutions and economic integration.
209.5	UNDERSTAND	Identify key strategies for international marketing, HRM, and production.

Unit 1	Overview of International Business, Concepts and Environment: Definition, features, and importance of international business. Environmental Factors: Economic, socio-cultural, political, and natural environments. Theories and Strategies: Comparative advantage, Porter's model, international business strategies. Modes of Entry: Exportin, licensing, joint ventures – advantages and disadvantages. Practical Activity: Case study analysis of an international expansion strategy.
Unit 2	Globalization - Introduction to Globalization: Definition, features, and stages. - Global Markets and Production: Globalization of markets, production, investment, and technology. - Pros and Cons: Economic, cultural, and political impacts of globalization. -Practical Activity: Group discussion on globalization's impact on specific industries.
Unit 3	International Institutions and Trade Regulations - World Trade Organization (WTO): Establishment, structure, and role in trade. - GATT and Trade Barriers: Overview of GATT, tariff, and non-tariff barriers. - WTO Measures: Anti-dumping policies and their significance. -Practical Activity: Analysis of WTO policies and their impact on international trade.
Unit 4	Regional Integration and Global Financial Environment - Regional Economic Integration: Free trade areas, customs unions, economic unions. - Monetary System and Foreign Exchange: Exchange rates, global monetary system, currency risk. - Global Capital Market: Role of international financial institutions and capital flows.

	<p>-Practical Activity: Report on the impact of a regional integration (e.g., EU, ASEAN).</p>
Unit 5	<p>Functional Aspects of International Business</p> <ul style="list-style-type: none"> - International Marketing: Adapting marketing strategies for global markets. - Global HRM: Staffing, Training, and Managing Cultural Differences. - Production and CSR: Production strategies, quality management, and CSR in international business. <p>-Practical Activity: Develop an international marketing plan for a product.</p>
Reference Books:	<p>1. Daniels, J.D., Radebaugh, L.H., & Sullivan, D.P. – International Business: Environments and Operations (Pearson Education)</p> <p>2. Hill, C.W.L – International Business: Competing in the Global Marketplace (McGraw Hill)</p> <p>3. Czinkota, M.R. & Ronkainen, I.A. – International Business (Wiley)</p>

Semester II	MANB210	Hospital and Health Care Management
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
210.1	Understand	Understanding the fundamentals of hospital and health care management and its application to managing the health care industry in an ethical and legal framework.
210.2	Apply	Apply the techniques of management in healthcare care
210.3	Analyze	Develop skills in management and do the inputs in healthcare

Unit-1	<ul style="list-style-type: none"> Understanding the types, and categories according to their administration, registration and speciality. Meaning, evolution, nature, scope, Concepts and Skills and roles of management in healthcare, Patient Satisfaction Feedback System in Hospital Patient-Centric Management & Patient care Management Front office – OPD, Public Relations Management, Wards Security
Unit-2	<ul style="list-style-type: none"> Planning in general and in healthcare Planning Constraints, Typology, Forecasting. MBO Decision-making in general and in healthcare Organizing Delegation of Authority. Departmentalization in Healthcare Centralization and decentralization
Unit-3	<ul style="list-style-type: none"> Concept and principles of information in healthcare management Application of Computers in Hospital Computer Programme & Operation System in Hospital Management Hospital Electronic Health Record Classification of Information Systems in Hospital Telemedicine – Role of information and telecommunication systems in the healthcare Information Security Privileged Communication in Hospital Case study arising from Telemedicine

Unit-4	<ul style="list-style-type: none"> • Healthcare marketing legal and ethical limitations. • Healthcare marketing by trust, corporate and solo Hospitals. • Advertising objectives and branding of services. • Healthcare services cells promotions. • Role of Media in advertising – digital marketing, website marketing, social marketing in Facebook and such social media • App formation, Enrollment with agencies giving information and appointment as call me. • Educational cum advertising U tube channels • Outreach programs • Medical tourism
Unit-5	<ul style="list-style-type: none"> • Personality Development, Leadership, and Work Motivation Conflicts • Individual and Work Stress Management • Types and importance of Consent in Hospital Management, • Landmark Judgements on Consent • Infection control committee • Importance, and procedure of Accreditation in hospital management • Appointing a Medical Professional in a Hospital • Outsourcing of services in a hospital • Management of Legal Issues in Death Cases in a hospital

Semester II	MANB211	Management of Not-for-Profit Organizations
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	Cognitive Abilities	Course Outcomes
211.1	Understand	Describe the structure and management functions of non-profit organizations.
211.2	Analyze	Analyze the challenges faced by non-profit organizations in different functional areas.
211.3	Apply	Apply management principles to improve the effectiveness of non-profit organizations.
211.4	Evaluate	Evaluate the impact of leadership, governance, and funding strategies on non-profit organizations.
211.5	Create	Develop strategies for enhancing community engagement and program effectiveness.

Unit 1:	Introduction to Non-Profit Organizations <ul style="list-style-type: none"> • Definition, characteristics, and types of NPOs. • Role in social, cultural, and economic development. • Comparison with for-profit organizations: goals, management, and funding. Practical Activity: Case study analysis of a successful NPO.
Unit 2	Governance and Leadership in NPOs <ul style="list-style-type: none"> • Governance: Board roles, responsibilities, and ethical leadership. • Leadership styles and challenges in non-profits. • Basics of volunteer management: recruitment and retention. Practical Activity: Draft a governance model for a hypothetical NPO.
Unit 3	Financial Management and Funding <ul style="list-style-type: none"> • Essentials of budgeting and financial reporting. • Fundraising methods: grants, donations, events, and online tools. • Ensuring financial sustainability through diversified funding. Practical Activity: Create a fundraising strategy for a small NPO.
Unit 4	Program Planning and Evaluation <ul style="list-style-type: none"> • Designing and implementing mission-driven programs. • Monitoring outcomes and measuring impact. Practical Activity: Design an evaluation framework for an NPO project.
Unit 5	Advocacy and Community Engagement <ul style="list-style-type: none"> • Marketing and public relations for awareness. • Advocacy to influence policy and public support. • Strategies for stakeholder engagement and partnership-building. Practical Activity: Create a community engagement plan for a cause.

Suggested Readings:	1. Worth, M.J. – Nonprofit Management: Principles and Practice (SAGE Publications) 2. Drucker, P.F. – Managing the Non-Profit Organization: Practices and Principles (HarperCollins) 3. Renz, D.O. – The Jossey-Bass Handbook of Nonprofit Leadership and Management (Jossey-Bass)
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Semester II	MANB212	Business Communication – II
Credits : 2	LTP: 1/2:1/2:1	Skill Enhancement Course

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
212.1	Understand	Understand the importance of a well-crafted resume in the job search process
212.2	Apply	Apply the learning for drafting effective formal emails and resume for a job application.
212.3	Analyze	Analyse the job requirements and effectively showcase data, skills, experiences, and achievements.
212.4	Create	Develop clear, concise, and persuasive business documents i.e., emails, resume and reports.

Unit 1	Fundamentals: Importance of written communication; types of business documents, fundamental principles of writing. Organizing thoughts and structure. Active vs. passive voice, common pitfalls of business writing. Professional Emails: Structure and skeleton, clarity and concise, email etiquette and tone, effective subject lines, salutations and greetings. Memos and Internal Communication: Purpose of memos, structure of memos, writing clear and concise memos, Types of managerial speech: Introductory speech, briefing speech, reporting, thematic speech, valedictory/vote of thanks.
Unit	Introduction to Resume: Purpose of a resume in Job application process, understanding the employer expectations, difference between resume and curriculum-vitae. Structure of a resume: Components, highlighting key qualifications and achievements, use of action verbs and quantifiable terms, differentiating between soft and hard skills and tailoring them to match job descriptions. Aesthetics: Use of bullet points and narratives, formatting how to present additional qualifications and volunteering achievements. Customizing a resume, using templates and tools

Unit 3	Reports and Proposals: Purpose, types, structure and key elements; research and data presentation, using visual aids, citing sources. Editing and proof-reading: Importance, common errors, techniques for effective editing, peer review process. Cultural, legal and ethical considerations (plagiarism, copyright, cross-cultural considerations).
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Suggested Text Books/Cases/Readings:	<ol style="list-style-type: none"> 1) Business Communication: Process and Product by Mary Ellen Guffey and Dana Loewy 2) Business Communication Today by Courtland L. Bovee and John V. Thill 3) Effective Business Communication by Asha Kaul
Suggested Reference Books/Cases/Readings	The Resume Writing Guide by Lisa McGrimmo



Semester II	MANB213	Life Skills
Credits : 2	LTP: 1:1:0	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
213.1	Understand	Develop self-awareness and empathy for building positive relationships.
213.2	Apply	Utilize critical and creative thinking skills for effective problem-solving.
213.3	Analyze	Learn to cope with stress, manage emotions, and set achievable personal goals.
213.4	Create	Improve verbal and non-verbal communication to enhance interpersonal relationships.

Unit 1	<p>Self-Awareness, Empathy, and Communication</p> <ul style="list-style-type: none"> Self-Awareness: Identifying personal strengths and weaknesses; building self-esteem. Empathy: Understanding others' emotions and perspectives; the importance of empathy in relationships. Effective Communication: Developing verbal and non-verbal communication skills; building strong interpersonal relationships. Activities: Empathy-building games: Role-playing activities to understand others' emotions and perspectives. Communication role-playing: Enhancing listening skills and overcoming communication barriers through interactive scenarios.
Unit 2	<ul style="list-style-type: none"> Critical Thinking, Creative Thinking, and Decision Making Critical Thinking: Analyzing and evaluating information; enhancing problem-solving and analytical abilities. Creative Thinking: Fostering creativity, innovation, and thinking outside the box. Decision Making: Understanding decision-making processes and models; making informed choices. Activities: Critical and creative thinking exercises: Use puzzles, lateral thinking games, and idea-generation workshops. Problem-solving activities: Group activities focused on solving real-world scenarios using creative approaches. Decision-making case studies: Analyze real-life case studies to practice structured decision-making models.

Unit 3	<p>Coping with Stress, Emotional Intelligence, and Goal Setting</p> <ul style="list-style-type: none"> • Coping with Stress: Identifying stressors; exploring stress management techniques such as relaxation, time management, and mindfulness. ○ Emotional Intelligence: Recognizing and managing emotions; developing emotional resilience and regulation. ○ Goal Setting: Understanding and creating SMART goals (Specific, Measurable, Achievable, Realistic, Time-bound) for personal and professional growth. <p>Activities:</p> <ul style="list-style-type: none"> • Stress management workshops: Practice relaxation techniques like mindfulness, guided breathing, and physical exercises. • Emotional regulation activities: Exercises focused on managing anger, frustration, and practicing self-control. • Goal-setting workshops: Students create personal growth plans with actionable steps using the SMART framework.
Recommended Resources:	<ul style="list-style-type: none"> • Handbook of Activities on Life Skills (Provided materials) • Additional readings and case studies on life skills and emotional intelligence.

Semester II	MANB214	Gandhian Perspectives in Management
Credits : 3	LTP: 2:1:0	Generic Elective

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
214.1	UNDERSTANDING	To orient the students with the basic principles of life that may enable them to grow as a complete individual and a responsible stakeholder of the economy, in a manner that is progressive, inclusive and sustainable.
214.2	ANALYZE	Students learn the principles, practice and method of nonviolent leadership in economy and business through the life, work and thought of Mahatma Gandhi
214.3	APPLYING	Students learn / understand sustainability as a way of life and as a central principle that enable them see a sense of larger purpose in whatever stream of profession they undertake.
214.4	ANALYSING	Students take keen interest in pursuing life sustainably (in a manner reflecting the Sarvodaya principle (Collective Welfare as a prerequisite to individual welfare - 'welfare of individual is contained in the welfare of all). Begin to sense the integral self (individual, society, nation, humanity, life and creation)

Unit 1	Nonviolent Leadership Traits (7 hrs) <ul style="list-style-type: none"> a. The Idea of Truth and NonViolation : Life as Truth b. Traits of Leadership: cultivating the fundamental principles; Seeing the larger Picture ; inclusive and non-dualistic approaches; c. Swaraj : Personal norms and rules; self-rule; self consciousness; self realization;
Unit 2	Principles of Organization - Gandhian overview (8 hrs) <ul style="list-style-type: none"> a. Optimized Institutions; decentralized approach b. Swadeshi : Neighbourhoodliness; reciprocal – bilateralism. c. Gandhian Ethics: Justice, equality and freedom as Rights-Duties.
Unit 3	3 Sustainable Economics / Equitable Economics - a Gandhian Analysis (8 hrs) <ul style="list-style-type: none"> a. Review of Economy of Permanence, Limits to Growth and Small is beautiful b. Appropriate Technology c. Brundtland Commission, Rio Summit and SDGs and sustainable Indicators
Unit 4	Business Ethics and Communication (7 hrs) <ul style="list-style-type: none"> a. Optimization and Harmonization b. Inclusive approach to resolve conflict c. Nonviolent Communication

Reference Books:	<ol style="list-style-type: none">1. Kumarappa,(1945) J C Economy of Permanence, Varanasi, Sarva Seva Sangh Prakashan2. Schumacher, E F., (1971) Small is Beautiful3. Worldwatch Institute (2015): State of the World 2015: Confronting Hidden Threats to Sustainability, Washington, DC (Island Press)4. TEEB (2010): The Economics of Ecosystems and Biodiversity: Mainstreaming the Economics of Nature: A Synthesis of the Approach, Conclusions and Recommendations of TEEB5. Pascal Alan Nazareth (2014) Gandhi's Outstanding Leadership (5th Ed), Bengaluru, Sarvodaya International Trust
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Semester II	MANB215	English Language
Credits : 2	LTP: 1:1:0	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
215.1	Understand	Understand key concepts of grammar, vocabulary, and sentence structure.
215.2	Apply	Apply language skills in writing professional emails, reports, and presentations.
215.3	Analyze	Analyze and comprehend written texts, business articles, and reports.
215.4	Create	Create effective communication in spoken and written English in professional contexts.

Unit 1	<ul style="list-style-type: none"> Basic Grammar: Nouns, verbs, adjectives, adverbs, prepositions, and conjunctions. Sentence Structure: Simple, compound, and complex sentences. Tenses and Verb Forms: Usage of past, present, and future tenses in business writing. Common Errors in Business Writing: Avoiding common mistakes in sentence formation. <p>Practical Activity: Writing short business-related sentences and correcting grammar errors.</p>
	<ul style="list-style-type: none"> Business Vocabulary: Introduction to commonly used business terms and phrases. Building Vocabulary: Techniques for expanding vocabulary relevant to business contexts. Using Vocabulary in Context: Applying business terms in emails, reports, and presentations. Idioms and Phrasal Verbs: Usage in professional communication. Interview Skills and Etiquettes: Interview Skills and Etiquettes, Types of Interviews, Behavioral Interviews, Situational Interviews, Unstructured Interviews, Panel Interviews, Telephonic Interviews, Dress Code at Interview
Unit 2	<ul style="list-style-type: none"> Professional Email Writing: Structure, tone, and etiquette of writing business emails. Business Reports and Memos: Format and language for writing reports, memos, and notices. Executive Summaries: Crafting concise summaries for business documents. Proofreading and Editing: Techniques for reviewing and refining written communication. Practical Activity: Write a short business report and proofread for errors.
Unit 3	

Suggested Readings:	<ul style="list-style-type: none"> • Murphy, R. – English Grammar in Use (Cambridge University Press) • Trask, R.L. – The Penguin Guide to Punctuation (Penguin) • Bailey, S. – Academic Writing: A Handbook for International Students (Routledge) • Alex, K. Soft Skill: Know Yourself and Know the World, New Delhi: S. Chand and Company Ltd. 2009. • Integrated skills in English-I: Publisher, Registrar, Maulana Azad National Urdu University, Hyderabad, Dec, 2021
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Semester II	MANB216	Social Entrepreneurship
Credits : 2	LTP: 1:1:0	Generic Elective

Course Outcomes		
CO#	Cognitive Abilities	Course Outcomes
216.1	Remembering	Identify difference between business and social enterprises
216.2	Remembering	Orient learners to various social entrepreneurship models
216.3	Understanding	Recognize successful social enterprises and their existence in globalized world

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

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none"> • Elkington, John, and Pamela Hartigan. 2008. The Power of Unreasonable People: How Social Entrepreneurs create Markets. Boston: Schwab Foundation of Social Entrepreneurship. • Nicholls, Alex. 2008. Social Entrepreneurship: New Models of Sustainable Social Change. Oxford: Oxford University Press. • Praszkier, Ryszard, and Andrzej Nowak. 2012. Social Entrepreneurship: Theory & Practice. New York: Cambridge University Press.
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Semester II	MANB217	Social Attitude
2 Credits	LTP: 0:0:2	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
217.1	Understand	Gain knowledge about Decision Making enhancing Leadership Qualities and develop a desire to service voluntarily
217.2	Apply	Build an social instinct and sensitization towards community Issues
217.3	Analyse	Organize events and activities

Unit – I	Decision Making And Leadership Presentations , Extempore , Youth Dialogue , Public Speaking , Group Discussion, Group Projects, Role Play, Case study, Team Sports (Any three activities)
Unit – II	Awareness Campaign Anti-Addiction, Health & Fitness, Voters Literacy, Gender Sensitization, Child Marriage Prevention, Organ Donation, Women Empowerment , Natural Resource Conservation, Plantation, CPR & First Aid, (Any three activities)
Unit – III	Cleanliness Campus, Public Places, Government Places, Government offices, Village, Archeological/ Historical Places, Ecologically important Places (Any three activities)
Suggested References Link	Decision Making: https://www.scribd.com/doc/240185334/Decision-Making Leadership: https://cjr.ufv.ca/wp-content/uploads/2018/02/Essentials-of-Leadership-book-2nd-Ed-web.pdf

Semester II	MANB251	Mini Project
Credits : 2	LTP: 0:0:2	Field Project

COB#	Course Objectives (COBs)	
COB1	To provide hands-on experience in understanding real-world business operations	
COB2	To develop problem-solving, critical thinking, and communication skills	
COB3	To enable application of theoretical concepts in practical, organizational context	
COB4	To foster teamwork, ethical behavior, and professional conduct	

CO#	Cognitive Abilities	Course Outcomes
251.1	Understand	Understand field-based project frameworks, identify and define business problems
251.2	Apply	Apply data collection and research methodology in a real-world environment.
251.3	Analyze	Analyze field data and evaluate business implications critically
251.4	Create	Create a professional project report and deliver impactful presentations.

Field Project Phases

Phase	Step Title	Description
Phase 1	Problem Identification & Proposal	Identifying a real-world business problem, developing a proposal, understanding context and stakeholders
Phase 2	Research Design & Data Collection	Framing methodology, preparing tools, collecting field data from primary/secondary sources
Phase 3	Data Analysis & Insight Generation	Cleaning, coding, analyzing data using tools; identifying patterns; interpreting insights
Phase 4	Report Writing & Presentation	Structuring and preparing report; designing visual aids and delivering final project presentation

Student Action Plan Aligned with Field Project Phases

Step Title	Week	Description
Phase 1: Problem Identification & Proposal	Week 1	Orientation, project domain selection, industry background study
	Week 2	Define problem statement, identify objectives, develop proposal draft
	Week 3	Finalize project title, scope, methodology outline; submit Project Proposal
Phase 2: Research Design & Data Collection	Week 4	Develop data collection tools (survey, interview, checklist); Pilot testing
	Week 5	Begin primary and secondary data collection (in-person, virtual, archival)
	Week 6	Continue field visits/interviews/surveys; record observations and responses
	Week 7	Submit Raw Data Log and Field Visit Summary; Faculty review
Midterm Review	Week 8	Submit Interim Progress Report (proposal, methodology, data overview)
Phase 3: Data Analysis & Insight Generation	Week 9	Clean and organize data (Excel/SPSS/Tableau); start basic analysis
	Week 10	Advanced data analysis; identify patterns and link to project objectives
	Week 11	Draft insight statements; connect findings with theory/practice; begin recommendation framing
Phase 4: Report Writing & Presentation	Week 12	Start report writing – introduction, literature, methodology
	Week 13	Add analysis, findings, conclusions; include visuals, appendices
	Week 14	Final report submission; prepare PPT/Poster; feedback from mentor
	Week 15	Pre-Viva Voce + Presentation (internal or external panel); self-reflection note

Field Project Deliverables & Timeline

Milestone	Week	Deliverables
Orientation & Proposal Submission	Week 1–2	Project Proposal
Literature Review + Methodology Design	Week 3–4	Methodology Plan
Field Visits & Data Collection	Week 5–6	Raw Data + Summary

Midterm Review	Week 7–8	Interim Progress Report
Data Analysis & Insight Formation	Week 9–11	Analytical Outputs + Discussion Draft
Report Drafting	Week 12–13	Draft Report
Final Report Submission	Week 14	Final Report + PPT
Pre Viva-Voce & Presentation	Week 15	Oral Defense

Semester III	MANB301	Business Policy and Strategic Management
3 credits	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
301.1	Understand	Discover a panoramic view of the forces (within and outside) that exist, and propel an organizational functioning and strategies presence
301.2	Evaluate	Identify and assess for themselves the relevance of specific business strategies in illustrative organizations and enterprises.
301.3	Create	Choose and construct business strategies for distinct organizational situations and scenarios.

