



1st B-School in Odisha with 'A' Grade Accrediation by **NAAC**

SRUSTI ACADEMY *of* MANAGEMENT (Autonomous)

Approved by AICTE, New Delhi &
Affiliated to Biju Patnaik University of Technology (BPUT), Odisha
www.srustiacademy.ac.in

Master of Business Administration (MBA)

With Effective from Admission Batch 2024-26

Master of Business Administration (MBA)

1.1 Introduction

The programme structure focuses on aligning the programme (MBA) curriculum with the institute's vision and mission and the credits have been finalized based on stakeholders' needs as well as the general requirements of the programmes. The institute strives to set high standards of education by incorporating industry endorsed syllabus updated from time to time. The curriculum emphasizes on connecting theory to practice and equip the students to meet the ever-changing needs of the industry. The primary goal of this programme is to prepare students to manage businesses in the VUCA (volatility, uncertainty, complexity, and ambiguity) environment. Employability, innovation, linking theory to practice is the central focus of the curriculum design. The core curriculum is designed to provide the students an in-depth knowledge of the academic disciplines and applied functional areas essential for the success of any business and non-business leader.

To improve students' passion for learning new skills and adopting an innovative mindset, it's of utmost importance to incorporate the learning outcome-based curriculum framework. Learning outcomes specify the knowledge, skills, values and attitudes students are expected to attain in a program or in a course. The program curriculum is thus designed based on the framework of providing Outcome Based Education (OBE) by collecting inputs from all key stakeholders in management education (industry, academia, and alumni) as well as benchmarking with top Indian and foreign business schools.

2.1 During two years (four semesters) MBA programme students are required to undergo the following:

2.1.1 Foundation course during Deeksharambh (Student Induction Program)

Courses: Core, elective, training and skill development, IT, UHV and internship etc.

2.2 Programme Duration

The two-year programme is divided into four semesters. During the first semester, the students are provided extensive teaching in a number of core courses. From the second semester onwards till the fourth semester, the students are required to complete core as well as specialization courses. Students pursue their special interests in-depth through a specialization offered by the programme. During the month of June and July, students are required to undertake a Summer Internship Project (SIP). Apart from core and specialization courses, a student has to undergo soft-skill training spread over different semesters. Many co-curricular activities are included for enriching the teaching learning process and extra-curricular activities are also conducted for holistic development of the student

3.1 PEO and PO Statements

3.1.1 PEO Statements

Program Educational Objectives (PEOs) are broad statements that describe the career and professional accomplishments that the program is preparing graduates to achieve. Three PEOs have been defined for the program:

PEO 1	To create understanding of the key business concepts, contributing towards effective decision-making and problem-solving capabilities of the budding managers.
--------------	--

PEO 2	To equip the students with appropriate skills, positive attitude, team spirit and higher level of proficiency for successful career in industry, business and entrepreneurship.
PEO 3	To create socially responsible and value-driven students committed to sustainable development of the society.

3.1.2 PO and PSO Statements

Program Outcomes (POs) describe what students are expected to know and would be able to do by the time of graduation. These relate to the skills, knowledge, and behaviors that students acquire as they progress through the program. There are five POs which have been defined by National Board of Accreditation (NBA) for management graduates. Program Specific Outcomes (PSOs) are statements that describe what the graduates of a specific management program should be able to do. The institute has defined one Program specific outcome which adds on to the Program outcomes.

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value-based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

Scheme of Credit Distribution

Semester	Specifications	Credits	Total Credits
1 st	09 Theory papers 04 Practical Papers	01 X @ 4 credit per paper=04 05 X @ 3 credits per paper =15 03X @ 2 credits per paper =06 04X @ 1 credit per paper=04	29
2 nd	08 Theory Papers 01 Theory papers of specialization – I 01 Theory papers of specialization –II 04 Practical papers	04X @ 3 credits per paper =12 03X @ 2 credit per paper =06 01 X @ 1 credit per paper =01 01X @ 3 credits per paper=03 01X @ 3 credits per paper=03 04X @ 1 credit per paper=04	29
3 rd	01 theory paper	01 X @ 3 credits per paper =03	32
	04 Theory papers of specialization – I	04 X @ 3 credits per paper = 12	
	04 Theory papers of specialization–II	04 X @ 3 credits per paper = 12	
	01 Practical	01 X @ 2 credits per paper = 02	
	Summer Internship after 2 nd Semester Exam.	01 X @ 4 credits per paper = 04	
4 th	02 Theory papers of specialization – I	2 X @ 3 credits per paper = 06	12
	02 Theory papers of specialization– II	2 X @ 3 credits per paper = 06	
Grand total			102

Programme Structure Analysis

Semester	Core papers	Electives	Training/Soft-skill/ Capacity Building	IT	Internship/ Dissertation	Total
1 st	09	-	03	01	-	13
2 nd	08	02	02	02	-	14
3 rd	01	08	01	-	01	11
4 th		04	-	-	-	04
Total						42

Sl. No.	Category of Papers	Number of papers	Credits
i.	Core papers	18	47
ii.	Electives	14	42
iii.	Training/Soft-skill/Capacity Building	06	06
iv.	IT	03	03
v.	Internship	01	04
		Total Papers 42	Total Credits 102

Add-on course (by the institute) / Value Added Courses (MOOCs/Swayam/NPTEL/NIS Mother credible courses) shall be provided as additional non-credit courses of 30 hours.

4.1 Program Highlights

4.1.1 Core courses

The core courses of MBA programs provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further studied in depth during the elective phase. A wide range of core courses provide groundwork in the basic management disciplines like Accounting, Marketing, Finance, Information Technology, Organization Behavior and Human Resources, Statistics, Strategy etc. The integrated foundation is important for students because it not only allows them to build upon existing skills, but also explore career options in a range of industries, and expands their understanding of various business fields.

4.1.2 Elective courses

The elective courses provides in depth insight towards strengthening knowledge in areas critical to personal and professional growth. Electives are focused on the knowledge and skills critical for those working in innovation-driven environments.

Elective courses are concentrations for further study in functional areas like Marketing, Human Resource, Finance, Information Systems, Operations, Sustainability and Business Analytics.

4.1.3 Industry Endorsed Curriculum

Since the very purpose of a B-School is to prepare students with requisite knowledge and skill to serve Industry, the Institute has a good representation of Industry representatives in its Board of Studies (BOS) which is mandated to first examine the existing curriculum, suggest

for addition and deletion of subjects and moderation of modules in those. New areas of specialization in emerging areas like Business Analytics, Data Analytics, Logistics and supply chain management-Commerce etc has been incorporated.

4.1.4 Value Added Courses (Sector specific)

To bridge the gap between corporate need and syllabus, sector specific Value-Added Course (VAC) is offered to students for enhancing employability. Value-Added courses shall be over and above curriculum selected from course offered by SWAYAM / NPTEL / NSE / NISM / other reputed institutions / Universities etc. to develop skills to increase the employability quotient and equipping the students with practical insights of few sun-rise sectors, which most often offer number of job opportunities.

4.1.5 Emphasis on Practical Learning

In order to emphasize on practical learning, the curriculum shall be embedded with practical assignments, live projects and internships evenly distributed in all semesters. Each project assignment shall be carrying specified course credit.

5.1 Pedagogy

Employing effective pedagogical approaches help students achieve learning outcomes and realizes their full educational potential. Quality pedagogy provides strong foundations for learning. It aids students in developing advanced concepts and critical thinking abilities

The pedagogy followed shall help the students:

- i. to impart knowledge, skills, attitudes and competence among the prospective managers;
- ii. to offer Multi, Inter and Cross Disciplinary modular programmes in Management with IT enabled teaching learning process to produce market driven managers; and
- iii. To develop a strong intellectual and ethical human capital base with a focus on industry and services sector.
- iv. To infuse entrepreneurial approach within the student.