Unit 1	Business Foundations: Basics of Finance and Accounting: Financial Statement analysis and ratios. Basics of Organization: Theories of Organization, Organizational structure and culture.
Unit 2	Strategy and Competitive strategy I: Strategic Management: Genesis of strategic management from wars, Conceptualization, Mintzberg's 5Ps. Competitive strategy: Analysis of external environment: Business ecosystem, PESTEL & ETOP, Industry and competitor analysis: Porter's 5 Forces of Industry analysis, strategic group analysis and Perceptual map.
Unit 3	Portfolio Management & Strategic Innovation Management tools: BCG Matrix, McKinsey GE 9 Cell Model, Ansoff's Growth strategy matrix, and Porter's Generic Strategies Strategic tools: Blue ocean & Red ocean strategy, Balanced Scorecard, Strategic Corporate Intelligence & Transformational Marketing Model (SATELLITE), Business Model Canvas
Unit 4	Business Models: Basics: Core competence, Value chain analysis, resource-based view, competitive action and response. Business Models: Types of Business Models and their respective values. Business Models in India: Models common in India, concept of emerging economy vis-à-vis business models.
Unit 5	Strategic Leadership and Corporate Governance Strategic leadership: Vision & Mission, Thinking frameworks, entrepreneurial thinking, disruptive innovations, organizational design and innovation. Corporate governance: Committees in India, Board responsibilities, SEBI functions, Indian Companies Act, 2013.

Suggested Text Books/Cases/Readings:	1) The Balanced Scorecard - Transforming Strategy into Action - Robert Kaplan & David Norton
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	2) Strategic Management & Business Policy – Charles Bamford, Alan Hoffman, Thomas Wheelan 3) Indian Companies Act, 2013 4) LifeCell International – Ivey Publishing Case
Suggested Reference Books/Cases/Readings:	1) The Strategy Concept I & II – Henry Mintzberg 2) Blue Ocean Strategy – W. Chan Kim & Renée Mauborgne 3) How competitive forces shape strategy – Michael Porter 4) Competitive Strategy – Michael Porter
Readings:	i) 8 types of Business Models and the value they deliver by Patrick Healy Strategies that fit Emerging markets – Tarun Khanna, Krishna Palepu, Jayant Sinha

Semester III	MANB302	Business Laws
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
302.1	UNDERSTANDING	Understand the fundamental legal principles governing business operations.
302.2	APPLYING	Apply legal concepts to solve real-world business problems.
302.3	ANALYSING	Analyse the impact of various business laws on organizational decisions and strategies.
302.4	EVALUATING	Evaluate corporate governance, compliance, and ethical issues in a business context.

Unit 1	Introduction to Business Laws Overview of Legal Framework: Importance of legal knowledge in business. The Indian Contract Act, 1872: Fundamentals & Conceptualization, Essential elements of a valid contract, Void- Voidable contracts. Performance & discharge of contract, remedies for breach of contract and Special contracts.
Unit 2	The Companies Act, 2013 and (Amendment)Act,2017 The Companies Act, 2013: Definition of company, nature and Types, formation of company, memorandum & articles of association. Prospectus and its types, allotment of shares, Directors, Shareholders and Corporate Governance. Winding -up and liquidation.
Unit 3	The Sale of Goods Act, 1930 Concept, Definitions, Essentials of a contract of sale, Conditions and warranties, transfer of ownership and risk, Rights of an unpaid seller, remedies on breach of contract. Consumer Protection Act, 2019 Consumer Rights and responsibilities, consumer protection councils and redressal mechanisms, unfair trade practices.
Unit 4	The Negotiable Instruments Act, 1881 Types: promissory notes, bills of exchange and cheques. Cheque in electronic form, Holder-in-due Course, Dishonor of Negotiable Instruments and penalties. The Competition Act,2002 Anti-Competitive Agreements, Abuse of Dominant Position, Role of the Competition Commission of India.(CCI)
Unit 5	Information Technology Act, 2000 and amendments Definitions, Digital signature and electronic signature, electronic governance, attribution, acknowledgment and dispatch of electronic records, Secure electronic records and secure electronic signature, regulation of certifying authorities, Offences under the Act. Cybercrimes, Privacy, e-governance, data protection and platform liabilities. New IT rules and data protection bills. Patents Act 1970 Intellectual property Rights, types of patents in India, non-Patentable Inventions, patent filing & grant process, publication & examination, opposition & grant, rights & duties of a patentee, patent Infringement & legal remedies, compulsory licensing.

Suggested Reference Books:	<ol style="list-style-type: none"> 1. Avtar Singh – Company Law (Eastern Book Company) 2. N.D.Kapoor – Business Law (Sultan Chand & Sons) 3. N.D.Kapoor – Mercantile Law (Sultan Chand & Sons) 4. Akhileshwar Pathak- Legal Aspects of Business (Tata McGraw Hill) 4. Ravinder Kumar – Legal Aspects of Business (Cengage Learning)
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Finance

Semester III	MANB303F	Money & Banking
Credits :3	LTP: 2:0:1	Discipline Specific Elective

Course Outcomes:

CO#	Cognitive Abilities	Course Outcomes
303F.1	Understand	Explain the concept, evolution, and functions of money in an economy.
303F.2	Analyze	Analyze the structure and functions of financial institutions and banking systems.
303F.3	Evaluate	Evaluate the role of central banks and monetary policy in regulating money supply.
303F.4	Evaluate	Assess the impact of interest rates, inflation, and exchange rates on financial markets.
303F.5	Apply	Apply financial theories and monetary policies to real-world banking and financial scenarios.
303F.6	Create	Critically examine the impact of financial regulations and global banking trends on economic stability.

Unit 1	Fundamentals of Money & Banking <ul style="list-style-type: none"> • Definition, functions, and significance of money in an economy • Evolution of • money: From commodity money to digital currencies • Theories of Money: Classical, Keynesian, and Modern Monetary Theory • Structure and role of the banking system in economic development
Unit 2	Financial Institutions & Monetary Policy <ul style="list-style-type: none"> • Financial Institutions: Commercial banks, Investment banks, Cooperative banks, NBFCs • Credit Creation & Money Supply Mechanism • Role of Central Banks: Functions, autonomy, and objectives • Monetary Policy Framework: Tools (CRR, SLR, Repo Rate, OMO) and their impact
Unit 3	Interest Rates, Inflation, and Exchange Rate Mechanism <ul style="list-style-type: none"> • Determinants of Interest Rates – Relationship with inflation and economic growth • Inflation Theories & Management: Demand-pull vs. cost-push inflation • Foreign Exchange Market & Currency Valuation: Floating vs. fixed exchange rates • Impact of Exchange Rate Fluctuations on Trade & Investment
Unit 4	Banking Reforms, Risk Management & Emerging Trends <ul style="list-style-type: none"> • Banking Reforms in India: Post-1991 liberalization, Basel Norms • Non-Performing Assets (NPAs): Causes, effects, and resolution mechanisms (IBC, SARFAESI) • Risk Management in Banking: Credit risk, liquidity risk, operational risk • Regulatory Role: RBI & SEBI in Banking Supervision • Emerging Trends: FinTech, digital banking, Cryptocurrencies, CBDCs, & Neo banks

Suggested Readings Primary Textbooks:	<ol style="list-style-type: none"> 1. Frederic S. Mishkin (2021) – The Economics of Money, Banking, and Financial Markets (Pearson). 2. L. M. Bhole & Jitendra Mahakud (2017) – Financial Institutions and Markets: Structure, Growth, and Innovations (McGraw-Hill). 3. Cecchetti, S., & Schoenholtz, K. (2019) – Money, Banking, and Financial Markets (McGraw-Hill).
Supplementary Readings:	<ol style="list-style-type: none"> 4. Reserve Bank of India (RBI) Reports – www.rbi.org.in 5. Basel Committee Reports on Banking Supervision – www.bis.org 6. Prasanna Chandra (2021) – Investment Analysis and Portfolio Management (McGraw-Hill).

Semester III	MANB304F	Indian Financial System
Credits : 3	LTP: 2:0:1	Discipline Specific Elective

Course Outcome:

CO#	Cognitive Abilities	Course Outcomes
304F.1	Understand	Describe the structure, components, and role of the Indian financial system.
304F.2	Analyze	Analyze the functions and significance of financial institutions, markets, and regulatory bodies.
304F.3	Evaluate	Evaluate the functioning of money markets, capital markets, and financial services in India.
304F.4	Analyze	Interpret the impact of monetary policy, financial regulations, and banking reforms on economic growth.
304F.5	Evaluate	Assess investor protection mechanisms, financial frauds, and digital banking trends.

Unit 1	Foundations of the Indian Financial System <ul style="list-style-type: none"> Definition, functions, and significance of the financial system Components: Financial institutions, markets, instruments, and services Evolution of the Indian Financial System (Pre-1951, 1951-1990, Post-1991) Role of financial intermediaries in capital formation and economic growth
Unit 2	Financial Institutions & Markets <p>Part A: Financial Institutions</p> <ul style="list-style-type: none"> Commercial Banks: Structure, functions, and role NBFCs: Types, role, and regulatory framework DFIs: NABARD, SIDBI, EXIM Bank Role of regulatory bodies: RBI, SEBI, IRDAI, PFRDA <p>Part B: Financial Markets</p> <ul style="list-style-type: none"> Money Market: Structure, participants, and instruments (T-Bills, CPs, CDs, Repo, Reverse Repo) Capital Market: Features, instruments, and participants (Stock exchanges, brokers, investors) Debt & Equity Markets: Structure, nature, and emerging trends
Unit 3	Financial Services & Monetary Policy <ul style="list-style-type: none"> Merchant Banking & Credit Rating Agencies Mutual Funds & Insurance Sector: Role and Regulations Monetary Policy Framework: Objectives and Tools (CRR, SLR, Repo Rate, Open Market Operations) RBI's Role in Controlling Inflation & Ensuring Economic Stability
Unit 4	Financial Regulations & Emerging Trends <ul style="list-style-type: none"> Role of Financial Regulators: SEBI, RBI, IRDAI, PFRDA Investor Protection Mechanisms: SEBI guidelines, grievance redressal Financial Frauds & Scandals: Case Studies & Prevention Mechanisms FinTech & Digital Banking: UPI, Aadhaar-enabled payments, blockchain Financial Inclusion & Sustainable Finance: ESG Investing, Green Bonds

Suggested Readings	<ol style="list-style-type: none">1. Sujatra Bhattacharyya, Indian Financial System – Oxford University Press2. M. Y. Khan, Indian Financial System – McGraw-Hill3. Reserve Bank of India (RBI) Reports – www.rbi.org.in4. SEBI Guidelines & Financial Market Reports – www.sebi.gov.in5. Prasanna Chandra, Investment Analysis and Portfolio Management – McGraw-Hill
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Semester III	MANB305F	Security Analysis & Portfolio Management
3 Credits	LTP: 2:0:1	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
305F.1	REMEMBERING	Describe the basic theory concepts of investments and portfolio management.
305F.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
305F.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems and case study.
305F.4	ANALYSING	ANALYSE the fundamental and technical analysis aspects for selection of securities by applying risk and return concepts also the impact of current macro economic environment on securities market.
305F.5	EVALUATING	EVALUATE and create the performance of portfolio management by considering the current macro-economic conditions.

Unit 1	Investment: Concept, features, objectives and constraints of Investment, the difference investment, Speculation and Gambling. The investment avenues for individual and corporate investors as per risk-return trade off. Investment Process as per the goals objectives of investment from investor perceptive.
Unit 2	Risk and return Concept: Meaning and Concept of Risk and Return , Computation of Return, Concept of Total Risk, Factors Contributing to Total Risk ,Systematic and Unsystematic Risk ,Measurement of Risk -Standard Deviation, Coefficient of Variation and Beta , Use of Beta in Estimating Returns , Concept and Calculation of Covariance, Correlation Coefficient. Analysing and Assessing the Risk and returns for various Investment avenues. Past and estimating performance. (calculations simple)
Unit 3	Capital market: Regulatory framework for Exchanges for Equity, debt, derivatives and commodity ,forex instruments, Role of SEBI, Capital market segments-primary and secondary objectives. Primary market – Process and intermediaries of IPO. Secondary market –Trading mechanism, trading and settlement -equity, debt, derivatives and commodity. Broker facility and role for trading. (Theory and live web site access)
Unit 4	Fundamental and Technical Analysis : Fundamental Analysis: Company, Industry, and Economy Analysis . (Case study of any one instrument). Technical Analysis- Concept, Theories- Dow Theory, Elliot Wave theory. Charts- Types, Trends and Trend Reversal Patterns. Support and resistance, Trading Indicators –Moving Average Convergence-Divergence, Relative Strength Index, volume, price etc. (Using live charts).
Unit 5	Portfolio Management: Meaning, importance and objectives, portfolio returns, Portfolio Selection: Traditional portfolio selection. - Portfolio Revision and Evaluation: Need for Revision-Meaning of portfolio Revision Portfolio Revision strategies. – Efficient Market Hypothesis, Markowitz portfolio model – Sharpe's

	single index model, Capital asset pricing model (CAPM), Arbitrage pricing theory. Measuring portfolio Return -Risk Adjusted Returns- Differential Return- - Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance- FAMA's Decomposition. (Theory only)
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Notes:	<ol style="list-style-type: none"> 1. Numerical problems on Risk and return concepts. (simple calculation) 2. Updated Capital markets circulars and live case studies for the relevant topics are expected to discuss. 3. Fundamental analysis – a case study of any instrument to be studied . 4. The hypothetical portfolio management model as per the goal is expected by the students which will include the different avenues as a part of submission
Suggested Reference Books:	<ol style="list-style-type: none"> 1. Reilly, & Brown. (2012). Analysis of Investments & Management of Portfolios (12 th ed.). CENGAGE Learning. 2. Chandra, Prasanna. (2008). Investment analysis and portfolio management. New Delhi: Tata McGraw – Hill Publications. 3. Fischer.,& Jordan., Security analysis and portfolio management. Prentice Hall Publications. 4. Bhalla, V. K., Investment management, S. Chand & Co Publications. 5. Kevin S.(2008). Security Analysis & Portfolio Management, New Delhi: PHI Learning Pvt Ltd Publications. 6. Brealey.,& Myers., Principles of corporate finance (7 th ed.). Tata McGraw Hill Publications 7. Avadhani, V.A. (2013). Security Analysis and Portfolio Management, New Delhi: Himalaya Publications. 8. Madhumati, R.M. (2012). Investment Analysis and Portfolio Management. New Delhi: Pearson Education. 9. Punitavathi Pandian (2013), Security Analysis and Portfolio Management, New Delhi: Vikas Publications

Semester III	MANB306F	Financial Decision
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
306F.1	REMEMBERING	Describe the basic theory concepts of the topics related to corporate finance decision.
306F.2	UNDERSTANDING	EXPLAIN the value creation of business through Strategic Financial Management Decisions taught in the syllabus.
306F.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems and case study.
306F.4	ANALYSING	ANALYSE the current business environment and applications of the theory for decision making.
306F.5	EVALUATING	Persuade and develop the managerial or entrepreneurial ability for decision making.

Unit 1	Financial Management: Nature, objective, and scope of Financial Management. Functions of financial management – investment, finance, and dividend decisions. Corporate Restructuring and reorganizing - Meaning, Scope, Symptom, motives, significance, and various forms of corporate restructuring. Reasons for business failure.
Unit 2	Corporate Restructuring – Mergers, acquisition, and takeover -Meaning, difference, types and process. Valuation of Goodwill and shares methods. Leasing and hire purchase decisions. Cost of Capital – Equity , debt and retained earning , weighted average cost of capital (WACC). Optimal capital structure.
Unit 3	Capital Expenditure Decision under risk and uncertainty: Capital budgeting meaning, significance and process , types of capital investment decisions, Cash flow estimation & cost of capital determination, Capital Budgeting Techniques Traditional and modern. Risk and Uncertainty analysis techniques for investment decision. Replacement decision of Assets.
Unit 4	Financial Planning and Forecasting: Cost volume profit analysis, Budgeting and forecasting techniques. Pro forma financial statements.
Unit 5	Application of Quantitative methods for Finance decision making: Regression Analysis , Simulation Technique, Sequencing decision, Linear Programming – Goal Programming .

Note:	1. Examples of current business restructuring forms and failures to be discussed. Case studies presentation by students are expected. 2. Numerical problems on CVP, and capital budgeting Discounted methods.
Suggested Reference Books:	1. O. P. Agrawal Quantitative and Financial decision analysis –Himalaya Publication 2. V.K.Bhalla -Financial Management and policy 3. Khan and Jain – Financial Management 4. Chandra Prasanna, Financial Management Theory and Practice, Tata McGraw-Hill.

	<ul style="list-style-type: none">5. Robert F. Bruner, Case Studies in Finance, Tata McGraw-Hill.6. Berk and DeMarzo, Financial Management, Pearson Publication.7. Dr. Nishikant Jha , Mergers, Acquisitions and Corporate Restructuring- Himalaya Publications8. Dr. Bhagaban Das, Sonalika Das - Merger, Acquisition and Corporate Restructuring, Himalaya Publications
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Semester III	MANB307F	Financial Statement Analysis
3 credits	LTP: 2:0:1	Discipline Specific Core

Course Outcome

CO#	Cognitive Abilities	Course Outcomes
307F.1	Understand	Explain the structure, components, and significance of financial statements.
307F.2	Analyze	Analyze financial statements using ratio analysis, trend analysis, and comparative techniques.
307F.3	Evaluate	Evaluate financial performance indicators, profitability, liquidity, solvency, and cash flows.
307F.4	Evaluate	Assess the role of financial statement analysis in strategic decision-making and investment evaluation.
307F.5	Apply	Apply financial analysis techniques for business valuation, risk assessment, and forecasting.
307F.6	Create	Develop recommendations for financial restructuring, mergers, acquisitions, and corporate strategies based on financial statement analysis.

Unit 1	Fundamentals of Financial Statements (CO1, CO2)
	<ul style="list-style-type: none"> Basics of Financial Statements: Purpose, users, and significance Key Financial Statements: Balance Sheet, Income Statement, Cash Flow Statement, and Statement of Changes in Equity GAAP, IFRS, and Ind-AS Frameworks Annual Reports & Financial Disclosures
Unit 2	Financial Statement Analysis Techniques (CO2, CO3)
	<ul style="list-style-type: none"> Horizontal & Vertical Analysis – Comparative Financial Statements, Common-size Statements Trend Analysis & Industry Benchmarking Cash Flow Analysis: Operating, Investing, and Financing Activities Identifying Quality of Earnings & Red Flags in Financial Reporting
Unit 3	Ratio Analysis & Financial Performance Evaluation (CO3, CO4)
	<ul style="list-style-type: none"> Profitability Ratios: Gross Margin, Net Profit Margin, ROA, ROE Liquidity Ratios: Current Ratio, Quick Ratio, Cash Ratio Solvency & Leverage Ratios: Debt-to-Equity, Interest Coverage Ratio Efficiency & Market Ratios: Asset Turnover, EPS, PE Ratio, Dividend Yield
Unit 4	Business Valuation & Strategic Financial Decision-Making (CO4, CO5, CO6)
	<ul style="list-style-type: none"> Valuation Techniques: Discounted Cash Flow (DCF), Price-to-Earnings (P/E) Multiples, Net Asset Value (NAV) Assessing Risk & Return in Investment Decisions Financial Distress Prediction Models (Altman Z-Score) Mergers & Acquisitions: Pre & Post-Merger Financial Analysis Corporate Governance, Ethics & AI Trends in Financial Analysis

Suggested Readings Primary Textbooks:	<ul style="list-style-type: none"> • Fraser, L. & Ormiston, A. (2022). <i>Understanding Financial Statements</i> (11th Edition), Pearson. • Penman, S. (2021). <i>Financial Statement Analysis and Security Valuation</i> (5th Edition), McGraw-Hill. • White, G. I., Sondhi, A. C., & Fried, D. (2019). <i>The Analysis and Use of Financial Statements</i> (4th Edition), Wiley
Supplementary Readings:	<ul style="list-style-type: none"> • Damodaran, A. (2022). <i>Investment Valuation: Tools and Techniques for Determining the Value of Any Asset</i> (3rd Edition), Wiley. • Palepu, K., Healy, P., & Bernard, V. (2020). <i>Business Analysis and Valuation: Using Financial Statements</i> (6th Edition), Cengage. • RBI & SEBI Reports on Financial Disclosures – www.rbi.org.in, www.sebi.gov.in

Marketing

Semester III	MANB303M	Consumer Behaviour
3 Credits	LTP: 2:1:0	Discipline Specific Core

Course Outcome :

CO#	Cognitive Abilities	Course Outcomes
303M.1	Understand	Understand basic concept of Consumer Behaviour
303M.2	Understand	Comprehend the Consumer involvement in consumer decision making
303M.3	Apply	Determine how knowledge of consumer behavior can be applied to marketing
303M.4	Analyse	Analyze the role of Family on Consumer Decision Making

Unit-I	Introduction to Consumer Behavior; Consumer Behavior and Marketing Strategy
Unit-II	Consumer Involvement; Decision Making; Information Search Process; Evaluative Criteria and Decision Rules.
Unit-III	Consumer Motivation; Consumer Perception; Consumer Attitudes
Unit-IV	Influence of Personality and Self Concept on Buying Behavior; Psychographics, Values and Lifestyles; Reference Group Influence; Family Decision Making; Industrial Buying Behavior
Unit-V	Digital Consumer Behaviour : Impact of social media, influencers, and online reviews; E-commerce consumer behavior (Webrooming vs. Showrooming); Big Data and AI in predicting consumer behavior; Consumer Behavior Studies in India.