With an objective to improve the teaching quality and to enforce improvement in the learning outcome of the students the following pedagogy is adopted.

5.1.1 Blended learning

Online-learning brings many opportunities for students to learn simultaneously from number of institutes across the world. Along with physical class room teaching, online-learning through various platforms, including SWAYAM / MOOC/ NPTEL / NISM encourages students in archiving the learning outcomes. For effective blended learning, there is an increased use of various Learning Management solutions (LMS) during the programme.

5.1.2 Case Based Teaching

Case-based teaching is a pedagogical approach that engages students in the process of making real-world decisions, critical thinking and explore innovative solutions. The faculty members create cases that represent authentic workplace situations to encourage students to apply knowledge gained from the classroom or through additional research in order to solve the case. This validates the application of knowledge of management theories and practices to solve business problems as provided in programme objectives.

5.1.3 Flipped Classroom

A flipped class room is an instructional strategy and a type of blended learning which aims to increase student engagement and learning by having students completing reading at their home and work on live problem-solving/assignments during class time. This is the reverse of

more common practice of introducing new content at Institute/College, then assigning homework and projects to be completed by the student independently at home. In a common Flipped Class Room scenario, students might watch pre-recorded videos at home then come to Classroom to do the assignment armed with questions and at least some background knowledge

5.1.4 Experiential learning

Experiential learning is an engaged learning process whereby students learn by doing and by reflecting on the experience. Experiential learning activities can include, but are not limited to, hands on field exercises, internships, laboratory experiments, study abroad, postgraduate research. Experiential learning enhances reflection, critical analysis and synthesis. Experiential learning includes a designed learning experience with the possibilities to learn from natural consequences, mistakes and successes.

5.1.5 Industry Immersion Programme

The Industry Immersion Programme is also an effective experiential learning methodology and path to bridge the gap between the expectations of the industry and the students. The programme is designed to have continuous evaluation and development of the students. Immersion programs relocate group of students into an unfamiliar environment for a period of time for the purpose of providing meaningful learning opportunities. For maximum effect, the individual/group must be receptive to the social, cultural and/or political circumstances into which they have been placed.

5.1.6 Other Pedagogical Approaches

Learning is dependent on the pedagogical approaches teachers use in the classroom. The institute focuses continuously on how teachers and students relate together as well as the improving instructional approaches implemented in the classroom. Learner-Centric Pedagogy is implemented like:

- i. **Group Discussions:** Group discussions are initiated in a class rooms on topics of interest and current issues related to business and society. Group discussions includes group behavior and helps students to share knowledge, skills, best practices, team building and leadership skills which are essential skills required for corporate and business.
- ii. **Management Games:** Management Games helps students to learn philosophy, principles, and decision making skills by fun. Any learning process is successful when students enjoy learning rather than think learning is painful. Management games facilitate students to involve voluntarily in actives of business practices.
- iii. **Outbound Training:** Outbound training is included in the curriculum in order to enhance overall Personality Development of students in building life skills. Out bound program helps students undertake field activity and build those skills which are very essential to match with the corporate rigor by involving in activities like managing events, sales, public relations and managing changes and stress. Opportunities are provided for practical training in leadership, self-development, confidence building and develop stamina and manage stress to cope up when students join companies after completion of the program.
- iv. **Presentation:** Knowledge assimilated is best assessed when students are able to express and exhibit the talent when presented in the right form and as required by

companies/corporate. Hence presentation skills give student to rehearse the knowledge, lessons learnt in the classroom. Students are assessed by individual and group presentations and give feedback and trained on the gaps.

- v. **Quiz:** Quiz one teaching method that helps test students ability to grasp subject.
- vi. **Role Play:** Role plays helps student put himself / herself in the shoes of the decisions maker in the given situation and takes decision on his/her own. It helps improving students' decision-making ability. Role play also provides opportunity to the student to experience the situation from a first person perspective and thus helps him/her gain valuable traction and knowledge based around real life scenarios along with coping skills, quick thinking and reasoning.
- vii. **Other approaches:** As a part of the regular academic activities, the Institute conducts various workshops, guest lectures, panel discussions and seminars/conferences in which both students and faculty members actively participate. Such activities are often organized by the different student Clubs of Marketing, Finance, HR, Communication, IT etc. Students are also nominated to participate in seminars/conferences organized by different institutes and universities, enabling them to acquire relevant knowledge about the market and management issues through interactions with industry.

Course Structure for 1st Year MBA

Foundation Course (to be conducted during “Deeksharambh” (Student Induction Programme))

The foundation course shall be for two weeks. The following aspects shall be included in the foundation programme:

- Basic terminologies and FAQs generally used in business management.
- Career scope in various areas of specialization
- Basics of fundamental subjects as a pre-requisite before learning the core subjects of management
- Physical and mental well-being
- Alumni talk
- Management games etc.

Sl. No.	Name of the Subject	L-T-P	Credit	Hours
1.	Foundation Course to Business Statistics	5-0-0	0	05
2.	Fundamentals of Accountancy	5-0-0	0	05
3.	Foundation for Computing and Information System	2-0-0	0	05
4.	Fundamentals of Economics	5-0-0	0	05
5.	Business Communication	2-0-0	0	05

Semester-1: Autumn Semester (August to December)

Sl. No.	Sub. Code	Name of the Subject	L-T-P	Credit	Hours	End Semester Evaluation	Internal Evaluation
1.	24MBA101	Managerial Economics	3-0-0	3	30	100	50
2.	24MBA102	Marketing Management	3-0-0	3	30	100	50
3.	24MBA103	Organizational Behavior*	4-0-0	4	40	100	50
4.	24MBA104	Business Environment and Sustainability	2-0-0	2	20	100	50
5.	24MBA105	Quantitative Techniques for Managerial Decisions	3-0-0	3	30	100	50
6.	24MBA106	Legal Aspects of Business	3-0-0	3	30	100	50
7.	24MBA107	Accounting for Managers	3-0-0	3	30	100	50
8.	24MBA108	Introduction to Artificial Intelligence **	2-0-0	2	20	100	50
9.	24MBA109	Business Communication	2-0-0	2	20	100	50
Practical							
10.	24MBA110	Career Advancement Skills and Development	0-0-1	1	20		100
11.	24MBA111	Excel for Managers	0-0-1	1	20		100
12.	24MBA112	Health and Wellness	0-0-1	1	20		100
13.	24MBA113	Language Lab	0-0-1	1	20		100
	Total			29	330	900	850

Semester-2: Spring Semester (January to May)

Sl. No.	Sub. Code	Name of the Subject	L-T-P	Credit	Hours	End Semester Evaluation	Internal Evaluation
1.	24MBA201	Financial Management	3-0-0	3	30	100	50
2.	24MBA202	Human Resource Management	3-0-0	3	30	100	50
3.	24MBA203	Business Research Methods	3-0-0	3	30	100	50
4.	24MBA204	Operations Management	3-0-0	3	30	100	50
5.	24MBA205	Human Values and Professional Ethics	2-0-0	2	20	100	50
6.	24MBA206	Business Analytics	2-0-0	2	20	100	50
7.	24MBA207	Indian Knowledge System	1-0-0	1	10	100	50
8.	24MBA208	Entrepreneurship Development *	2-0-0	2	20	100	50
Practical							
9.	24MBA209	Ideation and Validation **	0-0-1	1	20		100
10.	24MBA210	Personality Development and Communication Lab	0-0-1	1	20		100
11.	24MBA211	Business Analytics Lab (R Programming)	0-0-1	1	20		100
12.	24MBA212	Advanced Excel	0-0-1	1	20		100
13.	Specialization-I	Paper 1	3-0-0	3	30	100	50
14.	Specialization -II	Paper 1	3-0-0	3	30	100	50
	Total			29	320	1000	900