Text Books:	<ol style="list-style-type: none"> 1. Assael, H. Consumer Behaviour and Marketing Action. Ohio, Sought Western, 2. Engle, J.F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993 3. Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Prentice Hall Inc., 1989. 4. Hawkins, D.I. etc Consumer Behaviour: Implications for Marketing Strategy. T. Business, 1995. 5. Mowen, John C. Consumer Behaviour. New York, MacMillan, 1993. 6. Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hall 1994.
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Semester III	MANB304M	Advertising Management
Credits: 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
304M.1	UNDERSTANDING	Understand the role of advertising in marketing.
304M.2	APPLYING	Apply creative and strategic advertising techniques to campaigns.
304M.3	ANALYSING	Analyze advertising effectiveness through various metrics.
304M.4	EVALUATING	Evaluate the effectiveness and ethical considerations of advertising initiatives.

 	Unit 1 <u>Introduction to Advertising and Advertising Management</u> <ul style="list-style-type: none"> • Overview of Advertising <ul style="list-style-type: none"> ◦ Definition, Importance, and Functions of Advertising ◦ Evolution of Advertising ◦ Types of Advertising (Product, Institutional, Public Service) • Advertising Management Process <ul style="list-style-type: none"> ◦ Advertising Planning and Strategy ◦ Role of Advertising in Marketing ◦ Advertising Objectives and Goals • Advertising Agencies <ul style="list-style-type: none"> ◦ Structure of Advertising Agencies ◦ Role and Functions of an Ad Agency ◦ Selection of Advertising Agencies
	Unit 2 <u>Consumer Behavior and Advertising Strategy</u> <ul style="list-style-type: none"> • Consumer Behavior in Advertising <ul style="list-style-type: none"> ◦ Psychological, Social, and Cultural Factors Affecting Consumer Behavior ◦ The Consumer Decision-Making Process ◦ Target Market Selection and Segmentation • Advertising Strategy <ul style="list-style-type: none"> ◦ The Concept of Positioning ◦ Creative Strategy Development ◦ Media Strategy: Media Planning, Buying, and Evaluation
	Unit 3 <u>Advertising Media and Campaign Planning</u> <ul style="list-style-type: none"> • Media Types and Their Selection <ul style="list-style-type: none"> ◦ Television, Print, Radio, Digital, and Outdoor Advertising ◦ Advantages and Disadvantages of Different Media • Media Planning and Buying

	<ul style="list-style-type: none"> ○ Steps in Media Planning ○ Media Buying Process and Considerations ○ Evaluating Media Effectiveness ● Campaign Planning and Execution <ul style="list-style-type: none"> ○ Campaign Design and Development ○ Integrating Advertising into a Broader Marketing Strategy ○ Monitoring and Controlling Advertising Campaigns
Unit 4	<p style="text-align: center;"><u>Advertising Creativity and Copywriting</u></p> <ul style="list-style-type: none"> ● Creative Process in Advertising <ul style="list-style-type: none"> ○ The Role of Creativity in Advertising ○ Steps in Creative Development ○ Creative Briefs and Concept Development ● Copywriting <ul style="list-style-type: none"> ○ Types of Advertising Copy ○ Principles of Effective Copywriting ○ Writing for Print, Radio, TV, and Digital ● Visual Design and Layout <ul style="list-style-type: none"> ○ Importance of Design and Layout in Advertising ○ Typography, Color, and Graphics ○ The Role of Photography and Illustration
Unit 5	<p style="text-align: center;"><u>Advertising Evaluation and Ethics</u></p> <ul style="list-style-type: none"> ● Measuring Advertising Effectiveness <ul style="list-style-type: none"> ○ Methods of Advertising Research ○ Pre-testing and Post-testing of Ads ○ Metrics for Evaluating Campaign Success ● Advertising Ethics and Legal Considerations <ul style="list-style-type: none"> ○ Ethical Issues in Advertising (Deceptive Ads, Targeting Vulnerable Groups) ○ Legal Regulations in Advertising (Advertising Standards, Truth in Advertising) ○ Social Responsibility in Advertising

Suggested Reference Books:	<ol style="list-style-type: none"> 1. "Advertising Management" by Rajeev Batra, John G. Myers, David A. P. 2. "Advertising and Promotion: An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch 3. "Advertising: Principles and Practice" by George Edward Belch 4. "Consumer Behavior" by Leon G. Schiffman and Joseph L. Kanuk 5. "Advertising Strategy: Understanding the Message" by Larry D. Kelley and Donald W. Rogers 6. "Advertising Management" by David A. Aaker, John G. Myers, and Bruce H. D.
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	<ul style="list-style-type: none">7. "Media Planning and Buying in the Digital Age" by Ronald D. Geskey8. "Advertising Media Planning" by Jack Z. Sissors and Roger B. Baron9. "Advertising: Media Planning and Strategy" by S. S. K. S. Rao10. "The Advertising Concept Book: Think Now, Design Later" by Pete Barry11. "The Copywriter's Handbook" by Robert Bly12. "Creative Advertising: An Introduction" by Miriam Sorrentino13. "Advertising and the Law" by David A. M.14. "Advertising Research: Theory and Practice" by Alvin J. Silk15. "Advertising Ethics" by Tom L. Beauchamp16. "Advertising Management" by David A. Aaker, Kumar, and Day17. "Principles of Advertising" by William D. Wells18. "Advertising and Promotion: An Integrated Marketing Communications Perspective" by Belch and Belch
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Semester III	MANB305M	Brand Management
Credits: 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
305M.1	UNDERSTANDING	Understand the evolution, importance, and components of brand identity and equity.
305M.2	APPLYING	Apply strategic brand-building methods and techniques to develop competitive branding solutions.
305M.3	ANALYSING	Analyse brand communication strategies and their influence on consumer behaviour.
305M.4	EVALUATING	Evaluate brand valuation methodologies and global branding challenges in dynamic markets.

Unit 1	Introduction to Brand Management <ul style="list-style-type: none"> Concept of Brand: Definition, evolution, and importance of brands. Brand Identity: Elements of brand identity (name, logo, tagline, etc.). Brand Positioning: Importance of positioning and differentiation. Branding Fundamentals: Types of brands (product, corporate, personal, etc.). Brand Equity: Definition, components (brand awareness, loyalty, perceived quality, etc.), and measurement.
Unit 2	Brand Building and Brand Development <ul style="list-style-type: none"> Brand Development Process: Stages of brand development from concept to maturity. Brand Extension: Benefits and challenges of brand extension. Co-Branding and Brand Alliances: Concepts, types, and strategic benefits. Brand Architecture: Managing a portfolio of brands, sub-brands, and endorsed brands.
Unit 3	Brand Communication and Marketing Strategies <ul style="list-style-type: none"> Integrated Brand Communication: Online and offline communication channels. Advertising & Promotion Strategies: Role of advertising in brand building. Digital Branding: Importance of social media, websites, and digital marketing in brand communication. Branding in the Consumer Decision-Making Process: How branding influences consumer behavior and choices
Unit 4	Brand Loyalty and Brand Valuation

	<ul style="list-style-type: none"> • Brand Loyalty: Definition, types (attitudinal vs. behavioral), and factors influencing brand loyalty. • Brand Value and Equity Measurement: Financial approaches to valuing brands (e.g., Interbrand model, BrandZ). • Customer Relationship Management (CRM): Techniques and technologies for building brand loyalty. • Global Brand Management: Managing brands in different cultural and regional contexts.
Unit 5	<p>Managing Brands in the Global Market</p> <ul style="list-style-type: none"> • Global Branding Strategies: Standardization vs. customization in global markets. • Cultural Considerations in Global Branding: Understanding how different cultures perceive brands. • Challenges of Managing Global Brands: Legal, financial, and marketing challenges. • Case Studies: Real-world examples of successful global branding strategies.
Suggested Reference Books:	<ol style="list-style-type: none"> 1. "Strategic Brand Management" by Kevin Lane Keller 2. "Building Strong Brands" by David A. Aaker 3. "The Brand Gap" by Marty Neumeier 4. "The New Strategic Brand Management" by Jean-Noël Kapferer 5. "Keller's Strategic Brand Management" by Kevin Lane Keller 6. "Branding: In Five and a Half Steps" by Michael Johnson 7. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger 8. "Digital Marketing for Dummies" by Ryan Deiss and Russ Henneberry 9. "Branding in the Age of Digital Disruption" by Amitabh Satyam 10. "Brand Love: Building Strong Brands through Consumer Love" by Dr. Rajesh Kumar 11. "The Loyalty Effect" by Kumar and Shah 12. "Branding and Brand Equity" by T. S. Jayachandran 13. "Global Brand Management" by Melnyk, Van Herpen, and Trijp 14. "International Marketing and Export Management" by Gerald Albaum, Edwin Duerr, and Alexander Josiassen 15. "Global Marketing Management" by Warren J. Keegan

Semester III	MANB306M	Sales and CRM
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
306M.1	UNDERSTANDING	Understand the sales process and its role in achieving business objectives.
306M.2	APPLYING	Apply CRM strategies to enhance customer satisfaction and retention.
306M.3	ANALYSING	Analyze sales performance metrics to identify improvement areas
306M.4	EVALUATING	Evaluate CRM tools and strategies for maximizing customer lifetime value.

Unit 1	<u>Introduction to Sales and Sales Management</u> <ul style="list-style-type: none"> • Sales Process and Functions • Role of Sales in Business and Marketing • Sales Management and Strategy • Sales Organization and Structure • Sales Planning, Forecasting, and Budgeting • Types of Sales and Sales Personnel • Sales Techniques and Approaches
Unit 2	<u>Sales Strategies and Techniques</u> <ul style="list-style-type: none"> • Sales Planning and Territory Management • Sales Presentation Techniques • Effective Communication Skills for Sales • Negotiation Skills in Sales • Relationship Selling and Consultative Selling • Closing Techniques and Handling Objections • Sales Leadership and Motivation
Unit 3	<u>Introduction to Customer Relationship Management (CRM)</u> <ul style="list-style-type: none"> • Concept and Importance of CRM • Types of CRM: Operational, Analytical, Collaborative • CRM and its Role in Customer Retention • Customer Life Cycle and Value • CRM Systems and Software • Implementing CRM in Organizations
Unit 4	<u>CRM Strategies and Technologies</u> <ul style="list-style-type: none"> • CRM Strategies for Customer Acquisition and Retention

	<ul style="list-style-type: none"> • Data Management in CRM: Customer Segmentation, Profiling, and Personalization • Technological Tools for CRM: CRM Software, Cloud-based CRM • CRM Analytics and Reporting • Social Media and CRM Integration • Customer Experience Management (CEM) and CRM
Unit 5	<p style="text-align: center;"><u>Sales and CRM Performance Evaluation</u></p> <ul style="list-style-type: none"> • Sales Performance Metrics and KPIs • Evaluating Sales Effectiveness • Customer Satisfaction and Feedback • CRM ROI and Customer Lifetime Value (CLV) • Challenges in Sales and CRM Implementation • Ethical and Legal Considerations in CRM • Future Trends in Sales and CRM
Suggested Reference Books:	<ol style="list-style-type: none"> 1. "Sales Management: Concepts and Cases" by P.K. Singh. 2. "Sales Management: Building Customer Relationships" by Chris Lytle. 3. "Sales Management: A Global Perspective" by Rosann L. Spiro, William J. Stanton, and Gregory A. Rich. 4. "The Challenger Sale: Taking Control of the Customer Conversation" by Matthew Dixon and Brent Adamson. 5. "Sales Management: Strategy, Process, People, and Technology" by J. David Lichtenthal and Richard S. M. P. L. S. Goeldner. 6. "The Psychology of Selling" by Brian Tracy. 7. "Customer Relationship Management: Concepts and Tools" by Francis Buttle. 8. "CRM at the Speed of Light" by Paul Greenberg. 9. "The CRM Handbook: A Business Guide to Customer Relationship Management" by Jill Dyche. 10. "Customer Relationship Management: A Strategic Approach" by V. Kumar and Werner Reinartz. 11. "CRM in Real Time: Empowering Customer Relationships" by Barton J. Goldenberg. 12. "Salesforce For Dummies" by Tom Wong and Liz Kao. 13. "Managing Customer Relationships: A Strategic Framework" by Don Peppers and Martha Rogers. 14. "Sales Force Management" by John F. L. McKenna. 15. "Customer Relationship Management: Concepts, Strategy, and Tools" by Kumar & Shah.

Semester III	MANB307M	Digital Marketing
Credits :3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
307M.1	UNDERSTANDING	Understand digital marketing channels and their strategic role in business.
307M.2	APPLYING	Apply tools like SEO, SEM, and analytics to drive marketing success.
307M.3	ANALYSING	Analyze social media engagement and ROI for digital campaigns.
307M.4	EVALUATING	Evaluate the impact of emerging technologies like AI in digital marketing.

Unit 1	<u>Introduction to Digital Marketing</u> <ul style="list-style-type: none"> • Definition and Evolution of Digital Marketing • Traditional vs. Digital Marketing • Digital Marketing Channels: Search Engine, Social Media, Email, Content Marketing, Affiliate Marketing • The Role of Digital Marketing in Business • Digital Marketing Strategy Development • Key Digital Marketing Metrics and KPIs
Unit 2	<u>Website and Content Marketing</u> <ul style="list-style-type: none"> • Creating an Effective Website for Digital Marketing • Content Marketing Strategy and Types: Blogs, Articles, Videos, Infographics • SEO (Search Engine Optimization): On-page, Off-page, and Technical SEO • Content Creation and Curation • Content Distribution and Promotion • Measurement and Analysis of Content Effectiveness
Unit 3	<u>Social Media Marketing</u> <ul style="list-style-type: none"> • Introduction to Social Media Platforms: Facebook, Instagram, LinkedIn, Twitter, YouTube, TikTok • Social Media Marketing Strategy • Creating Engaging Social Media Content • Paid Advertising on Social Media: Facebook Ads, Instagram Ads, LinkedIn Ads • Influencer Marketing and Its Role in Digital Strategy • Social Media Analytics and Measuring ROI
Unit 4	<u>Search Engine Marketing (SEM) and Email Marketing</u> <ul style="list-style-type: none"> • Paid Search Advertising (Google Ads) • Keyword Research and Campaign Management • Ad Copywriting for Search Ads

	<ul style="list-style-type: none"> • Optimizing Search Engine Ads • Email Marketing Campaigns and Automation • Building and Managing Email Lists • Analyzing Email Marketing Campaign Performance
Unit 5	<p><u>Analytics, Conversion Optimization, and Digital Marketing Trends</u></p> <ul style="list-style-type: none"> • Google Analytics and Web Analytics Tools • Tracking and Measuring Digital Marketing Campaigns • Conversion Rate Optimization (CRO) • A/B Testing and Multivariate Testing • Data-driven Marketing • Future Trends in Digital Marketing: AI, Machine Learning, Voice Search, and Video Marketing
Suggested Reference Books:	<p>"Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey.</p> <ol style="list-style-type: none"> 1. "Digital Marketing for Dummies" by Ryan Deiss and Russ Henneberry. 2. "Marketing 4.0: Moving from Traditional to Digital" by Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan. 3. "Content Strategy for the Web" by Kristina Halvorson and Melissa Rach. 4. "SEO 2023: Learn Search Engine Optimization with Smart Internet Marketing Strategies" by Adam Clarke. 5. "The Art of SEO: Mastering Search Engine Optimization" by Eric Enge, Stephan Spencer, and Jessie Stricchiola. 6. "Social Media Marketing: A Strategic Approach" by Melissa Barker, Donald I. Barker, and Nicholas F. P. M. 7. "The Art of Social Media: Power Tips for Power Users" by Guy Kawasaki and Peg Fitzpatrick. 8. "Social Media Marketing Workbook: How to Use Social Media for Business" by Jason McDonald. 9. "Google Ads (AdWords) Workbook: 2023 Edition" by Jason McDonald. 10. "Email Marketing Rules: A Step-by-Step Guide to the Best Practices that Power Email Marketing Success" by Chad S. White. 11. "Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website" by Mike Moran and Bill Hunt. 12. "Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World" by Chuck Hermann and Ken Burbary. 13. "Lean Analytics: Use Data to Build a Better Startup Faster" by Alistair Croll and Benjamin Yoskovitz. 14. "Advanced Web Metrics with Google Analytics" by Brian Clifton.

Human Resource Management

Semester III	MANB303H	Labour and Social Security Laws
Credits : 3	LTP: 2:0:1	Discipline Specific Course

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
303H.1	Remember	Memorize and recall the various laws, legislations and clauses that prevail on labour working conditions and social security.
303H.2	Understand	Identify and associate the specific labour or social-security legislation that prevail in a specific situation; and the existence of Constitutional Law as the overarching spirit of such legislations.
303H.3	Analyze	Calculate the specific compensation, bonus, gratuity and like based on the prescribed percentages or rates in the legislations.

Unit 1	Constitution of Labour Laws Meaning of 'State', Fundamental Rights and Directive Principles governing employment relations: 'Equality before Law' and its application to Labor Laws, Article 19, 21, 23 and 24.
Unit 2	Welfare and Working Conditions Law The Factories Act, 1948: Objective, The Inspecting Staff, Health, Safety, Welfare, Working Hours of Adults, Employment of Young Persons, Annual Leave With Wages, Special Provisions, Penalties And Procedures.
Unit 3	Law of Industrial Relations The Trade Unions Act, 1926: History of Trade Unions in India, Concept of TU, difference between recognized and registered TU, Collective Bargaining, Union participation in management, popular TUs of India. The Industrial Employment (Standing Orders) Act, 1946, The Industrial Disputes Act, 1947 (downsizing, retrenchment, lay-off, bench employees and termination), Industrial discipline and domestic inquiry
Unit 4	Law of Wages The Minimum Wages Act, 1948: Concept, Procedure for fixation of minimum wages, fixation of working hours, and its enforcement. The Payment of Wages Act, 1936: Payment of Wages; procedure for ensuring payment of wages; Authorized deductions. The Equal Remuneration Act, 1976 in relation with Constitutional Law. The Payment of Bonus Act, 1965: Concept, Tribunals under the act, Calculation and relevant provisions.
Unit 5	Social Security Legislations The Employees Compensation Act, 1923: Nature and extent of Compensation of workers suffering an injury in course of employment; variants and disablement; social and Social Insurance.

	<p>The Employees State Insurance Act, 1948: Concept, eligibility for ESIC, Tribunals under the act, Facilities offered.</p> <p>The Employees Provident Funds and Miscellaneous Provisions Act, 1952: Concept, Contribution of PF, Calculation, Punitive actions.</p> <p>The Payment of Gratuity Act, 1972: Concept of Gratuity, when to be paid, procedure for settlement, Calculation.</p> <p>The Maternity Benefit Act, 1961 and policies relating to Maternity Benefit</p>
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Suggested Text Books/Cases/Readings:	Bare Acts & Code Books
Suggested Reference Books/Cases/Readings :	Ghosh P., Nandan S., Industrial Relations and Labour Laws, McGraw Hill Education, 2015, 1 st Ed. Monappa A., Nambudri R., Selvaraj P., Industrial Relations and Labour Laws, McGraw Hill Education, 2012, 8 th Ed.
Readings:	Supreme Court Journals, Supreme Court Reports & other Reference Journals

Semester III	MANB304H	Human Resource Planning & Development
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes :

CO#	Cognitive Abilities	Course Outcomes
304H.1	Understand	Explain the concepts , importance and process in Human resource planning and Development
304H.2	Apply	Formulate the recruitment and selection procedure Apply the theories of learning.
304H.3	Analyze	Analyze the Training needs
304H.4	Evaluate	validate the training evaluation planning and evaluate the training programs
304H.5	Create	Formulate a strategy to plan human resource effectively and Create suitable measures for Feedback of trainees

Unit-I	Human Resource Planning: Importance and Benefits of HRP, Influence of strategic management on HRP, Factor affecting HRP, Process of HRP, HRP Model Training & Development: Objectives, Significance, Need and Benefits.
Unit-II	Recruitment: Centralized and Decentralized Recruitment, Traditional and Modern Sources of Recruitment, Selection Procedure; Learning: Principles of Learning; Theories of Learning – Reinforcement Theory, Social Learning Theory, Goal Theory, Adult Learning Theory
Unit-III	Human Resource Development: Training methods, Training Need Assessment (TNA): Purpose; Methods of Need Assessment; Need Assessment Process; Output of Training Need Assessment
Unit-IV	Human Resource Information System; Indian Labour market Analysis. Retention; Redeployment and Exit Strategies; Training Evaluation: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection;
Unit-V	Models and Techniques of Manpower Demand and Supply Forecasting; Feedback of trainees; Measuring costs and benefits of training program; Kirkpatrick Model of Evaluation;

Text Books:	<ol style="list-style-type: none"> 1. P.Subba Rao, Personnel and Human Resource Management: Text & Cases, Himalaya Publishing House, 4th revised & Enlarged edition 2010,2011 2. Dr. L.M Prasad, Human Resource Management, Sultan Chand & sons, 2nd Edition Reprint 2009. 3. Dr. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons 5th revised Edition Reprint 2009. 4. Dr. C.B. Gupta, Human Resource Management, Sultan chand & son's, 2009. 5. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001.
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	<ul style="list-style-type: none">6. George Dreher Indian a university Bloomington & Thomas W Dougherty university of Missouri Columbia, Human resource strategy A Behavioral perspective for the general manager, McGraw Hill companies, 2001.7. Dipak Kumar Bhattacharyya, Human Resource Planning, Excel Books, 2007.8. Biswanath Ghosh, Human Resources development & Management, Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.9. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.10. Warren, M.W. Training for Results, Massachusetts, Addison Wesley.11. Craig, Robert L., Training and Development Handbook, McGraw Hill.12. Garner, James, Training Interventions in Job Skill Development, Addison Wesle13. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.14. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.
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Semester III	MANB305H	Performance & Compensation Management
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
305H.1	Understand	Understand the concept of Performance Management and its significance in HRM.
305H.2	Understand	Understanding the fundamentals of Compensation Management
305H.3	Apply	Apply the knowledge of compensation-related problems in an organizations.
305H.4	Analyze	Analyze the connection between Performance Management and Compensation.

Unit-I	Performance Management System- Definition, Introduction, purposes of Performance Management and its cycle, Pay for Performance, Potential Appraisal, Performance Management process
Unit-II	Performance Planning- Key performance Areas, Performance expectations, performance dimensions, Performance Standards, Standard setting, & performance goals. Self-Appraisal/ Assessment, Why Performance Appraisal fails-Halo Effect, Performance Feedback,
Unit-III	Performance Appraisal -Definition, Objectives, Uses, Benefits, Process. Planning the Appraisal, Requisites of an Effective Appraisal System, Components, Performance Measurement & Reward: Performance Measurement (360 Degree, Assessment Center, Competency Mapping/Modeling, Balance Score Card and HR Audit), Linking performance and reward.
Unit-IV	Compensation and Reward - Concept and Definition: Wage, Salary, Compensation, Reward; Objective of Compensation and Reward Management ; Job Evaluation- Meaning, Process; Compensation Determination- Factors and Process
Unit-V	Wage & Salary Administration - Wage and salary structure- Broad banding and salary progression ; Components of Compensation (Basic, allowances, Benefits, Incentives, Perquisites); Rewards – Meaning, Classification of Rewards; Incentives – Definition, Types, Essentials of Effective incentive Plan; Latest trends in Compensation Management – Cafeteria Compensation Plan, VRS, Compensation, Employee Stock Option, Digitized Rewards, Profit Sharing

Text Books:	<p>R.K. Sahu, Performance Management system, Excel Books, 2007.</p> <p>2. T.V. Kao, Appraising& Developing Managerial Performance, Excel Books, 2007.</p> <p>3. G.K.Suri, C.S. Venkata Ratnam, N.K. Gupta, Performance Measurement and Management, Excel Book, 2007.</p> <p>4. Sarma A.M., Performanc Management systems, Himalaya Publication House, 2008.</p> <p>5. Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007.</p> <p>6. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.</p> <p>7. Appannaiah Reddy Anitha, Personnel and human resource Management Text & Cases, Himalaya Publishing House 1st Edition 2004</p> <p>8. P. Subba Rao, Personnel and human resource Management Text & Cases, Himalaya Publishing House 4th Revised & Enlarged Edition 2010, 2011</p>
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Semester III	MANB306H	Strategic HRM and People Analytics
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
306H.1	Understand	Understand the various execution models and theoretical underpinnings that surround the strategic HRM process.
306H.2	Apply	Articulate the relevance of a specific strategy/model, to a HR functional situation in an organization.
306H.3	Evaluate	Calculate HR analytics based on data, provided, and recommend based on the objective output.

Unit 1	Strategic Human Resource Management Conceptualization: Nature of SHRM, The resource-based model, Perspectives on SHRM, Strategic role of HR Action: Impact of SHRM, formulating HR strategy, strategic International HRM influences from United Nations and its agencies, ILO
Unit 2	Framework of HR strategy Framework: Concept, Types of HR strategy, developing and evaluating a strategy, implementing a strategy. Execution Models: Human sigma, Internal learning & growth perspective of Balanced scorecard, competency mapping
Unit 3	Human capital Management strategy Linkage: Aims of Human capital Management, HCM and business strategy. Types: OD strategy, engagement strategy, knowledge management strategy, resource strategy, Talent management strategy, L&D strategy, reward strategy and Employee relations strategy. HPWS: Definition, characteristics, components and impact, how to develop a High performance strategy.
Unit 4	People Analytics – I Conceptualization: Definition, introduction, anatomy of statistical modelling, understanding a business problem. Statistics revision: Scales, Measurement and sampling, Data discovery and collection, Data preparation. Descriptive Statistics: Univariate and Bivariate data and interpretation
Unit 5	People Analytics – II Prescriptive statistics: Linear regression (simple, hierarchical & multi-level), Logistic regression; Predictive analytics: Multivariate data analysis using SPSS; and data visualization

Suggested Text Books/Cases/Readings:	Handbook of Strategic HRM – Michael Armstrong
	The fundamentals of People Analytics – Craig Starbucks
Suggested Reference Books/Cases/Readings:	Human Resource Champions – Dave Ulrich
	Linking the BSC to strategy – R.S.Kaplan, D.V.Norton

Semester III	MANB307H	International HRM
3 credits	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
307H.1	Understand	Discover the uniqueness of Expatriate Management, as distinct from general HRM; by assimilating the distinct approach to IHRM.
307H.2	Apply	Interpret the relevance of various culture studies and theories to the function of Expatriate management.
307H.3	Create	Propose a compensation structure, based on the distinct approach to expatriate compensation management.

Unit 1	Culture Foundations: Conceptualization, culture iceberg model, Nature of culture, Multiculturalism, globalization Science of Culture: Anthropological and Genealogy of Culture, Culture shock, culture shock syndromes, Theories: Hopson's Change Curve, Virginia Satir's Model. Theories: Hofstede's Cultural Value Theory, Schwartz Culture Model, Gelfand's Loose and Tight Culture, Inglehart-Welzel's Culture Map
Unit 2	Contextual HRM Cultural Implications: Cross-cultural communication & dimensions, Cross-cultural negotiation & dimensions, HRM in globalization: HRM in Cross-border movement, during cross-border Mergers and Acquisitions, DEI Policies and execution
Unit 3	International HRM – I Staffing in international business: Sources, selection and onboarding, Training & development of Expatriates: Culture sensitization, Pre and post-departure training, constituents, measures to retard culture shock.
Unit 4	International HRM – II Performance Management: Expatriate KPIs and KRAs, role of client in performance evaluation. Compensation Management: Theories of compensation, approaches to Expatriate compensation, templates of expatriate compensations and linkage to performance.
Unit 5	International HRM – III Repatriation & Inpatriation: Theoretical foundations, initiatives for re and inpatriation, acclimatization and measures. International Industrial Relations: HRM practices in different countries, country norms and requisition, legislative compliances and industrial relations.

Suggested Text Books/Cases/Readings:	International Human Resource Management – Peter Dowling, Marion Festing & Allen Engle International Human Resource Management – Miguel M. Lucio
Suggested Reference Books/Cases/Readings:	Building Cross-cultural relationships in a global Workplace – Andy Molinsky and Melissa Hahn The Expat Dilemma – Boris Groysberg, Nitin Nohria & Kerry Herman Three Keys to Getting an Overseas Assignment Right – Mark Alan Clouse, Michael Watkins

Production & Operations Management

Semester III	MANB303P	Production Planning & Control
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
303P.1	Remember	Define and describe the concepts in Production planning and control
303P.2	Understand	Explain the concepts and types of Production-inventory Systems
303P.3	Apply	Formulate the aggregate plan for production
303P.4	Analyze	Analyze the Procedures and Documentation in PPC
303P.5	Evaluate	Justify the PPC through case studies

Unit-I	Production Planning and Control Function, PPC in Different production systems.
Unit-II	Production-inventory Systems; Forecasting for Inventory and Production Control;
Unit-III	Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production;
Unit-IV	Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control;
Unit-V	Application of Computers; ERP; Material Requirement Planning; Case Studies

Text Books:	Chary, Production and Operations Management, Tata McGraw Hill Edition, 9780070091535 2. Burbidge, John L. Principles of Production Control. London, Donald and Evans, 1981. 3. Caubang, Ted C. Readings on Production Planning and Control. Geneva. ILO. 4. Greene, James H. Production and Inventory Control Handbook. New York, McGraw Hill, 1987. 5. McLeavey, Dennis W and Narasimhan, S. L. Production and Inventory Control. Boston, Allyn and Bacon. 1985.
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Semester III	MANB304P	Purchasing and Materials Management
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
304P.1	Remember	Recall fundamental concepts of purchasing and materials management.
304P.2	Understand	Explain material quantity and quality determination methods.
304P.3	Apply	Apply decision-making techniques for vendor selection and cost reduction
304P.4	Analyse	Analyze various legal and procedural aspects of purchasing
304P.5	Evaluate	Evaluate warehousing, inventory, and material handling processes.

Unit 1	Introduction to Purchasing and Materials Management; Objectives and Organizational Structure; Material Quantity determination, Push vs Pull Systems, basics of MRP and JIT.
Unit 2	Material Quality determination; Acceptance Sampling; Standardization, Simplification, Cost Reduction Techniques.
Unit 3	Value Analysis; Make or Buy Decisions; Sources of Supply; Vendor Rating and Selection.
Unit 4	Legal Aspects of Purchasing; Tendering processes; International Purchasing; Capital Equipment Purchasing.
Unit 5	Warehousing and Material Handling; Inventory Control; Disposal of Obsolete Materials.

Suggested Text Books/Cases/Readings:	<ol style="list-style-type: none"> Ansari A and Modarress B. JIT Purchasing. New York, Free Press, 1990. Baily P etc. Purchasing Principles and Management. London, Pitman, 1994. Burt, David N. Proactive Procurement. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994. Dobler, D W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990. Dutta, A K. Integrated Materials Management, New Delhi, PHI, 1986. Farrington B and Waters, Derek W. Managing Purchasing. London, Chapman & Hall, 1994. Gopalakirshnan P and Sundershan M. Handbook Materials Management. New Delhi, Prentice Hall of India, 1994.
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Semester III	MANB305P	Service Operations Management
Credits : 3	LTP: 2:0:1	Discipline Specific Core
Course Outcomes		
CO#	Cognitive Abilities	Course Outcomes
305P.1	Understanding	Explain the distinctive characteristics and challenges of service operations in Indian and global contexts.
305P.2	Applying	Apply key service operations frameworks like service blueprinting, queuing theory, and capacity planning.
305P.3	Analyzing	Examine service quality dimensions and customer satisfaction metrics in service businesses.
305P.4	Evaluating	Evaluate strategies for service process redesign, demand forecasting, and yield management.
305P.5	Creating	Design innovative service delivery models using digital tools and operations analytics.

Unit 1	Introduction to Service Operations: Nature and classification of services, key differences between goods and services, role of service operations in the economy, service strategy, Indian service sector overview. Case Study: OYO Rooms – Service standardization across Indian cities
Unit 2	Service Process Design and Delivery: Service blueprinting, process flow diagrams, service scape, physical evidence, and facility layout. Case Study: Barbeque Nation – Standardizing service delivery experience
Unit 3	Managing Service Quality: SERVQUAL, dimensions of service quality, customer satisfaction and complaint management, benchmarking, and TQM in services. Case Study: ICICI Bank – CRM and service quality enhancement
Unit 4	Capacity and Demand Management: Capacity planning, demand forecasting, managing variability, overbooking, yield management, and queue management. Case Study: IRCTC – Managing peak demand during festive seasons
Unit 5	Technology and Innovation in Services: Role of IT in service operations, digital service delivery, AI/ML in services, service analytics, and operations transformation. Case Study: Zomato – AI-driven customer experience management

Suggested Text Books/Cases/Readings:	<ol style="list-style-type: none"> Fitzsimmons, J.A., & Fitzsimmons, M.J. (2020). Service Management: Operations, Strategy, Information Technology (8th Ed.). McGraw Hill Education. Metters, R., King-Metters, K., Pullman, M., & Walton, S. (2020). Service Operations Management (2nd Ed.). Cengage Learning. Chase, R.B., & Apte, U. (2022). Operations and Supply Chain Management in the Service Sector. Pearson India. [Available on Amazon India] Verma, H., & Sinha, P.K. (2018). Services Marketing: Text and Cases in Indian Context (2nd Ed.). Pearson Education.
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Semester III	MANB306P	Logistics and Supply Chain Management
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
306P.1	Understanding	Explain the concepts, components, and significance of logistics and supply chain management in business.
306P.2	Applying	Demonstrate the application of logistics and SCM tools in solving business problems.
306P.3	Analyzing	Analyze supply chain performance metrics and logistics operations in real-world organizations.
306P.4	Evaluating	Evaluate various sourcing, warehousing, inventory, and distribution strategies for supply chain optimization.
306P.5	Creating	Design an integrated and efficient supply chain strategy aligned with organizational goals.

Unit 1	Introduction to Logistics and Supply Chain Management : Definition and scope of logistics and SCM, evolution, importance in competitive business environment, logistics vs supply chain, key drivers and participants in supply chain, 3PL, 4PL. Case Study: Amul's Supply Chain Efficiency
Unit 2	Inventory and Warehousing Management : Types of inventory, inventory control models, EOQ, JIT, warehousing functions and types, location and layout decisions, warehouse management systems. Case Study: Big Bazaar's Inventory Management Practices
Unit 3	Transportation and Distribution Management : Modes of transport, freight management, multimodal transport, route optimization, distribution networks and strategies. Case Study: Dabbawala Model of Mumbai
Unit 4	Global Supply Chain and Sourcing : Global logistics, role of INCOTERMS, customs and documentation, global sourcing strategies, supplier selection and relationship management. Case Study: Tata Motors' Global Sourcing Strategy
Unit 5	Technology and Sustainability in Supply Chain : Role of IT in SCM – ERP, RFID, IoT, Blockchain; e-commerce and digital supply chains; green supply chain management, sustainable logistics practices. Case Study: Flipkart's Use of Technology in Last-Mile Delivery

Suggested Books/Cases/Readings:	Text	1. Logistics and Supply Chain Management by Martin Christopher, Pearson Education – 5th Edition
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	<ul style="list-style-type: none">2. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra, Pearson – 7th Edition3. Logistics Management and Supply Chain Management by D.K. Agarwal, Macmillan India – 2nd Edition4. Essentials of Supply Chain Management by Michael H. Hugos, Wiley – 4th Edition5. Purchasing and Supply Chain Management by Kenneth Lysons and Brian Farrington, Pearson Education – 9th Edition
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Semester III	MANB307P	Advanced Operations Research
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
307P.1	REMEMBERING	Appreciate the limitation and assumptions of linear programming techniques with a view to interpret the solution.
307P.2	UNDERSTANDING	Performed sensitivity analysis on various parameters in an L.P model without affecting the optimal solution.
307P.3	APPLYING	Apply Branch and Bound method to solve integer linear programming problem.
307P.4	ANALYSING	Appreciate the use of replacement analysis in handling problem like staffing problem, and equipment renewal problem.
307P.5	EVALUATING	Use various selective inventory control technique to classify inventory items into broad categories.
307P.6	CREATING	Create Dynamic Programming models and their application in solving a decision problem.

Unit- I:	Sensitivity analysis in linear programming, Integer linear Programming.
Unit- II:	Non-linear Programming, Quadratic Programming.
Unit- III:	Replacement Models and Policies, Networks Models
Unit- IV:	Inventory Control Models without shortages and with shortages; Portfolio Management
Unit- V:	Dynamic Programming, Applied Queuing Models.

Suggested Text Books:	<ol style="list-style-type: none"> 1. Ahuja A. K. etc. Network Flows. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993. 2. Gould, F J. etc. Introduction to Management Science. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993. 3. Gupta, M P and Sharma J K. Operations Research for Management New Delhi, National, 1997. 4. Taha Harndy A. Operations Research: An Introductions. MacMillian New York, 1992. 5. Mathur, K and Solow D. Management Science. Englewood Cliffs New Jersey, Prentice Hall Inc. 1994. 6. Sharma S. J K. Operations Research: Theory and Applications. New Delhi, Macmillian India. 2001.
Suggested References Books:	<ol style="list-style-type: none"> 1. Srinath L S. Operations Research for Executive. New Delhi, Affiliated East West Press, 1994. 2. Frederick.Hillier and Gerald J.L. (VII edition), Tata MC-Graw Hill Education. Introduction to Operations Research (Concepts and cases)New Delhi 2002 3. R.Paneerselvam. Operations Research (II edition) PHI, New Delhi 2006 4. Rathindra.P.Sen. Operations Research (Algorithms and Applications) PHI, New Delhi 2009

Agri- Business Management

Semester III	MANB303A	Agri Processing & Operations Management
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
303A.1	Understanding	Describe the structure and functions of agri-processing industries and their link to operations management.
303A.2	Applying	Apply operations management tools and techniques in agri-processing scenarios.
303A.3	Analyzing	Analyze supply chain, procurement, and quality issues in the agricultural processing domain.
303A.4	Evaluating	Evaluate the performance and productivity of agri-processing systems.
303A.5	Creating	Design sustainable and efficient agri-processing and operations strategies.

Unit 1	Introduction to Agri Processing and Operations : Agri-business ecosystem in India, scope of agri-processing, structure of Indian food processing industry, post-harvest losses, operations strategy in agri-enterprises. Case Study: ITC e-Choupal – Connecting Farmers to Markets
Unit 2	Agri Supply Chain and Procurement Management : Agri input supply chain, aggregation and procurement models, APMC Act, contract farming, FPOs, public-private partnerships. Case Study: NABARD-backed FPO Models in Maharashtra
Unit 3	Agri Processing Technologies and Infrastructure : Cold chains, storage solutions, grading and sorting technologies, value addition, logistics and transportation challenges. Case Study: Mother Dairy's Integrated Cold Chain Infrastructure
Unit 4	Quality, Productivity and Waste Management : Quality assurance in food processing (FSSAI, HACCP), productivity analysis, food traceability, packaging, waste utilization in agri-processing. Case Study: Amul's Quality Management in Milk Processing
Unit 5	Sustainability, Innovations and Future Trends : Sustainable agri-processing practices, role of technology (IoT, AI, blockchain), startups in agri-tech, innovations in rural operations. Case Study: DeHaat's Digital Agri-Supply Platform

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none">• Agri-Food Supply Chain Management by Prof. N. Chandrasekaran and G. Raghuram – Oxford University Press• Food Processing Technology: Principles and Practice by P.J. Fellows – Woodhead Publishing• Production and Operations Management by K. Aswathappa and K. Shridhara Bhat – Himalaya Publishing House• Operations Management by Roberta S. Russell & Bernard W. Taylor – Wiley India• Managing Operations in Agribusiness by Ritika Shrimali – Biztantra Publishing
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Semester III	MANB304A	Agri-Marketing
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
304A.1	Understanding	Explain the fundamentals and structure of agricultural marketing in India.
304A.2	Applying	Apply marketing principles to develop strategies for agricultural products.
304A.3	Analyzing	Analyze the challenges and opportunities in the agri-marketing environment.
304A.4	Evaluating	Evaluate pricing, promotion, and distribution strategies specific to agri-commodities.
304A.5	Creating	Formulate comprehensive marketing plans for agricultural and allied products.

Unit 1	Introduction to Agri-Marketing : Definition, scope, and role of agricultural marketing; classification of agricultural products; structure of agri-marketing in India; regulated markets, APMCs. Case Study: Karnataka's Rashtriya e-Market Services (ReMS) Initiative
Unit 2	Agri-Marketing Mix : Product planning and development for agri-products, pricing of perishable vs. non-perishable commodities, role of branding and packaging in agri-products, agri-marketing communication. Case Study: Patanjali's Rural Marketing for Organic Agri-Products
Unit 3	Distribution and Retailing of Agri Products : Distribution channels in agri-marketing, agri-retailing formats in India, direct marketing models, co-operative marketing, online platforms and digital interventions. Case Study: Reliance Fresh's Farm-to-Fork Model
Unit 4	Institutional Framework and Policy Environment : Role of Government and Institutions (FCI, NAFED, APEDA), MSP and its impact, Public Distribution System (PDS), agricultural export policy. Case Study: Policy Impact on Sugarcane Marketing in Maharashtra
Unit 5	Rural and Agri Consumer Behavior : Rural consumer characteristics, segmentation and targeting in rural/agri-markets, innovation and technology adoption, farmer producer organizations (FPOs). Case Study: Mahindra's Trringo – Farm Equipment on Demand

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none">• Agricultural Marketing in India by S.S. Acharya & N.L. Agarwal – Oxford and IBH Publishing• Marketing of Agricultural Products by Richard L. Kohls and Joseph N. Uhl – Pearson Education• Rural Marketing: Text and Cases by Pradeep Kashyap – Pearson India, 3rd Edition• Agri-Marketing by R.V. Badi & N.V. Badi – Himalaya Publishing House• Rural Marketing: Environment, Problems and Strategies by T.P. Gopalaswamy – Vikas Publishing
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Semester III	MANB305A	Agri-Business Project Management
3 credits	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
305A.1	Understanding	Explain the concepts and life cycle of agri-business projects and their role in rural/agri development.
305A.2	Applying	Apply project formulation and appraisal techniques specific to agri-business contexts.
305A.3	Analyzing	Analyze financial, technical, and social aspects of agri-projects.
305A.4	Evaluating	Evaluate project performance using various risk and performance assessment tools.
305A.5	Understanding	Explain the concepts and life cycle of agri-business projects and their role in rural/agri development.