Specialization

Sl. No.	Sub. Code	Name of the Subject	L-T-P	Credit	Hrs	End Semester Evaluation	Internal Evaluation
Marketing							
1.	24MBA213A	Sales & Distribution Management	2-0-1	3	30	100	50
Finance							
2.	24MBA213B	Financial Markets and Services	2-0-1	3	30	100	50
HR							
3.	24MBA213C	Manpower Planning	2-0-1	3	30	100	50
Operations Management							
4.	24MBA213D	Supply Chain and Logistic Management	2-0-1	3	30	100	50
Business Analytics							
5.	24MBA213E	Web Analytics	3-0-0	3	30	100	50
Sustainability							
6.	24MBA213F	Principles of Sustainable Management	2-0-1	3	30	100	50
Systems Management							
7.	24MBA213G	E-Commerce and Digital Markets	3-0-0	3	30	100	50

Course Structure for 2nd Year MBA

Semester-3: Autumn Semester (August to December)

Sl. No.	Sub. Code	Name of the Subject	L-T-P	Credit	Hours	End Semester Evaluation	Internal Evaluation
1.	24MBA301	Strategic Management and Business Policy	3-0-0	3	30	100	50
1.	Specialization I	Paper 2	3-0-0	3	30	100	50
2.		Paper 3	3-0-0	3	30	100	50
3.		Paper 4	3-0-0	3	30	100	50
4.		Paper 5	3-0-0	3	30	100	50
5.	Specialization II	Paper 2	3-0-0	3	30	100	50
6.		Paper 3	3-0-1	3	30	100	50
7.		Paper 4	3-0-1	3	30	100	50
8.		Paper 5	3-0-1	3	30	100	50
9.	23MBA305	Career Advancement Skills for Corporate Readiness	0-0-1	1	20		100
10.	23MBA306	#Summer Internship Programme	0-0-2	4	-	-	100
Total				32	290	900	650

Semester-4: Spring Semester (January to May)

Sl. No.	Sub. Code	Name of the Subject	L-T-P	Credit	Hours	End Semester Evaluation	Internal Evaluation
1.	Specialization 1	Paper 6	3-0-0	3	30	100	50
2.		Paper 7	3-0-0	3	30	100	50
3.	Specialization 2	Paper 6	3-0-0	3	30	100	50
4.		Paper 7	3-0-0	3	30	100	50
	Total			12	120	400	200



1st B-School in Odisha with 'A' Grade Accrediation by **NAAC**

SRUSTI ACADEMY *of* MANAGEMENT (Autonomous)

Approved by AICTE, New Delhi &
Affiliated to Biju Patnaik University of Technology (BPUT), Odisha
www.srustiacademy.ac.in

Syllabus for MBA 2 yrs Programme

Semester-1: Autumn Semester (August to December)

Semester-1: Autumn Semester (August to December)

Sl. No.	Sub. Code	Name of the Subject	L-T-P	Credit	Hours	End Semester Evaluation	Internal Evaluation
1.	24MBA101	Managerial Economics	3-0-0	3	30	100	50
2.	24MBA102	Marketing Management	3-0-0	3	30	100	50
3.	24MBA103	Organizational Behavior*	4-0-0	4	40	100	50
4.	24MBA104	Business Environment and Sustainability	2-0-0	2	20	100	50
5.	24MBA105	Quantitative Techniques for Managerial Decisions	3-0-0	3	30	100	50
6.	24MBA106	Legal Aspects of Business	3-0-0	3	30	100	50
7.	24MBA107	Accounting for Managers	3-0-0	3	30	100	50
8.	24MBA108	Introduction to Artificial Intelligence **	2-0-0	2	20	100	50
9.	24MBA109	Business Communication	2-0-0	2	20	100	50
Practical							
10.	24MBA110	Career Advancement Skills and Development	0-0-1	1	20		100
11.	24MBA111	Excel for Managers	0-0-1	1	20		100
12.	24MBA112	Health and Wellness	0-0-1	1	20		100
13.	24MBA113	Language Lab	0-0-1	1	20		100
	Total			29	330	900	850