Unit 1	Introduction to Agri-Business Projects : Nature and scope of agri-business projects, types of projects (cooperatives, agripreneurship, food processing, agro-tech), project life cycle, rural and government-linked project context Case Study: NDDB's Dairy Infrastructure Development Project
Unit 2	Project Identification and Formulation : Sources of project ideas, feasibility study, market analysis, technical and financial feasibility, environmental and social impact. Case Study: Cold Storage Project in Punjab by NABARD
Unit 3	Project Appraisal and Cost Estimation : Detailed project report (DPR), time and cost estimation, appraisal techniques – payback, NPV, IRR, B/C ratio. Risk assessment. Case Study: Agri Export Zone Project Appraisal in Andhra Pradesh
Unit 4	Project Implementation, Monitoring, and Evaluation : Project scheduling (CPM/PERT), resource allocation, monitoring and MIS, performance indicators, mid-term correction strategies. Case Study: Agri-Clinics and Agri-Business Centers Scheme (ACABC)
Unit 5	Sustainable Agri-Project Management and Innovations : Sustainability in project design, funding models (NABARD, SFAC, VC), PPP in agri-projects, tech-enabled project monitoring, innovations in agri-project models. Case Study: Samunnati's Value Chain Financing Projects

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none"> Project Management by Prasanna Chandra – McGraw Hill Education, 9th Edition
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	<ul style="list-style-type: none">• Project Preparation, Appraisal, Budgeting and Implementation by Umesh B. Kumar – Cengage Learning• Agri-Business and Rural Management by K. Sivaramakrishnan – Excel Books• Project Management for Agri-Business by K.P. Sudheer and V. Indira – New India Publishing Agency• Entrepreneurship and Project Management by Vasant Desai – Himalaya Publishing House
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Semester III	MANB306A	Agriculture Logistics & Supply Chain Management
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
306A.1	Understanding	Describe the structure, components, and significance of agricultural logistics and supply chains in India.
306A.2	Applying	Apply logistics and SCM concepts to agri-based products and value chains.
306A.3	Analyzing	Analyze the challenges in transportation, storage, procurement, and distribution of agricultural goods.
306A.4	Evaluating	Evaluate policies, technologies, and models for enhancing agri-logistics and cold chain performance.
306A.5	Creating	Design efficient, resilient, and sustainable agri-supply chain systems integrating digital solutions.

Unit 1	Introduction to Agri-Supply Chain & Logistics : Definition, scope and importance of agri-supply chains; characteristics of agri-products; stakeholders in agri-value chains; structure of India's agricultural logistics sector. Case Study: Safal's Horticultural Supply Chain in South India
Unit 2	Procurement, Storage and Warehousing : Procurement models: mandi system, contract farming, FPO-led procurement; warehousing types and infrastructure; cold storage; government schemes (e-NAM, WDRA). Case Study: Central Warehousing Corporation's Cold Chain Initiative
Unit 3	Transportation and Distribution in Agri SCM : Transport modes for agri-produce; rural logistics challenges; multimodal transport; route optimization and last-mile delivery strategies. Case Study: Spencer's Retail Agri-Transport Model in Eastern India
Unit 4	Technology and Innovations in Agri-Logistics : Use of ICT, RFID, GPS, IoT, blockchain in agri-logistics; agri-tech startups in supply chain; automation in sorting, grading, and packaging. Case Study: DeHaat's AI-driven Agri Supply Chain Platform
Unit 5	Policy, Sustainability and Risk in Agri-SCM : Agricultural logistics policies, PDS, MSP logistics, food wastage reduction; risk mitigation, climate-resilient supply chains, sustainable practices in agri-logistics. Case Study: Mega Food Park Scheme – Case of Satara Mega Food Park

Suggested Text Books/Cases/Readings:	<ol style="list-style-type: none">1. Agri-Food Supply Chain Management by Prof. N. Chandrasekaran and G. Raghuram – Oxford University Press2. Logistics and Supply Chain Management by Martin Christopher – Pearson Education, 5th Edition3. Food Supply Chain Management by Madeleine Pullman and Zhaohui Wu – Routledge4. Agricultural Marketing and Supply Chain Management by S.S. Acharya – Oxford & IBH Publishing5. Rural Marketing: Text and Cases by Pradeep Kashyap – Pearson India, 3rd Edition
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Semester III	MANB307A	Case Studies in Agri-Business Management
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
307A.1	Understanding	Understand the dynamics and transformation of agri-business through real-world Indian case studies.
307A.2	Analyzing	Analyze agri-business models in different segments using structured business case methodology.
307A.3	Applying	Apply theoretical frameworks and tools to agri-business challenges as presented in Indian case studies.
307A.4	Evaluating	Evaluate the strategic decisions and outcomes of agri-business enterprises in India.

Unit	Case Study
Unit 1	Case Study: ITC e-Choupal – Digital Empowerment of Rural Farmers
Source: IIMA Case Centre; Public Domain Reports	
This case discusses how ITC's e-Choupal platform revolutionized rural agricultural procurement in India using technology.	Rural digitization, direct procurement, farmer empowerment, disintermediation
Unit 2	Case Study: DeHaat – Building an End-to-End Agri Platform
Source: Harvard Business Publishing, Startup India Resources	
This case covers the journey of DeHaat in connecting small farmers with input suppliers, agronomists, and markets.	Agritech innovation, integrated value chains, scaling challenges, farmer services
Unit 3	Case Study: Samunnati – Financing the Agri Value Chain
Source: Stanford Seed India, Impact Investor Reports	
Samunnati developed a financial ecosystem to serve agri SMEs, FPOs, and farmer groups with customized credit products.	Agri-fintech, value chain financing, inclusive lending, agri MSME ecosystem
Unit 4	Case Study: BigHaat – Agribusiness through Digital Retailing
Source: NASSCOM Agritech Reports, Media Features	
BigHaat is an agritech startup that offers an agri-	Agri-entrepreneurship, agri-input e-

Unit	Case Study
input marketplace and personalized crop advisory services to farmers.	commerce, digital business models, farmer personalization
Unit 5	Case Study: Ecozen – Enabling Sustainable Cold Chain with CleanTech
Source: IIT-Madras Incubation Cell, Business Standard, Company Reports	
Ecozen addresses post-harvest losses through solar-powered cold storage and smart irrigation systems for Indian farmers.	Sustainable agri-tech, climate resilience, post-harvest innovation, green supply chains

Business Analytics

Semester III	MAN303B	Database Management System
Credits : 3	LTP:2:1:0	Discipline Specific Core

Course Objective

CO#	Cognitive Abilities	Course Outcomes
303B.1	Understand	Understand the purpose and architecture of DBMSs.
303B.2	Understand	To understand the principles of transaction processing and concurrency control
303B.3	Create	Design queries for CRUD and constraints of databases using SQL
303B.4	Analyze	Mastering the concepts of Data Mart and Data warehouse
303B.5	Understand	Design and implement Cursors, Triggers and other PL/SQL procedures.

Unit –I :	Introduction Database and Need for DBMS, related terminologies, Characteristics of DBMS, Database Users, 3-tier architecture of DBMS (its advantages over 2-tier), Data Models.
Unit –II :	Transaction and Concurrency Control Concept of transaction, ACID properties' Serializability, States of transaction, Concurrency control, Locking techniques, 2-phase commit protocol, Granularity of data items, Deadlock.
Unit –III :	Relational Model and Relational Database design Relational data model, basics of Relational Algebra, Relational database language (DDL, DML, TCL etc) in SQL, Joins, Views and sub-queries in SQL, Specifying constraints and Indexes in SQL, Normalization.
Unit – IV :	Data warehousing Data Marts, Getting data into the warehouse, Extraction, Transformation, Cleansing, Loading, Summarization, Meta data, Data warehousing & ERP, Data warehousing & KM, Data warehousing & CRM.
Unit – V :	Object Databases Systems Introduction, User-defined ADTs, Cursors, Triggers, Database design for ORDBMS, New Challenges in implementing ORDBMS, Storage & access methods, Query processing & Optimization.

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Text Books :	Database system concept, Korth Fundamentals of Database Systems, ElmasriNavathe Database Management Systems, Bipin Desai
Reference Books :	1. Raghu Ramakrishnan, Johannes Gerhke, "Database Management Systems" McGraw Hill. 2. Decision support & database system –Efrem G. Mallach. 3. Datawarehousing fundamental – PaulrajPonniah Wiley. 4. Introduction to data mining with case studies – G.K. Gupta. 5. Data Warehousing (OLAP) S. Nagabhushana New Age.

Semester III	MAN304B	Business Analytics using Python
Credits: 3	LTP:2:1:0	Discipline Specific Core

Course Objective

CO#	Cognitive Abilities	Course Outcomes
304B.1	Understand	Understand the key concepts of business analytics and Python basics
304B.2	Apply	Apply Python programming to manipulate, clean, and prepare data
304B.3	Analyze	Analyze business data using descriptive and inferential statistics
304B.4	Create	Create effective visualizations and dashboards using Python
304B.5	Evaluate	Build and interpret basic predictive models for business decision-making

Unit -I :	Introduction to Business Analytics and Python: Definition and scope of business analytics, Types: Descriptive, Predictive, Prescriptive analytics, Introduction to Python: Variables, Data types, Operators, Control structures: Conditional statements and loops
Unit -II :	Data Handling and Preprocessing: Data structures in Python: Lists, Tuples, Dictionaries, Working with Pandas: Series, DataFrames, Importing and exporting datasets (CSV, Excel), Data cleaning, handling missing values, data transformation
Unit -III :	Exploratory Data Analysis (EDA) and Visualization: Descriptive statistics, Grouping and aggregations, Data visualization using Matplotlib, Seaborn, Plot types: Histogram, Box plot, Bar chart, Heatmap

Text Books :	<ol style="list-style-type: none"> 1. Business Analytics: Data Analysis and Decision Making – Albright & Winston 2. "Python for Data Analysis" – Wes McKinney 3. "Hands-On Business Analytics with Python" – Packt Publishing 4. Online resources: Kaggle, Coursera, edX (for Python & Business Analytics)
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Semester III	MAN305B	Introduction to R
Credits : 3	LTP:2:1:0	Discipline Specific Core

Course Objectives :

CO#	Cognitive Abilities	Course Outcomes
305B.1	Understand	Understand the fundamental of R programming Language
305B.2	Apply	Develop and implement R scripts and functions to automate data analysis
305B.3	Create	Create impactful visualizations with ggplot2 to communicate data insights clearly and effectively
305B.4	Analyse	Experiment on data using R – Tools to solve predictive modeling problems

Unit I	Introduction to R Programming, Overview of R and its IDEs (RStudio), Basics of R, syntax and programming concepts, Data types: R Numbers, Math, , Boolean, variables, and operations in R. Statements in R : If-else, while loop, for Loop, R Function. Data Structure in R : R Vector, R Lists, R Matrices, R Array, R Data Frames, R Factor. (Lecture = 08 + Practical =07)
Unit II	Data Manipulation and Preparation : Importing and exporting data in R, Knowing how to read data from files (CSV, Excel, etc.) and databases, Data filtering, sorting, summarizing, and transforming data sets, Data cleaning and preparation with dplyr, Data transformation using tidyverse. (Lecture = 08 + Practical =07)
Unit III	Data Visualization : Visualizing data is key to understanding the underlying patterns and communicating insights. Learn to use ggplot2 and other visualization packages for creating compelling data visualizations. Graphics & Statistics : R-Plot, R Line, R Scatterplot, R Pie chart, R Bars, R-Histogram , R-Statistic , R data Set, R Max-Min, R Mean Median & mode, Logical Regression. Introduction to R an Database. (Lecture = 08 + Practical =07)

Books	<ol style="list-style-type: none"> 1. N. Metzler, "R Programming for Beginners: An Introduction to Learn R Programming with Tutorials and Hands-On Examples," Independently Published, 2019. 2. Fischetti, Tony, " R: Data Analysis and Visualization," Packt Publishing, 2016. 3. Lander, Jared. "R for Everyone: Advanced Analytics and Graphics," Pearson Education, 2017. 4. Singh, Ajit. "R Programming: Simply In Depth," Amazon Digital Services LLC -Kdp, 2020. 5. G. Grolemund, " R Programming An Approach to Data Analytics," Mjp Publisher,2021.
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Semester III	MANB306B	Data Visualization
Credits3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
306B.1	Remembering	Define key concepts of data visualization and common chart types.
306B.2	Understanding	Explain the Power BI interface and its core functionalities.
306B.3	Applying	Apply Power BI tools to create basic visualizations.
306B.4	Analyzing	Analyze data models by creating relationships and calculated fields.
306B.5	Evaluating	Evaluate the effectiveness of visualizations and dashboard layouts.
306B.6	Creating	Design and publish an interactive dashboard using Power BI.

Unit-I	<p>Introduction to Data Visualization & Power BI Basics</p> <p>Topics:</p> <ol style="list-style-type: none"> 1. What is Data Visualization? <ul style="list-style-type: none"> o Why visualize data? o Common types of charts (Bar, Line, Pie, Table) and when to use them. 2. Getting Started with Power BI <ul style="list-style-type: none"> o Downloading and installing Power BI Desktop. o Overview of the Power BI interface (Report, Data, and Model views). 3. Loading Data into Power BI <ul style="list-style-type: none"> o Importing data from Excel/CSV files. o Understanding datasets and fields. 4. Creating Your First Visualization <ul style="list-style-type: none"> o Drag-and-drop chart creation. o Formatting visuals (colors, titles, legends). <p>Lab Work / Hands-On Activities:</p> <ul style="list-style-type: none"> • Install Power BI Desktop. • Load a sample dataset (e.g., Sales Data from Excel). <p>Create 3 basic charts (Bar, Line, and Pie) and format them</p>
Unit-II	<p>Data Cleaning & Simple Transformations</p> <p>Topics:</p> <ol style="list-style-type: none"> 1. Introduction to Data Cleaning

	<ul style="list-style-type: none"> ○ Why clean data? Common data issues (missing values, duplicates). <p>2. Using Power Query Editor</p> <ul style="list-style-type: none"> ○ Removing duplicates, filtering rows, and fixing errors. ○ Changing data types (text to numbers, dates). <p>3. Basic Data Transformations</p> <ul style="list-style-type: none"> ○ Renaming columns. ○ Creating simple calculated columns (e.g., Profit = Revenue - Cost). <p>4. Introduction to Data Modeling</p> <ul style="list-style-type: none"> ○ What is a relationship? (Single-table vs. multiple tables). <p>Lab Work / Hands-On Activities:</p> <ul style="list-style-type: none"> • Clean a messy dataset (remove duplicates, fix errors). • Create a calculated column (e.g., "Total Sales = Quantity * Price"). <p>Load two related tables and create a simple relationship.</p>
Unit-III	<p>Building Interactive Dashboards</p> <p>Topics:</p> <ol style="list-style-type: none"> 1. Dashboard Design Basics <ul style="list-style-type: none"> ○ Principles of good dashboard design (simplicity, clarity). ○ Using themes and consistent formatting. 2. Adding Interactivity <ul style="list-style-type: none"> ○ Using slicers (dropdown filters) for user interaction. ○ Cross-filtering (click on a chart to filter others). 3. Publishing & Sharing Reports <ul style="list-style-type: none"> ○ Saving and publishing to Power BI Service (free account). ○ Viewing reports on Power BI Mobile. <p>Lab Work / Hands-On Activities:</p> <ul style="list-style-type: none"> • Design a simple sales dashboard with 3-4 visuals. • Add a slicer (e.g., filter by region or date). <p>Publish to Power BI Service and explore the mobile view.</p>

Semester III	MANB307B	Advanced Statistical Analysis
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
307B.1	Understand	Understand and associate different advanced statistical tools to business scenarios.
307B.2	Apply	Compute the data, using distinct statistical tools
307B.3	Evaluate	Evaluate the worth of a statistical output, based on the SPINE model of statistics

Unit 1	Foundations <i>Concept:</i> Data, Types of Data and Sampling <i>Constituents:</i> The SPINE of Statistics i.e., standard error, parameters, interval estimates, null hypothesis significance testing, estimation
Unit 2	Correlation Modelling relationships, bivariate correlation, partial and semi-partial correlation, comparing correlations, calculating effect size, reporting correlation coefficients.
Unit 3	Linear Regression Model Concept, bias in linear models, model generation, sample size, interpreting with one predictor, and two or more predictor variables, interpretation, reporting linear models, regression using SPSS
Unit 4	Moderation & mediation analysis Exploratory factor analysis and confirmatory factor analysis – Foundations. Regression constructs and research model, moderation interactions, mediation interactions, categorical predictors, PROCESS tool of SPSS
Unit 5	Comparing means Concept and foundations, one-way ANOVA output and interpretations. Concept of ANCOVA and MANOVA.

Suggested Text Books/Cases/Readings	Multivariate Data Analysis – Jospeh Hair, William Black, Barry Babin, & Rolph Anderson
Suggested Reference Books/Cases/Readings:	Discovering statistics using IBM SPSS Statistics – Andy Field

International Business Environment

Semester III	MANB303E	Global Leadership and Skill Development
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
303E.1	UNDERSTANDING	Understand global leadership concepts and cultural considerations.
303E.2	APPLYING	Apply strategic leadership skills in globalized business contexts.
303E.3	ANALYSING	Analyze cross-cultural challenges in global leadership.
303E.4	EVALUATING	Evaluate ethical dilemmas and sustainability practices in leadership.

Unit 1	<u>Introduction to Global Leadership</u> <ul style="list-style-type: none"> • Concept and Importance of Global Leadership • Differences between Traditional Leadership and Global Leadership • Global Leadership Frameworks and Models • Key Challenges in Global Leadership: Cultural Differences, Communication Barriers, Global Economic Issues • The Role of Leadership in Globalization and International Business • Characteristics and Skills of Global Leaders
Unit 2	<u>Cross-Cultural Leadership and Communication</u> <ul style="list-style-type: none"> • Understanding Cross-Cultural Communication • Cultural Dimensions and Their Impact on Leadership (e.g., Hofstede's Cultural Dimensions) • Managing Diversity in Global Teams • Global Communication Skills for Leaders • Conflict Resolution in Cross-Cultural Teams • Case Studies of Cross-Cultural Leadership Challenges
Unit 3	<u>Strategic Leadership in a Globalized World</u> <ul style="list-style-type: none"> • Strategic Decision Making in Global Contexts • Global Strategy Formulation and Implementation • Building Global Business Networks and Partnerships • Managing Global Organizations and Teams • The Role of Innovation and Change in Global Leadership • Sustainability and Ethics in Global Leadership
Unit 4	<u>Leadership Development and Talent Management</u> <ul style="list-style-type: none"> • Developing Leadership Skills for Global Environments • Global Talent Management and Succession Planning

	<ul style="list-style-type: none"> • Coaching and Mentoring in Global Leadership • Leadership Assessment and Feedback Tools • Leadership Development Programs for Multinational Corporations • Building High-Performance Global Team
Unit 5	<p><u>Ethical Leadership and Global Governance</u></p> <ul style="list-style-type: none"> • Ethical Leadership in Global Contexts • Corporate Social Responsibility (CSR) and Sustainability in Global Leadership • Navigating Ethical Dilemmas in Global Business • Global Governance and the Role of Leadership in Policy Making • Ethics, Compliance, and Risk Management for Global Leaders • Case Studies on Ethical Leadership Failures and Successes
Suggested Reference Books:	<ol style="list-style-type: none"> 1. "Global Leadership: Research, Practice, and Development" by Mark E. Mendenhall, Gary R. Oddou, and G. Michael Osland. 2. "The Global Leadership Challenge" by Christopher E. Peterson and Richard L. Gregg. 3. "The Handbook of Global Leadership and Practice" by Jonathan L. Johnson, Christopher J. S. K. Cooper, and Richard D. Lewis. 4. "Leading with Cultural Intelligence: The Real Secret to Success" by David Livermore. 5. "Cultural Intelligence: Surviving and Thriving in the Global Village" by David Livermore. 6. "Global Leadership: A Transnational Perspective" by William H. Mobley, Allen M. H. D. and Hermann C. R. M. 7. "Global Strategic Management" by Philippe Lasserre. 8. "Global Strategy" by Mike W. Peng. 9. "Strategic Leadership: Theory and Practice" by Michael A. Hitt, Ireland, and Hoskisson. 10. "The Leadership Challenge" by James M. Kouzes and Barry Z. Posner. 11. "Global Talent Management: Challenges, Strategies, and Opportunities" by Ibraiz Tarique and Dennis R. Briscoe. 12. "Developing Global Leaders" by Michael K. Stotz. 13. "Ethical Leadership in Organizations: A Review of the Literature" by Terence R. Mitchell. 14. "Global Business Ethics: The Globalization of Corporate Responsibility" by James H. L. Lee. 15. "The Ethics of Leadership" by Joanne B. Ciulla.

Semester III	MANB304E	International Marketing and Buying Behavior
Credits: 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
304E.1	UNDERSTANDING	Understand cultural, social, and economic factors influencing international consumer behavior.
304E.2	APPLYING	Apply marketing strategies to diverse international markets.
304E.3	ANALYSING	Analyze global market trends and their impact on buying behavior.
304E.4	EVALUATING	Evaluate the effectiveness of international marketing strategies in achieving business objectives.

 	<ul style="list-style-type: none"> • Introduction to International Marketing: <ul style="list-style-type: none"> ○ Definition and scope of international marketing. ○ Domestic vs. international marketing: Key differences and challenges. ○ The role of international marketing in a globalized world. • International Marketing Environment: <ul style="list-style-type: none"> ○ External environment factors: Political, economic, socio-cultural, technological, environmental, and legal (PESTEL). ○ The global market entry strategies: Exporting, franchising, joint ventures, and foreign direct investment. ○ Opportunities and challenges of global markets. • International Marketing Strategy: <ul style="list-style-type: none"> ○ Developing an international marketing strategy. ○ Market research in international markets. ○ Standardization vs. adaptation of marketing strategies. ○ International marketing mix (Product, Price, Place, Promotion).
	<p><u>Cultural and Social Influences on International Consumer Behavior</u></p> <ul style="list-style-type: none"> • Understanding Culture and Consumer Behavior: <ul style="list-style-type: none"> ○ Definition of culture and its components: Values, beliefs, norms, and customs. ○ Impact of cultural differences on consumer behavior. ○ Hofstede's cultural dimensions theory and its application to marketing. • Social Influences on Consumer Behavior: <ul style="list-style-type: none"> ○ Social class and consumer buying behavior.

	<ul style="list-style-type: none"> ○ Reference groups and family influence on purchasing decisions. ○ Influence of peer groups and media on buying behavior. ● Cross-Cultural Consumer Behavior: <ul style="list-style-type: none"> ○ Adapting marketing strategies to diverse cultures. ○ Case studies of global brands adapting to local cultures (e.g., McDonald's, Coca-Cola). ○ The challenges of managing cross-cultural consumer behavior in international marketing.
Unit 3	<p><u>Economic and Political Environment in International Marketing</u></p> <ul style="list-style-type: none"> ● Economic Environment: <ul style="list-style-type: none"> ○ Global economic systems: Free market, command, and mixed economies. ○ Economic factors affecting consumer buying behavior (income, inflation, exchange rates, etc.). ○ Impact of global economic trends on international marketing strategies (e.g., economic recessions, emerging markets). ● Political and Legal Environment: <ul style="list-style-type: none"> ○ Political stability, government policies, and their effect on international marketing. ○ Trade regulations, tariffs, and quotas in international trade. ○ Ethical issues in international marketing and corporate social responsibility (CSR). ● Market Entry Barriers: <ul style="list-style-type: none"> ○ Political and legal barriers to international market entry. ○ Currency risk, foreign exchange, and protectionist policies. ○ Strategies for overcoming these barriers (e.g., localization, alliances, joint ventures)
Unit 4	<p><u>Consumer Buying Behavior and Decision-Making Process</u></p> <ul style="list-style-type: none"> ● Consumer Buying Decision Process: <ul style="list-style-type: none"> ○ Stages of the consumer decision-making process: Need recognition, information search, evaluation of alternatives, purchase, and post-purchase behavior. ○ Factors influencing consumer decisions: Psychological, social, and cultural factors. ○ The role of emotions and motivation in the decision-making process. ● Behavioral and Psychological Influences:

	<ul style="list-style-type: none"> ○ Motivation theories and their application to international marketing (Maslow's hierarchy of needs, Herzberg's Two-Factor Theory). ○ Perception, learning, and memory processes in consumer behavior. ○ Psychological aspects: Personality, attitudes, and lifestyles. ● Market Segmentation and Targeting: <ul style="list-style-type: none"> ○ Segmentation bases in international marketing: Demographics, psychographics, behavior, geography. ○ Targeting strategies for global markets. ○ Positioning and differentiation in international markets.
Unit 5	<p style="text-align: center;"><u>Digital Marketing and Technology in International Marketing</u></p> <ul style="list-style-type: none"> ● Digital Marketing and Global Consumer Behavior: <ul style="list-style-type: none"> ○ The role of digital platforms (social media, e-commerce, mobile apps) in shaping global consumer behavior. ○ Online consumer behavior: How internet users research, evaluate, and purchase products. ○ The impact of digital marketing on the international marketing mix. ● E-commerce and Global Business: <ul style="list-style-type: none"> ○ E-commerce as a strategy for global market entry. ○ Challenges in managing cross-border e-commerce (logistics, payment systems, localization). ○ The role of mobile commerce (m-commerce) in emerging markets. ● Emerging Trends in International Marketing: <ul style="list-style-type: none"> ○ The impact of artificial intelligence, big data, and customer relationship management (CRM) systems. ○ Influencer marketing and its growing significance in global marketing. ○ Ethical issues and data privacy in international digital marketing.
Suggested Reference Books:	<ol style="list-style-type: none"> 1. "International Marketing" by Philip R. Cateora, John L. Graham, and Mary C. Gilly. 2. "Global Marketing" by Warren J. Keegan and Mark C. Green. 3. "International Business: Competing in the Global Marketplace" by Charles W.L. Hill. 4. "Consumer Behavior" by Leon G. Schiffman and Joseph Wisenblit. 5. "International Marketing: Strategy and Theory" by Gerhard J. Plessis.

	<ul style="list-style-type: none">6. "The Cultural Dimension of Global Business" by Gary P. Ferraro and Elizabeth K. Briody.7. "International Marketing and Export Management" by Gerald Albaum and Edwin Duerr.8. "Global Marketing" by Warren J. Keegan and Mark C. Green.9. "International Business: The Challenge of Global Competition" by Donald A. Ball, William B. McCulloch, and Michael Geringer.10. "Consumer Behavior" by Leon G. Schiffman and Joseph Wisenblit.11. "International Marketing Management" by Michael R. Czinkota and Ilkka A. Ronkainen.12. "Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon.13. "Digital Marketing: Strategies for Online Success" by Dave Chaffey.14. "Global Marketing in a Digital World" by Mohammed and Melnyk.15. "Marketing Management" by Philip Kotler and Kevin Lane Keller (covers digital marketing aspects)
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Semester III	MANB305E	Global Mergers and Acquisitions
Credits: 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
305E.1	UNDERSTANDING	Understand the strategic importance and financial aspects of M&As.
305E.2	APPLYING	Apply due diligence and risk management strategies in M&A processes.
305E.3	ANALYSING	Analyze post-merger integration challenges and their impact.
305E.4	EVALUATING	Evaluate the success of M&As using financial and strategic metrics.

Unit 1	<u>Introduction to Mergers and Acquisitions</u> <ul style="list-style-type: none"> • Introduction to Mergers and Acquisitions: <ul style="list-style-type: none"> ○ Definitions of mergers, acquisitions, and takeovers. ○ Types of mergers: Horizontal, vertical, conglomerate, and strategic alliances. ○ Key drivers for mergers and acquisitions (synergies, market expansion, diversification, etc.). ○ The role of M&As in corporate strategy and business growth. • Global M&A Landscape: <ul style="list-style-type: none"> ○ Evolution and growth of M&A activity globally. ○ Trends in M&A across various regions and industries. ○ Challenges of cross-border mergers and acquisitions. • Strategic Rationale for M&As: <ul style="list-style-type: none"> ○ The strategic importance of mergers and acquisitions. ○ How M&As help companies grow, reduce competition, and enhance market share. ○ Case studies of landmark global M&As and their outcomes.
	<u>Financial Aspects of Mergers and Acquisitions</u> Topics Covered: <ul style="list-style-type: none"> • Valuation Methods: <ul style="list-style-type: none"> ○ Financial analysis techniques in M&A transactions. ○ Methods of valuation: Comparable company analysis, precedent transactions, discounted cash flow (DCF). ○ Determining the premium in acquisitions and the concept of synergies. • Financing Mergers and Acquisitions: <ul style="list-style-type: none"> ○ Cash, stock, and debt financing options in M&A.

	<ul style="list-style-type: none"> ○ The role of private equity, venture capital, and other sources of finance. ○ Impact of financing on the acquiring company's financials. ● Deal Structure and Negotiation: <ul style="list-style-type: none"> ○ Structuring deals: Asset purchase vs. stock purchase. ○ Negotiation tactics in M&A transactions. ○ Importance of term sheets, letters of intent (LOI), and acquisition agreements. ● Risk Management in M&A: <ul style="list-style-type: none"> ○ Identification and assessment of financial, operational, and strategic risks. ○ Risk mitigation techniques during the M&A process. ○ Regulatory and legal risks, including anti-trust considerations.
Unit 3	<p><u>Legal and Regulatory Aspects of Global M&A</u></p> <ul style="list-style-type: none"> ● Legal Framework of Mergers and Acquisitions: <ul style="list-style-type: none"> ○ Overview of M&A regulations in key jurisdictions (U.S., European Union, and others). ○ Legal structures: Asset purchase vs. stock/share purchase. ○ Key documents in M&A: Terms and conditions, due diligence, agreements, and contracts. ● Cross-Border Legal Challenges: <ul style="list-style-type: none"> ○ Understanding regulatory bodies' role in global M&As (e.g., SEC in the U.S., European Commission). ○ Anti-trust and competition laws and their impact on international mergers. ○ Tax and regulatory considerations in cross-border M&As. ● Due Diligence Process: <ul style="list-style-type: none"> ○ The importance of due diligence in mitigating legal and financial risks. ○ Legal, financial, and operational due diligence procedures. ○ Compliance issues and intellectual property rights during integration. ● Post-Merger Integration (PMI): <ul style="list-style-type: none"> ○ Legal issues in post-merger integration. ○ Regulatory hurdles and compliance during integration. ○ Employee, contract, and governance-related legal considerations.
Unit 4	<p><u>Cultural, Organizational, and Human Factors in M&A</u></p> <ul style="list-style-type: none"> ● Cultural Challenges in M&A:

	<ul style="list-style-type: none"> ○ The impact of cultural differences on mergers and acquisitions. ○ National and organizational culture's effect on the integration process. ○ Strategies for overcoming cultural clashes in cross-border M&As. ● Human Resources and Leadership Issues: <ul style="list-style-type: none"> ○ Managing talent and retaining key employees post-merger. ○ The role of leadership in guiding cultural integration. ○ Organizational change management during the integration phase. ○ Employee morale and engagement in M&As. ● Managing Organizational Change: <ul style="list-style-type: none"> ○ Change management strategies in mergers and acquisitions. ○ Communication plans and employee integration strategies. ○ Aligning organizational structures and corporate cultures. ● Case Studies of M&A Failures and Successes: <ul style="list-style-type: none"> ○ Analysis of M&As that failed due to cultural and organizational misalignments (e.g., Daimler-Chrysler merger). ○ Examples of successful integration strategies.
Unit 5	<ul style="list-style-type: none"> ● Post-Merger Integration (PMI) and Measuring Success ● Importance of Post-Merger Integration (PMI): <ul style="list-style-type: none"> ○ Key challenges in post-merger integration (PMI). ○ Steps involved in successful PMI: Strategic, operational, and cultural integration. ○ The role of leadership in managing the integration process. ● Synergies and Value Creation: <ul style="list-style-type: none"> ○ Identifying and realizing synergies in cost and revenue. ○ Evaluating the success of synergy realization. ○ Financial and non-financial metrics to measure post-merger success. ● Dealing with Post-Merger Challenges: <ul style="list-style-type: none"> ○ Common issues in post-merger integration: Staff redundancies, integration of IT systems, and aligning corporate strategies. ○ Financial reporting and governance challenges during PMI. ○ Managing stakeholder expectations (shareholders, employees, customers).

	<ul style="list-style-type: none"> • Evaluating the Success and Failure of M&As: <ul style="list-style-type: none"> ○ Criteria for evaluating M&A success: Stock price performance, ROI, market share growth. ○ Case studies of successful and failed post-merger integrations.
Suggested Reference Books:	<ol style="list-style-type: none"> 1. "Mergers and Acquisitions: A Condensed Practitioner's Guide" by Steven M. Bragg. 2. "Mergers, Acquisitions, and Other Restructuring Activities" by Donald DePamphilis. 3. "The Art of M&A: A Merger, Acquisition, and Buyout Guide" by Stanley Foster Reed. 4. "Applied Mergers and Acquisitions" by Robert F. Bruner. 5. "Mergers & Acquisitions from A to Z" by Andrew J. Sherman. 6. "Corporate Finance: Theory and Practice" by Aswath Damodaran. 7. "Mergers and Acquisitions Law" by Stephen M. Bainbridge. 8. "International Mergers and Acquisitions" by Rainer L. V. and Matthias L. 9. "Mergers and Acquisitions: A Practical Guide for Private Companies" by Jonathan Reuvid. 10. "Culture and Mergers and Acquisitions" by Shlomo Y. G. and William H. G. 11. "Mergers and Acquisitions: Organizational and Human Resource Challenges" by Kenneth S. R. and Andrew G. S. 12. "Leading Mergers and Acquisitions: A Guide to Integrating Acquisitions" by David King and Joseph A. Schilling. 13. "Post-Merger Integration: A Practical Guide to Retaining Value" by David Schweiger and Angeline A. Cummings. 14. "The New M&A Handbook" by Michael P. O'Brien. 15. "Mergers and Acquisitions: A Critical Perspective" by Sudhir J. and Swaminathan S.

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
306E.1	UNDERSTANDING	Understand the key players and processes in international trade.
306E.2	APPLYING	Apply knowledge of documentation and financing in export-import transactions.
306E.3	ANALYSING	Analyze regulatory and compliance requirements for effective trade.
306E.4	EVALUATING	Evaluate trade strategies for overcoming global market challenges.

Unit 1	<u>Introduction to Export-Import Procedures</u>
	<ul style="list-style-type: none"> Introduction to International Trade: <ul style="list-style-type: none"> Definition and scope of international trade. Importance of export and import in the global economy. Types of international trade (e.g., direct export, indirect export, licensing, joint ventures). Export and import trends in global markets. Key Players in International Trade: <ul style="list-style-type: none"> Exporters, importers, freight forwarders, clearing agents, customs brokers, and banks. Role of export-import chambers and trade associations. Government bodies involved in trade (e.g., Directorate General of Foreign Trade - DGFT, Customs, Export Promotion Councils). Basic Export-Import Procedures: <ul style="list-style-type: none"> Steps in an export transaction: Market research, finding buyers, negotiating contracts, and fulfilling orders. Steps in an import transaction: Sourcing suppliers, ordering goods, shipping, customs clearance. The role of Incoterms (International Commercial Terms) in defining responsibilities in shipping and delivery.
Unit 2	<u>Documentation in Export and Import Transactions</u>
	<ul style="list-style-type: none"> Essential Export Documents: <ul style="list-style-type: none"> Commercial Invoice: Definition, structure, and purpose. Packing List: Importance and components. Bill of Lading (B/L): Types, purpose, and significance. Certificate of Origin: Legal and regulatory requirements. Export License: When and why it's required. Insurance Certificate: Types of insurance in international trade. Import Documents: <ul style="list-style-type: none"> Commercial Invoice and Packing List for importers. Bill of Lading and Delivery Order. Import License: Legalities and documentation process. Customs Declaration: Forms and requirements. Proforma Invoice: Use in preliminary negotiations.

	<ul style="list-style-type: none"> • Documents Required for Payment: <ul style="list-style-type: none"> ○ Letter of Credit (L/C): Types (Revocable, Irrevocable), process, and terms. ○ Bill of Exchange and its role in international payments. ○ Role of banks in export-import transactions (export finance, letters of credit).
Unit 3	<p><u>Export and Import Financing</u></p> <ul style="list-style-type: none"> • Sources of Export Financing: <ul style="list-style-type: none"> ○ Pre-shipment and post-shipment financing. ○ Export credit insurance and export credit agencies (ECAs). ○ Financing options for exporters: Working capital loans, packing credit, and post-shipment credit. • Payment Terms in Export-Import: <ul style="list-style-type: none"> ○ Methods of payment in international trade: Advance payment, letter of credit, bills of exchange, and open account. ○ Risks involved in international payments: Currency risks, political risks, and commercial risks. ○ Risk management in international trade finance. • Role of Banks in Export-Import Transactions: <ul style="list-style-type: none"> ○ Role of commercial banks and export-import banks in financing trade. ○ Understanding documentary collections, remittances, and the function of correspondent banks. ○ Importance of trade finance instruments like Export Credit, Bank Guarantees, and Letters of Credit (L/C).
Unit 4	<p><u>Customs and Regulatory Procedures in Export-Import</u></p> <p>Topics Covered:</p> <ul style="list-style-type: none"> • Customs Regulations and Compliance: <ul style="list-style-type: none"> ○ Role of Customs in international trade. ○ Understanding customs clearance procedures and the role of customs brokers. ○ Tariffs, taxes, and customs duties in international trade. ○ Harmonized System (HS) codes and their role in international shipping. • Import and Export Procedures at Ports: <ul style="list-style-type: none"> ○ Documentation required for import and export clearance at customs. ○ Procedures for customs examination, inspection, and release. ○ Duty drawback and refund procedures. ○ Regulations governing special categories of goods (e.g., prohibited, restricted items). • Government and Regulatory Authorities: <ul style="list-style-type: none"> ○ Role of customs authorities, DGFT, RBI, and other regulatory bodies in export-import activities. ○ Key regulations and laws governing international trade in different regions (e.g., Foreign Trade Policy, EXIM policy). ○ Anti-dumping, countervailing duties, and trade restrictions.

Unit 5	<p style="text-align: center;"><u>Shipping and Freight Management in Export-Import</u></p> <ul style="list-style-type: none"> • International Freight Management: <ul style="list-style-type: none"> ○ Freight forwarding process: Key players and procedures. ○ Incoterms and their relevance in shipping. ○ Choosing the right mode of transport (sea, air, rail, road) for exports and imports. ○ Export packaging and labeling requirements. • Shipping Documentation: <ul style="list-style-type: none"> ○ Bill of Lading (B/L), Airway Bill (AWB), and other transport documents. ○ Role of freight forwarders, shipping lines, and port authorities. ○ Cargo insurance: Types of insurance, risk management, and claims procedure. • Customs Clearance and Delivery: <ul style="list-style-type: none"> ○ Export and import customs clearance procedures. ○ Understanding transit times, lead time, and shipping routes. ○ Handling disputes, damages, and claims during shipping. ○ Post-shipment procedures: Delivery to buyer, invoicing, and collecting payments.
Suggested Reference Books:	<ol style="list-style-type: none"> 1. "Export/Import Procedures and Documentation" by Thomas E. Johnson and Donna L. Bade. 2. "International Trade and Export Management" by Francis Cherunilam. 3. "Export-Import Procedures and Documentation" by R. K. Gupta. 4. "Export-Import Procedures and Documentation" by S. K. Verma. 5. "International Trade and Export Management" by Francis Cherunilam. 6. "Export and Import Management" by S. S. S. R. Murthy. 7. "Export-Import Financing" by R. M. Mehta. 8. "International Trade Finance" by Robert C. Feenstra and Alan M. Taylor. 9. "Export-Import Bank Financing" by John M. Adair. 10. "Export-Import Procedures and Documentation" by N. S. Yadav. 11. "Customs and International Trade" by J. H. J. Lamb. 12. "International Trade Law" by Raj Bhala. 13. "International Freight Transport and Logistics" by A. B. Kundu and J. L. Lutz. 14. "Export-Import Management" by P.K. Khurana. 15. "International Trade and Freight Management" by R. A. Woods.

Semester III	MANB307E	International Economics and Emerging Markets
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
307E.1	UNDERSTANDING	Understand international trade theories and economic principles.
307E.2	APPLYING	Assess the role of emerging markets in shaping global economic trends.
307E.3	ANALYSING	Analyze the impact of global financial systems on emerging markets.
307E.4	EVALUATING	Evaluate strategies for managing risks in international economic environments.

Unit 1	<p style="text-align: center;"><u>Introduction to International Economics</u></p> <ul style="list-style-type: none"> • Basic Principles of International Economics: <ul style="list-style-type: none"> • Overview of international economics: Definition, scope, and importance. • Trade theory: Absolute advantage, comparative advantage, and opportunity cost. • Benefits and costs of international trade: Specialization, economies of scale, and resource allocation. • International Trade Theories: <ul style="list-style-type: none"> • Classical theories: Mercantilism, Adam Smith's Absolute Advantage, and David Ricardo's Comparative Advantage. • Modern trade theories: Heckscher-Ohlin theory, and the new trade theory (economies of scale, network effects). • Trade policy: Protectionism, tariffs, subsidies, and non-tariff barriers. • Globalization and Trade Liberalization: <ul style="list-style-type: none"> • The forces driving globalization. • The role of institutions like the WTO, IMF, and World Bank in promoting global trade. • Impact of globalization on developed and developing countries.
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Unit 2	<p><u>Foreign Exchange Markets and Currency Systems</u></p> <ul style="list-style-type: none"> • Introduction to Foreign Exchange (Forex) Markets: <ul style="list-style-type: none"> ○ Foreign exchange market structure and functions. ○ The role of central banks in currency markets. ○ Determinants of exchange rates: Interest rates, inflation, and speculation. • Exchange Rate Systems: <ul style="list-style-type: none"> ○ Fixed vs. floating exchange rate systems. ○ Managed float and peg systems. ○ Exchange rate regimes: Dollarization, currency boards, and the Eurozone. • Currency Crises and Financial Instability: <ul style="list-style-type: none"> ○ Theories of currency crises: The role of speculative attacks, sudden stops, and capital flows. ○ The Asian financial crisis, the Latin American crisis, and other global currency crises. ○ Managing currency crises: Policy options and international support mechanisms. • Emerging Markets and Exchange Rate Issues: <ul style="list-style-type: none"> ○ Currency volatility and its effects on emerging markets. ○ Managing exchange rate risk in emerging economies. ○ The role of emerging market currencies in global trade.
Unit 3	<p><u>International Trade Policy and Emerging Market</u></p> <ul style="list-style-type: none"> • Trade Policy in Emerging Markets: <ul style="list-style-type: none"> ○ The challenges of trade policy in emerging markets: Protectionism vs. liberalization. ○ Trade liberalization and economic integration in emerging economies (NAFTA, EU, ASEAN, etc.). ○ The role of regional trade agreements and trade blocs. • Export Promotion and Import Substitution: <ul style="list-style-type: none"> ○ Policies to promote exports: Export credit, subsidies, and incentives. ○ Import substitution industrialization (ISI) and its implications for emerging markets. ○ The impact of trade policy on domestic industries and labor markets. • Trade Barriers in Emerging Economies: <ul style="list-style-type: none"> ○ Tariffs, quotas, and anti-dumping measures. ○ Non-tariff barriers: Standards, regulations, and customs procedures. ○ Trade liberalization challenges in developing countries: The WTO and developing nations. • Global Value Chains and Emerging Markets: <ul style="list-style-type: none"> ○ Integration of emerging economies into global supply chains. ○ Outsourcing, offshoring, and their economic impacts on emerging economies.