Syllabus

Semester	Code	Managerial Economics	Credits	L-T-P	Hours	Marks
1 st	24MBA101		3	3-0-0	30Hrs	150

Introduction

The course is designed as a foundation of economic decision making that forms the basis of almost all disciplines of management. Decisions taken by individuals, businesses, government or regulator and a framework to evaluate those decisions are the subject matter of this course. Different factors underlying the behavior of firms under various market structures are studied and the resulting market outcomes are tested through case studies and mathematical applications. In order to make the course application-oriented solution of various real-life cases are included in the pedagogy.

Objectives	Objectives of the study are to get an adequate theoretical knowledge of various applied fields of Economics and Management and to demonstrate the application of economic theory in making business decisions. The students can also enhance the ability to think analytically about the economic forces at work in our society.
Pre-requisites	Knowledge of production function, demand and supply function and market.
Teaching scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with more focus on real life examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module – I	Demand analysis- Determinants of demand, Elasticity measures and significance in decision making, demand estimation and demand forecasting, Supply analysis-law of supply, Determinants of Supply, Economic sustainability, Gig economy	10 Hrs
	Self-Study and Assignment: Supply estimation	
	Case Study and Activities	
Module – II	Production function: Single variable: law of variable proportion, Two variables: Laws of Iso-quants, Laws of Returns to Scale, Cost: Types of costs, cost functions- short run and long run, Cobb Douglas production function	10 Hrs
	Self-Study and Assignment: Economics of scope, Economics of Scale	
	Case studies /Activities	
	Market morphology, price output determination under different market conditions, perfect competition, monopoly, monopolistic competition, oligopoly. Phases of business cycle, Fiscal and Monetary policy, Inflation and deflation, Digital Trade	10 Hrs

Module – III	Self-Study and Assignment: Concept of consumption, saving and investment	
	Case studies /Activities	

Text Books:

Books	Name of the Books	Publisher
Text Books	Managerial Economics: Analysis, Problems and Cases by P L Meheta, 21 st edition, 2016	Sultan Chand and Sons
	Managerial Economics: analysis of managerial decision making by Ahuja, H. L. 9 th edition, 2017	S. Chand
Reference books	Managerial Economics by Yogesh, Maheshwari, 3 rd edition, 2019	PHI
	Managerial Economics Theory & Applications by D.M. Mithani, 19 th edition, 2010	HPH
	Managerial Economics by D. N. Dwivedi, 7 th edition, 2008	Vikas
Online Resources	<ol style="list-style-type: none"> 1. https://youtu.be/ycyMktNFZ88 2. https://youtu.be/ytQxam0_Hns 3. https://youtu.be/6Ew371BIHvg 4. https://youtu.be/zNbCYc4n1-s 5. https://youtu.be/95X89T8OEUE 6. https://youtu.be/VU1zySe-8NA 7. https://youtu.be/KY_AbmOGvPg 8. https://youtu.be/id0CoePRL5A 	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Define the various concepts, nature, scope and the role of managerial economics	Remember (Level 1)
CO2	Demonstrate and interpret the practical implications of demand analysis in decision making	Understand (Level 2)
CO3	Apply the different mathematical techniques in demand and costs to take managerial decisions.	Apply (Level 3)
CO4	Analyze and select the best production methods to minimize cost and maximize output for taking production decisions.	Analyze (Level 4)
CO5	Evaluate and explain the application of different market structures to take price- output decision.	Evaluate (Level 5)
CO6	Predict and plan managerial strategies to take economic decisions at micro and macro level	Create (Level 6)