	<ul style="list-style-type: none"> ○ The role of emerging markets in global production and trade networks.
Unit 4	<p><u>Economic Growth and Development in Emerging Markets</u></p> <ul style="list-style-type: none"> ● Economic Growth Theories: <ul style="list-style-type: none"> ○ Classical growth theory and its application to developing countries. ○ Endogenous growth theory and its implications for emerging economies. ○ The role of capital accumulation, technology, and human capital in economic growth. ● Development Challenges in Emerging Economies: <ul style="list-style-type: none"> ○ Poverty, inequality, and income distribution in emerging markets. ○ The role of institutions in economic development: Political stability, governance, and property rights. ○ Structural transformation: From agriculture to industry and services. ● The Role of FDI (Foreign Direct Investment) in Growth: <ul style="list-style-type: none"> ○ The impact of FDI on emerging markets: Benefits, costs, and challenges. ○ The role of multinational corporations in the development of emerging markets. ○ The relationship between FDI, technology transfer, and productivity growth. ● Emerging Markets in the Global Economy: <ul style="list-style-type: none"> ○ The growing importance of emerging markets in the world economy. ○ The BRICS nations (Brazil, Russia, India, China, South Africa) and their role in global growth. ○ Economic crises and resilience in emerging markets.
Unit 5	<p><u>The Role of Emerging Markets in Global Finance and Investment</u></p> <ul style="list-style-type: none"> ● Capital Markets in Emerging Economies: <ul style="list-style-type: none"> ● The development of capital markets in emerging economies: Stock markets, bond markets, and banking sectors. ● The role of emerging markets in global financial markets. ● Challenges in emerging market capital markets: Volatility, investor confidence, and regulatory frameworks. ● Investment Strategies for Emerging Markets: <ul style="list-style-type: none"> ● Investment opportunities in emerging markets: Stock, bond, and real estate markets. ● Risk assessment and portfolio management strategies for emerging markets. ● Foreign portfolio investment and its impact on emerging economies.

	<ul style="list-style-type: none"> • Financial Crises in Emerging Markets: <ul style="list-style-type: none"> • Causes and consequences of financial crises in emerging markets (e.g., the Asian financial crisis, Latin American crises). • Policy responses to mitigate financial instability in emerging economies. • The role of international financial institutions like the IMF and World Bank in crisis management. • Globalization and Emerging Markets: <ul style="list-style-type: none"> • The integration of emerging economies into the global financial system. • Global capital flows and the implications for economic stability in emerging markets. • The role of emerging markets in global investment trends and financial crises.
Suggested Reference Books:	<ol style="list-style-type: none"> 1. "International Economics" by Paul Krugman, Maurice Obstfeld, and Marc Melitz. 2. "International Trade: Theory and Policy" by Paul Krugman and Maurice Obstfeld. 3. "Globalization and Its Discontents" by Joseph E. Stiglitz. 4. "The Economics of Exchange Rates" by Lucio Sarno and Mark P. Taylor. 5. "Globalizing Capital: A History of the International Monetary System" by Barry Eichengreen. 6. "International Trade and Economic Development" by James W. Angell. 7. "Trade Policy Review: A Handbook" by World Trade Organization (WTO). 8. "Development Economics: Theory, Policy, and Practice" by J. E. Stiglitz. 9. "Economic Development" by Michael P. Todaro and Stephen C. Smith. 10. "The Economics of Development" by A.P. Thirlwall. 11. "Development Economics" by Debraj Ray. 12. "The Globalization of Finance" by Stephen H. Hymer. 13. "Emerging Market Economies and the Global Financial System" by Barry Eichengreen. 14. "Investing in Emerging Markets" by Ashish M. Bhardwaj.

Hospital & Healthcare Management

Semester III	MANB303T	Medical Management of Hospital and Health Care Services
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
303T.1	Understand	Understanding the fundamentals of Medical Management of Hospital and Health care Services and its application to managing the health care industry in an ethical and legal framework.
303T.2	Apply	Apply the techniques of management in healthcare
303T.3	Analyze	Develop skills in management and do the inputs in healthcare

Unit-1	<ul style="list-style-type: none"> • Understanding the types and categories according to their administration, registration and speciality. • New trends in Practice Management in the legal frame • Legal requirements to start practice • Legal requirements to run the Hospital • Patient Satisfaction • Feedback System in Hospital • Patient-Centric Management & Patient care Management • Front office – OPD, • Public Relations Management,
Unit-2	<ul style="list-style-type: none"> • Wards • Operation Theater • Security Services • Hospital Record • Management of Legal Issues in Death Cases in a Hospital • Types and importance of Consent in Hospital Management, • Landmark Judgements on Consent • Disaster Management • Infection control committee
Unit-3	<ul style="list-style-type: none"> • Planning in general and in healthcare • Planning Constraints, • Typology, • Forecasting in Health Care • Telemedicine Ethics and Rules • Telemedicine Criminal Liability • Telemedicine Consumer Liability • Telemedicine – Cases • Medical tourism

Unit-4	<ul style="list-style-type: none"> • Accreditation of Hospital • NABH • Procedure and stages of NABH • Importance and procedure of Accreditation in hospital management • Violence in Hospital • CPA -19 in relation to Hospital or Medical Professional • Effects of Litigation on the Medical Profession • Criminal Allegations on hospital or Medical Professional • Receiving a Notice to Hospital or Medical Professional
Unit V	<ul style="list-style-type: none"> • Industrial Laws and Laws for Hospitals • Insurance Laws Legal and Regulatory Framework • Cashless and Reimbursement of bills in Insurance Law • Individual and Group Insurance • . Role of The IRDAI in Regulating Health Insurance Policies • Ayushman Bharat and Pradhan Mantri Jan Arogya Yojana (PMJAY)-1 • . Legal provisions and Guidelines Related to insurance contracts under the Indian Contract Act, of 1872 • Health Care Law International Perspective • International Law – WHO

Semester III	MANB-304T	Support Services for Hospital and Health Care Services
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
304T.1	Understand	Understanding the fundamentals of hospital and health care SUPPORT SERVICES and its application to manage the health care industry in an ethical and legal framework.
304T.2	Apply	Apply the techniques of SUPPORT SERVICES in healthcare care
304T.3	Analyze	Develop skills in management and do the inputs in healthcare

Unit-1	Introduction: Role of supportive services in the hospital services system Approaches to organisations supportive services for hospitals of different types, beds, specialties, sizes, scopes and ownership Outsourcing or contracting of supportive services
Unit-2	Planning and Management of Supportive Service Departments A study of the principles and practices of functional planning, design, organisation, layout, management and evaluation of the supportive and administrative services in different kinds of hospitals
Unit-3	Front office that is OPD section, reception, sanitary block, admissions and billing Biking services: ambulance, Security services Concealing room,
Unit-4	Stores medical stores, general stores, supportive services as Pathology Lab Blood Bank, Physiotherapy. The Imaging centres as sonography, CT scan MRI, Pets scan and such investigation and treatment units having radiation, should be located preferably in underground
Unit-5	Public areas and staff facilities entrance and lobby area, public convenience services as waiting area, VIP room, Canteen; Administrative services executive, finance and accounts department, computers, servers, information management department and marketing. The human resources department should be away from the common approach

Semester III	MANB-305T	Marketing & I T Management of Hospital and Health Care Services
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
305T.1	Understand	Understanding the fundamentals of hospital and health care MARKETING & I T Management and its application to managing the health care industry in an ethical and legal framework.
305T.2	Apply	Apply the techniques of MARKETING & I T Management in healthcare care
305T.3	Analyze	Analyse the skills in management and do the inputs in healthcare

Unit-1	<ul style="list-style-type: none"> The concept of marketing in the hospital and healthcare industry remains in the framework of NMC Emerging trends in marketing. Modes of Marketing Branding Advertising Cells Promotion methods Getting connected to industries Getting connecting to Central Govt and State Govt employs Branching and outreaching
Unit-2	<ul style="list-style-type: none"> Digital Marketing Website Marketing Goole Marketing Educational activities as a source of advertising U-Tubes Broadcasting and TV programmers as educational Activities for advertising Attachments with Hospitals Medical Camps Medical Tourism
Unit-3	<ul style="list-style-type: none"> Marketing information and research. Marketing planning and control Marketing measures forecasting of marketing in Health Care Constraints in Health care Marketing Market segmentation and targeting Industrial Attachments Insurance company Attachments Social Media Marketing remaining in legal and NMC <p>Framework</p> <ul style="list-style-type: none"> Outreach programs Marketing
Unit-4	<ul style="list-style-type: none"> Managing Hospital information Systems Concept of Information as a resource Understanding the principles of information systems.

	<ul style="list-style-type: none"> Application of Computers in hospitals Computer program and operating system Privacy and Security o Data Based Concept. Planning the Marketing Mix: Marketing in nonprofit organizations Product decisions. Distribution decisions.
Unit-5	<ul style="list-style-type: none"> Securing the information, importance of security and confidentiality Classification of information systems in hospitals Role of Information Technology in Hospitals Role of Information technology in Information processing. Role of communication managing hospital information systems. Electronic Communications with different departments, billing Communication with patients. Privacy and confidentiality, Role of AI to Healthcare

Suggested Text Books:	1) Kotler, Philip and Armstrong, G. Principles of Marketing, New Delhi Prentice Hall of India, 1997 2) Kotler, Philip Marketing Management Analysis, Planning Implementation and Control New Delhi, Prentice Hall of India, 1994
Additional Reference Books:-	1). Ramaswamy. V S and Namakumari, s. Marketing Management Planning Control New Delhi, Mecmillan 1990. 2). Station William, J Fundamentals of Marketing, New York, McGraw Hill 1994 3). Nelamegham, S. Marketing In India Cases and Readings. New Delhi, Vikas, 1988

Semester III	MANB 306T	Laws Related to Hospital and Health Care Services
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
306T.1	Understand	Understanding the fundamentals of laws related to Hospitals and healthcare services and their application to managing the healthcare industry in an ethical and legal framework.
306T.2	Apply	Apply the techniques of Laws Related to healthcare
306T.3	Analyze	Analyse skills in management and do the inputs in healthcare

Unit-1	<ul style="list-style-type: none"> Legal Process and procedures related to hospitals in Police station (FIR) related to Health care services Legal Process and procedures in the civil Court related to Health care services Legal Process and procedures in criminal Court related to Health care services Legal Terminology Basic understanding of criminal Law Basic understanding of civil Law (Law of Tort) Basic understanding of Evidence Basic understanding of Contract Basic understanding of Trust Laws
Unit-2	<ul style="list-style-type: none"> Bombay Public Trust Act 1950 Basic understanding of Commercial Law Basic understanding of Constitutional Landmark decision in V Shanta V Indian Medical Association CPA Act 19 clauses applicable to Health services CPA Act 19 – Redressal commissions CPA Act 19 – Central Authority & Product Liability CPA Act 19 – Mediation Medical Negligence
Unit-3	<ul style="list-style-type: none"> Hospital Records Rules, Regulations and Acts Applicable to Hospital Employees THE DRUGS AND MAGIC REMEDIES PC PNDT Act MTP Organ transplantation act Blood bank Rules & Regulations Birth & Death act Violence in Hospital
Unit-4	<ul style="list-style-type: none"> Effects of Litigation Psychological on

	<ul style="list-style-type: none"> • Effects of Litigation on the Medical Profession • Receiving a Notice to Hospital or Medical Professional • Inquiry of theft in the hospital • Inquiry of a incident in the hospital • Absconded patient • Patient Belongings • Facing calamities such as fire, earthquake • Discussion of landmark cases concerned to health care
Unit V	<ul style="list-style-type: none"> • Industrial Laws and Laws for Hospitals • Insurance Laws Legal and Regulatory Framework • Cashless and Reimbursement of bills in Insurance Law • Individual and Group Insurance • . Role of The IRDAI in Regulating Health Insurance Policies • Ayushman Bharat and Pradhan Mantri Jan Arogya Yojana (PMJAY)-1 • . Legal provisions and Guidelines Related to insurance contracts under the Indian Contract Act, of 1872 • Health Care Law International Perspective • International Law – WHO

Semester III	MANB307T	Human Resource & Financial Management of Hospital and Health Care Services
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
307T.1	Understand	Understanding the fundamentals of hospital and health care Human resource & Financial Management of Hospitals and its application to managing the health care industry in an ethical and legal framework.
307T.2	Apply	Apply the techniques of Human resource & Financial Management of Hospitals in healthcare care
307T.3	Analyze	Analyse the skills in management and do the inputs in healthcare

	Unit-1	Fundamentals: <ul style="list-style-type: none"> - Introduction to Human Resource Management - Objective and function of HRM, - Hospital Need assessment- human resource planning, - Filling of vacant existing post, Creation of new post and abolition of not required - Recruitment and selection of doctors - Full-time, Part-Time, Visiting or on a salary basis - doctors - As a partner or as a shareholder – doctors - Appointment of other staff: on-salary basis Part time or Full time or Fixed - Outsourcing Basis of Staff Class III and class IV
	Unit-2	Employment <ul style="list-style-type: none"> - Interview - Selection and appointment - Induction - Training and development - Types of Training - Wages and salary Fixation - Promotion, Demotion, - Job transfer, Employee Retention and retrenchment - Procedure for removal of an employee
	Unit-3	Human resource Development: <ul style="list-style-type: none"> - Employee Welfare - Compensation to Employee - Employee relations - Personality Development, Leadership, - Work-life balance - Introduction to employee behaviour - Individual Behaviour - Group behaviour

	<ul style="list-style-type: none"> - Stress management of employees
Unit-4	<p>Performance Appraisal:</p> <ul style="list-style-type: none"> - Inventory Management and Risk Management in Hospitals - Profit Analysis: Nature of profit. - Profit planning. - Break-Even Analysis- - Concepts, uses and limitations of profit. - Profit forecasting - Management of Working Capital – - Significance and types of Working Capital - Operating Cycle Period and Estimation of Working
Unit-5	<ul style="list-style-type: none"> Depreciation - Causes, Methods and Calculation of Depreciation • Budgeting – Revenue and Capital Budgeting, Cash Budgeting • Hospital sector financial and expenditure surveys • Primary care Cost, resource availability • Liquidity, Profitability, Financial and Turnover Ratios • Financial management in health services, • Budgetary control, pricing and efficiency • Funds and Cash Flow Analysis, Cash from operations and other sources • Preparation of Cash Flow statements
Suggested Text Books:	<p>1) Aswathappa K Human Resources and Personnel Management Tata- McGraw Hill New Delhi, 1997</p> <p>2) Monappa, A & Saiyadain M. Personnel Management 2nd ed. New Delhi, Tata McGraw-Hill, 1966</p> <p>1). Carin G. Economics Evaluation of Health in Developing Countries, 1983. Oxford University Press, New York</p> <p>2). Cleverley WD.ed, 'Financial Management of Health Care Facilities", 1976, Aspen, Maryland</p> <p>3). Conyers D and Hills P. An Introduction to Development Planning in the Third World 1984, John Wiley, New York</p>
Additional Reference Books:	<p>1). De Cenzo, D A & Robbins SP Human Resource Management. 5th ed, New York, John Wiley, 1994.</p> <p>2). Stone Lloyd and Leslie W Rue, Human Resource and Personnel Management Richard D Irwin, Illinois 1984.</p> <p>3). Subba Rao-Human Resource Management</p> <p>1). Drummond M.F. Principles of Economic Appraisal in Health Care, 1985 Oxford University Press, New York</p> <p>2). Ferrer HP ed, Health Services Administration, Research pond Management 1972 Butter Worth's, London</p> <p>3. Fermat D. Strategies for paying Health Services in developing countries, 1984, World Bank, Washington DC</p> <p>4 Field stein, PG, Health Care Economics' 1979, John Wiley, New York.</p>

Management of Non-Profit Organizations

Semester III	MANB303N	Strategic Management for Non-Profit Organizations
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes:

CO#	Cognitive Abilities	Course Outcomes
303N.1	Understanding	Describe the strategic context, structure, and mission-centric approach of non-profit organizations (NPOs).
303N.2	Analyzing	Analyze the role of internal and external factors in shaping non-profit strategy and performance.
303N.3	Applying	Apply strategic management frameworks to real-world non-profit settings.
303N.4	Evaluating	Evaluate stakeholder engagement, social impact, and resource alignment in NPO strategy.
303N.5	Creating	Design innovative, scalable, and mission-driven strategies for long-term sustainability of non-profit organizations.

Unit 1	Foundations of Non-Profit Strategic Management <ul style="list-style-type: none"> • Nature, types and scope of non-profit organizations • Differences between for-profit and non-profit strategic thinking • Strategic vs. operational decisions in NPOs • Vision, mission, and value alignment in purpose-driven organizations Strategic planning cycle for non-profits
Unit 2	Strategic Environment of Non-Profits <ul style="list-style-type: none"> • External environmental analysis: socio-political, legal, economic, and global contexts • Internal environment: organizational structure, leadership, and capacity in NPOs • Tools: SWOT, PESTLE, stakeholder analysis • Emerging strategic challenges in Indian non-profits • Role of policy, civil society, and funding ecosystems in shaping strategy
Unit 3	Strategy Formulation for Non-Profits <ul style="list-style-type: none"> • Setting long-term goals aligned with mission and stakeholder expectations • Prioritizing programs: strategic fit and impact • Developing value propositions and positioning strategies for NPOs • Social Return on Investment (SROI) • Strategic partnerships, coalitions, and multi-stakeholder engagement

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Unit 4	<p>Strategy Implementation and Governance</p> <ul style="list-style-type: none"> • Governance models: board and executive alignment • Human resource management in volunteer-intensive and mission-driven setups • Financial strategy: budgeting, fundraising, and donor relationship management • Ethics, transparency, and accountability mechanisms • Monitoring and evaluation systems for social impact
Unit 5	<p>Innovation and Sustainability in NPOs</p> <ul style="list-style-type: none"> • Social innovation and technology integration in non-profits • Hybrid business models and earned income strategies • Financial sustainability beyond donor dependency • Impact scaling and replication strategies • Strategic collaboration with corporates (CSR), government, and international donors
<p>Suggested Text Books/Cases/Readings:</p>	<ol style="list-style-type: none"> 1. "Strategic Management for Nonprofit Organizations: Theory and Cases" by Sharon M. Oster – Oxford University Press 2. "Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times" by Michael Allison & Jude Kaye – Wiley 3. "Managing the Non-Profit Organization" by Peter F. Drucker – HarperBusiness 4. "Mission Impact: Breaking Through Nonprofit Performance" by Robert M. Sheehan Jr. – Wiley 5. "Nonprofit Management: Principles and Practice" by Michael J. Worth – Sage Publications

Semester III	MANB304N	Fundraising and Financial Management in Non-Profit Organizations
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes:

CO#	Cognitive Abilities	Course Outcomes
304N.1	Understanding	Explain the unique characteristics of financial management in non-profit organizations.
304N.2	Applying	Apply budgeting, fund accounting, and cost control mechanisms specific to non-profit settings.
304N.3	Analyzing	Analyze and evaluate fundraising strategies suitable for different types of non-profit organizations.
304N.4	Evaluating	Assess financial sustainability and donor management practices of Indian non-profits.
304N.5	Creating	Design an integrated fundraising plan aligned with organizational mission and compliance frameworks.
304N.6	Understanding	Explain the unique characteristics of financial management in non-profit organizations.

Unit 1	Introduction to Financial Management in Non-Profit Organizations : Characteristics of non-profits; Difference between for-profit and non-profit finance; Regulatory framework for NGOs in India; Overview of fund accounting. Case Study: Financial Planning in Goonj
Unit 2	Budgeting and Cost Control : Types of budgets (program, operational, capital); Budget preparation process; Zero-based budgeting; Cost allocation and control. Case Study: Budget Optimization in Akshaya Patra Foundation
Unit 3	Fundraising Strategies and Donor Management : Principles of fundraising; Sources of funds (individual, corporate, government, CSR); Campaign planning; Digital fundraising; Donor segmentation, engagement and retention. Case Study: Ketto's Crowdfunding Model
Unit 4	Financial Reporting and Compliance : Financial statements for non-profits; Internal controls; FCRA compliance; 80G and 12A; CSR regulations; Transparency and accountability in reporting. Case Study: Financial Governance at Pratham
Unit 5	Strategic Financial Planning and Sustainability : Long-term financial planning; Reserves management; Social enterprise models; Impact investing; Performance metrics and ROI for social impact. Case Study: Social Return on Investment (SROI) at SELCO India

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none"> • Financial Management for Nonprofit Organizations: Policies and Practices, John Zietlow, Jo Ann Hankin, Alan Seidner, Wiley India, 3rd Edition • Fundraising Principles and Practice, Adrian Sargeant, Jen Shang, Jossey-Bass, 1st Edition, Managing Nonprofit Organizations: Principles and Practices, Mary Tschirhart, Wolfgang Bielefeld, Wiley India, Latest Edition • Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit, J. Gregory Dees, Jed Emerson, Peter Economy, Wiley India, Latest Edition • The Art of Raising Funds: Achieving Funding Success as a Nonprofit Leader, Rakesh Gupta, Notion Press, Latest Edition
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Semester III	MANB305N	Governance and Legal Frameworks for NGOs
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes:

CO#	Cognitive Abilities	Course Outcomes
305N.1	Understanding	Explain the concept, significance and evolution of NGOs in the Indian and global context.
305N.2	Applying	Interpret the legal frameworks and statutory compliances applicable to NGOs in India.
305N.3	Analyzing	Examine governance structures and roles/responsibilities of board members, trustees, and management in NGOs.
305N.4	Evaluating	Evaluate the transparency, accountability, and ethical issues related to NGO operations.
305N.5	Creating	Design strategic governance models aligned with regulatory frameworks for effective NGO functioning.
305N.6	Understanding	Explain the concept, significance and evolution of NGOs in the Indian and global context.