Programme Outcomes

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Marketing Management	Credits	L-T-P	Hours	Marks
1 st	24MBA102		3	3-0-0	30 Hrs	150

Introduction

The success of a business lies in its popularity among potential customers. Marketing Management helps analyze, understand, improve factors such as the needs of a client, enhancement of customer experience, etc. Marketing Management aids a company in building its reputation by finding the opportunities that a company should take and avoid. Due to the change in trading scenarios and digitalization, the field is shimmering with opportunities. The field is truly rewarding for anyone with a knack for business.

Objectives	To sensitize the students towards the dynamic nature of marketing, expose them to a systematic framework of marketing and to highlight the need for different marketing approaches for goods & services for household consumers and organizational buyers. It also introduces the concept of marketing mix as a framework for marketing decision making.
Pre-requisites	Basic Knowledge of marketing and its functions like segmentation, targeting and positioning
Teaching scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with more focus on real life examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module-I	Definition and Functions of Marketing: Core Marketing concepts, Selling versus Marketing, 80:20 Principle, Concept of Marketing Mix, Bottom of the pyramid concept; Analysis of Marketing Environment: Macro and Micro. Contemporary Topics: Viral Marketing, Guerrilla Marketing, Socially responsible Marketing, Digital Marketing, Social Media Marketing, Omni Channel Marketing, Marketing analytics (Concepts only)	10 Hrs.
	Self-Study and Assignment: Analysis of Marketing Environment of Automobile Industry	
Module-II	Dealing with competition and Consumer Behavior: Competitive forces, Competitive strategies for leaders, challengers and followers. Market segmentation, Targeting and Positioning (STP), Factors influences consumer behavior, Comparison between Organizational buying behavior and consumer buying behavior, buyer's decision-making process..	10 Hrs.
	Self-Study and Assignment: Competitive Strategies adopted by a FMCG firm to counter different types of competitors	

Module- III	Marketing Mix Strategy Products: Classification of consumer products and industrial products. Product Mix, Stages of New Product Development (NPD) Process. Product Life Cycle (PLC), Strategies across stages of the PLC, Basic concept of Branding. Pricings Basics: Factors Influencing pricing decisions. Different Pricing methods. Places: Channel levels: Designing and managing marketing channels (Concepts) Channel Options: Introduction to Wholesaling, Retailing, Franchising and Direct marketing. Promotions: Deciding media and measuring effectiveness, Concepts of Integrated Marketing Communication (IMC)	10 Hrs.
	Self-Study and Assignment: Identifying factors influencing price of Smart phones in India	
	Case studies /Activities	

Books	Name of the books	Publisher
Text Books	Marketing Management: A South Asian Perspective by Kotler, Philip, Keller, Kevin Lane, Kosh Y, Abraham, Jha, Mithileshwar.	Pearson Education, 13 th edition
	Marketing Management: Planning, Implementation and control, Global Perspective Indian Context by Ramaswamy, V. S. And Namakumari, S.	Macmillan, 3 rd edition
Reference Books	Marketing Management: by Kotler, Philip, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth, G. Shainesh.	Pearson Education, 16 th edition
	Marketing Management: text and cases in Indian context by Karunakaran, K.	Himalaya Publishing House, 3 rd edition
Online Resources	1. https://youtu.be/uTifDBH80HU 2. https://youtu.be/kZNvtuls8s 3. https://youtu.be/RftIoYcltvA 4. https://youtu.be/2Dae_6FHdmE 5. https://youtu.be/QxQfAw1049M 6. https://youtu.be/HHub2PAJoNg	