Unit 1	Introduction to NGOs : Definition, characteristics and types of NGOs; Evolution of NGO sector in India; Role of NGOs in development; Relationship with government and international bodies; Case Study: PRATHAM's education initiatives and community engagement
Unit 2	Legal Framework for NGOs in India : Registration of NGOs – Societies Registration Act, 1860; Indian Trusts Act, 1882; Companies Act, 2013 (Section 8 companies); Key regulatory bodies: Registrar of Societies, Charity Commissioner, Ministry of Corporate Affairs; FCRA compliance; Income Tax exemptions; Case Study: Compliance challenges faced by Greenpeace India.
Unit 3	Governance Models and Board Roles : Principles of good governance in NGOs; Composition, roles and responsibilities of governing boards and trustees; Leadership and succession planning; Volunteer and staff management; Conflict of interest and fiduciary duties; Case Study: Governance restructuring in Akshaya Patra Foundation.
Unit 4	Accountability, Ethics and Transparency : Importance of accountability and transparency; Financial management and reporting standards; Ethical dilemmas and corruption issues; Social audit and third-party evaluation; RTI and public scrutiny; Case Study: Transparency reforms in Goonj and community accountability mechanisms.
Unit 5	Strategic Governance and Future Trends : Strategic governance frameworks; Policy advocacy and NGO influence on public policy; Digital governance and use of technology in NGO management; Emerging global standards and SDGs; Collaboration with government, corporates and civil society; Case Study: Strategic alliances by SEWA for women empowerment.

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none">□ M. C. Kuchhal & Vivek Kuchhal – Business Law (13th Edition), Vikas Publishing□ Sundar, Pushpa – NGOs in India: The Challenges of Women's Empowerment and Accountability, Routledge□ Basu, Rumki – Public Administration: Concepts and Theories (Latest Edition), Sterling Publishers□ Amita Singh – Administrative Reforms Towards Sustainable Practices, Sage Publications□ S. L. Goel & R. K. Jain – Social Welfare Administration: Theory and Practice, Deep & Deep Publications
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Semester III	MANB306N	Marketing and Communication for Non-Profit Organizations
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes:

CO#	Cognitive Abilities	Course Outcomes
306N.1	Understanding	Describe the role and significance of marketing and communication in non-profit organizations.
306N.2	Applying	Apply core marketing concepts to design outreach strategies for social impact.
306N.3	Analyzing	Analyze audience behavior and segmentation techniques for effective non-profit messaging.
306N.4	Evaluating	Evaluate digital, social media, and traditional marketing strategies for non-profit outreach.
306N.5	Creating	Create integrated marketing communication plans to drive engagement and donations.
306N.6	Understanding	Describe the role and significance of marketing and communication in non-profit organizations.

Unit 1	Introduction to Non-Profit Marketing : Nature and scope of marketing in non-profit settings; Differences between for-profit and non-profit marketing; Mission-driven marketing; Role of branding and trust; Case Study: Marketing journey of CRY (Child Rights and You).
Unit 2	Understanding Target Audience and Stakeholder Communication Identifying donors, volunteers, beneficiaries, government and partners; Audience segmentation; Behavioural insights; Stakeholder mapping; Communication objectives; Case Study: Donor engagement by HelpAge India.
Unit 3	Marketing Strategies for Non-Profit Organizations 4Ps adapted for NGOs; Social marketing vs. cause marketing; Fundraising campaigns; Event-based promotion; Building long-term donor relationships; Case Study: Fundraising campaign success of GiveIndia.
Unit 4	Integrated Marketing Communication (IMC) in NGOs Elements of IMC – advertising, PR, direct marketing, events and digital media; Message design and storytelling for impact; Media mix decisions; Impact of visual identity and brand consistency; Case Study: Brand repositioning of Smile Foundation.
Unit 5	Digital and Social Media for Non-Profits Role of websites, email, blogs, podcasts and mobile apps; Social media platforms and metrics; Influencer collaboration; Crowdfunding platforms; Campaign tracking and impact measurement; Case Study: Social media advocacy by The Better India and Milaap.

Suggested Text Books/Cases/Readings:	<ol style="list-style-type: none">1. Philip Kotler, Nancy Lee – Social Marketing: Changing Behaviors for Good (5th Edition), SAGE Publications2. Adrian Sargeant, Jen Shang – Fundraising Principles and Practice (2nd Edition), Jossey-Bass3. John Burnett – Nonprofit Marketing Best Practices, Wiley4. Madhukar Bhagat – Nonprofit Organizations: Marketing and Communication Strategies, Blue Rose Publishers5. Philip Kotler, Kartajaya Hermawan, Iwan Setiawan – Marketing 5.0: Technology for Humanity, Wiley India
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Semester III	MANB307N	Project Management and Impact Assessment in NGOs
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes:

CO#	Cognitive Abilities	Course Outcomes
307N.1	Understanding	Explain the fundamentals of project management and impact assessment in the non-profit sector.
307N.2	Applying	Apply project planning, budgeting, and implementation techniques to NGO-based initiatives.
307N.3	Analyzing	Analyze tools and frameworks used to monitor and evaluate NGO project performance.
307N.4	Evaluating	Evaluate the effectiveness and sustainability of NGO interventions through impact assessment methodologies.
307N.5	Creating	Design comprehensive project proposals and assessment reports aligned with donor and beneficiary expectations.

Unit 1	Introduction to Project Management in NGOs Concept and types of projects in NGOs; Project life cycle; Role of project managers and stakeholders; Goal setting and aligning with organizational mission; Case Study: Project Dhan's participatory planning model in Tamil Nadu.
Unit 2	Project Planning, Budgeting and Implementation Project design tools (Log Frame, Gantt chart, PERT/CPM); Budget preparation and cost estimation; Resource allocation; Risk assessment; Fund utilization and procurement processes; Case Study: Cost-effective execution of rural health project by Karuna Trust.
Unit 3	Monitoring and Evaluation (M&E) Basics of M&E; Indicators and targets – input, output, outcome, impact; Developing M&E frameworks; Data collection and tools (surveys, FGD, case tracking); Real-time monitoring systems; Case Study: Monitoring systems of Educate Girls initiative in Rajasthan.
Unit 4	Impact Assessment and Measurement Impact assessment methods (experimental, quasi-experimental, participatory); Theory of Change; Social Return on Investment (SROI); Third-party evaluations; Sustainability and exit strategies; Case Study: Impact assessment of sanitation projects by Sulabh International.
Unit 5	Proposal Development, Reporting and Donor Communication Writing compelling project proposals; Structure and logical flow; Aligning with donor guidelines and priorities; Reporting formats; MIS and technology for reporting; Communicating impact effectively; Case Study: Proposal drafting and donor engagement by Oxfam India.

Suggested Text Books/Cases/Readings:	<ul style="list-style-type: none"> • David I. Cleland & Lewis R. Ireland – Project Management: Strategic Design and Implementation (6th Edition), McGraw Hill • Ricky W. Griffin – Management: Principles and Applications, Cengage Learning India • Robert M. Penna – The Nonprofit Outcomes Toolbox: A Complete Guide to Program Effectiveness, Performance Measurement, and Results, Wiley • Rossi, Lipsey & Freeman – Evaluation: A Systematic Approach (8th Edition), SAGE Publications • Michael Bamberger – RealWorld Evaluation: Working Under Budget, Time, Data, and Political Constraints (2nd Edition), SAGE Publications
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Semester III	MANB351	Summer In-Plant Training (SIT)
Credits : 5	LTP: 0:0:5	Vocational & Skill Enhancement Course (VSEC)

COB#	Course Objectives (COBs)
COB1	To provide students with direct exposure to organizational structures, processes, and workplace culture.
COB2	To bridge academic learning with real-world industry practices and operations.
COB3	To encourage students to solve practical business problems through the application of management tools and techniques.
COB4	To enhance students' soft skills such as communication, teamwork, adaptability, and professionalism.

CO#	Cognitive Abilities	Course Outcomes
351.1	Understand	Understand the structure, function, and operations of the organization where SIT is undertaken.
351.2	Apply	Apply classroom-acquired theoretical knowledge in a real-world organizational context. Demonstrate professionalism, ethical behavior, and effective interpersonal communication in the workplace
351.3	Analyze	Analyze real-life business challenges through observation, discussion, and data interpretation.
351.4	Create	Develop a detailed project report outlining key contributions, learnings, and insights from the SIT.

3. Phases of SIT

Phase	Duration	Description
Phase 1: Pre-SIT	Week 0	Finalize organization, seek approvals from faculty and institute, set personal learning goals.
Phase 2: Orientation & Induction	Week 1	Attend orientation, understand team structure, define work objectives with mentor.
Phase 3: Execution	Weeks 2–5	Execute assigned tasks, maintain progress diary, attend team meetings, apply management principles.
Phase 4: Analysis & Reporting	Week 6	Interpret data collected, draft SIT report, finalize deliverables, get feedback from mentor.
Phase 5: Post-SIT Evaluation	Post Week 6	Submit final report and diary, appear for viva-voce, reflect on overall learning.

4. Student Action Plan – Week-wise Alignment

Week	Phase	Student Actions	Deliverables
Week 0	Phase 1: Pre-SIT	Identify potential organizations, apply formally, get institute approval, define 2–3 learning objectives.	Approval Form / Final Report / Viva
Week 1	Phase 2: Orientation	Participate in company induction, understand job roles, meet mentor, note work expectations.	Approval Form / Final Report / Viva
Week 2	Phase 3: Execution	Begin tasks, record work daily, seek feedback, apply management tools like SWOT/PESTLE.	Diary Entry, Report Drafts, Mentor Feedback
Week 3	Phase 3: Execution	Continue working on assigned projects, document key observations, evaluate challenges.	Diary Entry, Report Drafts, Mentor Feedback
Week 4	Phase 3: Execution	Implement mentor suggestions, attend team reviews, refine approach, record progress.	Diary Entry, Report Drafts, Mentor Feedback
Week 5	Phase 3: Execution	Finalize primary tasks, draft outlines for report, collect relevant data or charts.	Diary Entry, Report Drafts, Mentor Feedback
Week 6	Phase 4: Reporting	Analyze performance, complete SIT report, get mentor feedback on draft, prepare final diary.	Diary Entry, Report Drafts, Mentor Feedback
Week 7+	Phase 5: Post-SIT Evaluation	Submit final report and evaluation sheet, attend viva, self-reflect on professional growth.	Approval Form / Final Report / Viva

5. SIT Deliverables

Deliverable	Description	Marks / Requirement
SIT Progress Diary	Daily work entries, weekly reflections, final summary of the internship experience.	<u>40 (Internal)</u>
SIT Report	Comprehensive document with certificates, executive summary, analysis, and contribution reflections.	<u>Submitted Copy</u>
Mentor Evaluation Sheet	Formal evaluation filled and signed by company mentor with comments and ratings.	<u>40 (Internal)</u>
Final Viva-Voce	Oral evaluation on project understanding, report quality, learning, and utility to host org.	<u>120 (External)</u>
Certificates	Institute and Organization certificates of completion.	<u>Mandatory</u>

Fourth Semester

Semester IV	MANB401	Entrepreneurship Development
Credits : 3	LTP: 2:1:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
401.1	UNDERSTANDING	Understand entrepreneurial processes, including idea generation and feasibility analysis.
401.2	APPLYING	Apply business planning and financing strategies to start-ups.
401.3	ANALYSING	Analyze growth opportunities and challenges in entrepreneurial ventures.
401.4	EVALUATING	Evaluate the social, ethical, and sustainability aspects of entrepreneurship.

Unit 1	Introduction to Entrepreneurship <ul style="list-style-type: none">• Definition and Meaning of Entrepreneurship: Characteristics of an entrepreneur, types of entrepreneurs (innovative, imitative, and Fabian).• Importance of Entrepreneurship in Economic Development: Role of entrepreneurs in job creation, innovation, and wealth creation.• Entrepreneurial Process: Steps involved in the entrepreneurial process from idea generation to business execution.• Qualities of an Entrepreneur: Leadership, risk-taking ability, and decision-making.• Challenges in Entrepreneurship: Social, economic, and personal barriers.
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Unit 2	<p>Entrepreneurial Opportunities and Creativity</p> <ul style="list-style-type: none"> Identifying Business Opportunities: Market analysis, competitive analysis, and trend spotting. Sources of Business Ideas: Innovation, technology, and customer needs. Creativity in Entrepreneurship: Techniques for fostering creativity, creative problem-solving. Idea Generation and Evaluation: Methods for evaluating business ideas, feasibility studies. Opportunity Recognition: How to identify and capitalize on emerging business opportunities.
Unit 3	<p>Business Planning and Start-Up</p> <ul style="list-style-type: none"> Business Plan Concept: Importance of a business plan, components of a business plan. Feasibility Analysis: Technical, financial, and market feasibility. Legal Structure of a Business: Sole proprietorship, partnership, limited liability partnership (LLP), and corporation. Startup Essentials: From concept to execution, registration, licensing, and compliance. Sources of Finance: Debt and equity financing, venture capital, crowdfunding.
Unit 4	<p>Growth Strategies and Managing the Entrepreneurial Firm</p> <ul style="list-style-type: none"> Managing Business Growth: Challenges and strategies for scaling a business. Growth Strategies: Organic growth, mergers, acquisitions, strategic alliances. Financial Management in Startups: Cash flow management, cost control, and budgeting. Marketing Strategies for Growth: Branding, market segmentation, and customer acquisition. Human Resource Management: Hiring, training, and managing teams for growth.
Unit 5	<p><u>Social, Ethical, and Legal Aspects of Entrepreneurship</u></p> <ul style="list-style-type: none"> Social Entrepreneurship: Meaning, characteristics, and impact of social enterprises. Corporate Social Responsibility (CSR): Role of entrepreneurs in societal development. Ethical Issues in Entrepreneurship: Business ethics, ethical decision-making frameworks. Legal Framework: Contracts, intellectual property rights, business laws. Sustainability and Green Entrepreneurship: Environmentally friendly and sustainable business practices.

Suggested Reference Books:	<ul style="list-style-type: none">• "Entrepreneurship: Theory, Process, and Practice" by Donald F. Kuratko.• "The Entrepreneurial Mindset" by Rita Gunther McGrath and Ian MacMillan• "Innovation and Entrepreneurship" by Peter F. Drucker• "The Lean Startup" by Eric Ries• "Business Plans for Dummies" by Paul Tiffany and Steven D. Peterson• "The Art of the Start 2.0" by Guy Kawasaki.• "Scaling Up: How a Few Companies Make It...and Why the Rest Don't" by Verne Harnish.• "The Innovator's Dilemma" by Clayton Christensen• "Social Entrepreneurship: What Everyone Needs to Know" by David Bornstein and Susan Davis.
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Semester IV	MANB402	Quality Management
Credits : 3	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
402.1	Analyze	Connect the dimensions of 'quality' to the quality systems in an organization.
402.2	Evaluate	Assess the relevance of distinct Quality systems to distinct work procedures or product assemblies.
402.3	Create	Assemble various quality systems, and integrate them into one quality structure that can be customized, depending on quality dimensions and work systems.

Unit 1	Foundations Concept: Evolution of Quality systems post-World War, definition of 'quality'. Constituents: Product, process & service quality. David Garvin's dimensions of quality & SERVQUAL
Unit 2	Foundations of quality systems Constructs: Kaizen, 5P Material Management system, Deming cycle, 7 tools of Quality control. Philosophers on Quality: F.W.Taylor, Edward Deming, Joseph Juran, Philip Crosby & Kaoru Ishikawa
Unit 3	Quality Management - I Toyota Production System: Jidoka, Genchi Genbetsu, Poka yoke, Andon, Heijunka, Demba, Kanban, Just-in-time system Lean Management: Muda, Muri and Total Quality Management
Unit 4	Quality Management - II Six Sigma: Concept, Customer-consciousness, DMAIC and DMADV
Unit 5	Quality Management - III Service Quality: Quality parameters in service organizations, adoption and application of quality systems in service processes. International standards: ISO9001, ISO14001, OHSAS18001, ISO/IEC 27001.

Suggested Text Books/Cases/Readings:	Quality Management Systems – Ray Tricker
Quality Management Systems – Ray Tricker	Suggested Reference Books/Cases/Readings: Quality is more than making a Good Product – H. Takeuchi Creating a culture of Quality – Ashwin Srinivasan, Bryan Kurey

Semester IV	MANB451	Internship
Credits : 20		06 Months Internship

Course Outcomes (COs)

CO Code	Bloom's Level	Course Outcome Description
451.1	Understanding	Interpret organizational objectives, processes, and work culture through structured real-world engagement.
451.2	Applying	Apply academic theories, principles, and frameworks effectively in real operational scenarios.
451.3	Analyzing	Analyze functional and strategic aspects of the host organization to identify critical business challenges and opportunities.
451.4	Evaluating	Critically evaluate business strategies, practices, and processes implemented within the host organization.
451.5	Creating	Create a comprehensive internship project report demonstrating clarity, depth of analysis, and actionable recommendations beneficial to the organization.

About the Internship:

Internships are structured, short-term, supervised activities, providing practical experience in a chosen discipline. The six-month internship experience aims to augment outcome-based learning processes, inculcating crucial graduate attributes.

During the Fourth Semester, students must undergo a mandatory **Six Months Internship (SMI)** worth 20 credits, supervised jointly by a Faculty Guide and an Industry/Organizational Mentor. Students are required to seek advanced written approval from their Faculty Guide, Industry/Organizational Mentor, and the Director of the Department about the organization before commencing the internship.

The internship can be undertaken in an **Industry, Corporate Entity, NGO, SME, Government Undertaking, or Cooperative Sector**. It involves operational tasks/projects providing practical experience crucial for future career endeavors.

Guidelines for Internship:

- **SMI Diary/Daily Log (80 marks):**
Students must maintain a diary/logbook documenting daily work to foster clarity in thought, reasoning abilities, and writing skills. This log, certified by the organizational mentor, is mandatory for submission alongside the final report.
- **Weekly Reporting:**
Students must report weekly progress to their Faculty Guide (either online or offline) in the prescribed format.

- **Internal Assessment by Faculty Guide (80 marks):**

Students must adhere strictly to the following schedule:

Sr. No.	Particulars	Dates
1	Synopsis Submission	As per UDMS Schedule
2	First Review	As per UDMS Schedule
3	Second Review	As per UDMS Schedule
4	Third Review	As per UDMS Schedule
5	Final Review	As per UDMS Schedule
6	Documentation/Report Submission	As per UDMS Schedule
7	Submission of Report	As per UDMS Schedule
8	Final Examination (Viva-Voce)	As per UDMS Schedule

- **External Viva-Voce Examination (240 marks):**

Conducted after Semester IV theory examinations, assessing:

- Adequacy and relevance of internship tasks undertaken.
- Application of academic concepts learned during the MBA program.
- Understanding of organizational structure, functions, and the overall business environment.
- Analytical and critical thinking capabilities.
- Technical writing, presentation, and documentation skills.
- Utility and outcomes of the internship—organizational impact and personal learning.

Final Internship Report Format:

- **Cover Page:**

- Student Name, Roll No., Program (MBA), Batch Year
- Project Title
- Internship Organization Name
- Internship Duration (Dates)

- **Certificate from Organization:**

Official certificate on company letterhead signed by organizational mentor/supervisor.

- **Declaration by Student:**

Statement declaring originality of the work submitted.

- **Acknowledgments:**

Brief mention of support from organizational and academic mentors.

- **Table of Contents:**

List of chapters, subchapters, annexures with page numbers.

- **Executive Summary:**

Overview summarizing objectives, methodology, key findings, and recommendations.

Chapter-wise Structure:

- **Chapter 1: Introduction**
 - Background of organization (mission, vision, products/services, market position)
 - Industry profile and significance of the Internship project
 - Objectives of Internship (general and project-specific)
- **Chapter 2: Organizational & Functional Analysis**
 - Organizational structure, hierarchy, department functions
 - Detailed description of the department and role performed by the student
 - Nature and scope of assigned tasks/projects
- **Chapter 3: Methodology**
 - Detailed project methodology (primary/secondary data collection, research instruments, sampling methods)
 - Description of operational tools and software utilized, if any
- **Chapter 4: Data Analysis & Interpretation**
 - Comprehensive data analysis using appropriate analytical tools and frameworks (e.g., SWOT Analysis, Market Segmentation Analysis, Financial Analysis, etc.)
 - Interpretation and implications of findings clearly articulated
- **Chapter 5: Findings & Recommendations**
 - Detailed project findings with supporting data
 - Actionable recommendations beneficial to the organization (strategic and operational)
- **Chapter 6: Conclusion & Reflection**
 - Summary of project outcomes
 - Reflections on personal growth, skills acquired, and professional insights gained
- **References:**
Proper referencing (APA Style)
- **Annexures:**
Supporting documents, supplementary tables/charts, questionnaires, raw data sheets

Assessment Scheme Summary:

Component	Marks
SMI Diary/Daily Log	80
Internal Assessment by Faculty Guide	80
External Viva-Voce Examination	240
Total	400

Suggested Books (Verified Availability on Amazon India):

Internship Preparation & Research Methodology:

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1. C.R. Kothari – Research Methodology: Methods and Techniques, New Age International Publishers.
2. Ranjit Kumar – Research Methodology: A Step-by-Step Guide for Beginners, SAGE Publications India.
3. Uma Sekaran & Roger Bougie – Research Methods for Business: A Skill-Building Approach, Wiley India.

Subject-Specific Reference (Marketing Example):

1. Philip Kotler & Kevin Lane Keller – Marketing Management, Pearson Education India.
2. Ramaswamy & Namakumari – Marketing Management: Indian Context, Global Perspective, McGraw Hill Education.
3. R. Srinivasan – Case Studies in Marketing: The Indian Context, PHI Learning Pvt Ltd.
4. S.L. Gupta – Marketing Research, Excel Books India.