Course Outcomes:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Define the key marketing concepts	Level 1 (Remember)
CO2	Demonstrate relevant examples reflecting the understanding of strategy for market segmentation, targeting and positioning	Level 2 (Understand)
CO3	Apply the knowledge of understanding consumer behavior and its relevance to formulate marketing strategy	Level 3 (Apply)
CO4	Analyze and choose appropriate marketing mix for different product/services	Level 4 (Analyze)
CO5	Evaluate the marketability of a product based on product life cycle strategy	Level 5 (Evaluate)
CO6	Develop appropriate marketing strategies consistent with evolving market needs	Level 6 (Create)

Programme Outcomes

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	2
CO2	1	3	1	2	2	3
CO3	2	1	1	2	2	3
CO4	2	2	0	1	2	1
CO5	1	2	1	2	3	2
CO6	3	3	2	2	1	1

Semester	Code	Organizational Behavior	Credits	L-T-P	Hours	Marks
1 st	24MBA103		4	4-0-0	40 Hrs	150

Introduction

This subject helps the students to learn about the appropriate organizational behavior and understand the various behaviors exhibited by the individuals. This subject deals with the perception and motivation of the employees in an organization and how to use those factors to achieve organizational goals. The student after learning this subject will be able to use the various behavioral theories and handle the group and individual behavior in effective and efficient manners.

Objectives	To develop an understanding of the behavior of individuals and groups inside organizations and to develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.
Pre-requisites	Basic knowledge different aspects of organizational behavior like perception, personality, attitude, learning and group behavior
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with more focus on real life examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module -I	Fundamentals of OB: Definition, scope and importance of OB, Contemporary issues in OB Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). Motivation: Definition and Concept of Motive and Motivation. The Content Theories of Motivation, The Process Theories, Contemporary Theories – Equity Theory of Work Motivation. Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory). Attitudes, emotions and ethics.	15 Hrs
	Self-study and Assignment– Stress and Wellbeing at work.	
	Case study and Activities	
Module -II	Work Teams and Groups: The Meaning of Group, Group behavior and Group Dynamics, Types of Groups, The Five – Stage Model of Group Development, Teams in Organization, Team Effectiveness and Team Building. Decision Making by Individuals and Groups: Models and Limits of Decision Making, Individual and Group decision making process Conflict Management: Conflict Process and Conflict Management Techniques	10 Hrs
	Self-study and Assignment– Diversity and Culture in Decision-making.	
	Case Study and Activities	
Module -III	Organizational Change: Forces of Change, Resistance to Change and Managing Resistance to Change	15 Hrs
	Organizational Design and Structure: Key Organizational Design	

	Processes, Basic Design dimensions, Contextual variables and Forces Reshaping Organizations	
	Self-study and Assignment -Recent Leadership Theories	
	Case Study and Activities	

Books Name of the Book	Name of the Book	Publisher
Text Books	Organizational behaviour: text, cases and games by Aswathappa, K, 12 th edition, 2017	Himalaya Publishing House
	Organizational Behavior by Rao, V.S. P. and Sudeepta, V, 2 nd edition, 2015	Excel Books
	Organizational Behavior by L.M. Prasad, 3 rd edition, 2000	Sultan Chand & Sons
Reference Books	Understanding Organizational Behavior by Pareek, Udai, 3 rd edition, 2011	Oxford University Press
	Organizational Behavior by Robbins, Stephen P., Judge, Timothy A. and Sanghi, Seema, 10 th edition, 2003	Pearson Education
	Organizational Behavior: text and cases by S. S. Khanka, 4 th edition, 2000	S. Chand

Course outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (Based on bloom's Taxonomy)
CO1	Explain the concepts of OB and concepts of OB and its applicability in Organization	Level 1 (Remember)
CO2	Demonstrate how individual behavior affect OB.	Level 2 (Understand)
CO3	Explain the components of Attitude and its relationship with behavior and Concepts of Perceptions and its influencing factors	Level 3 (Apply)
CO4	Point out and analyze the types and models of personality, Motivation and its significance in the workplace	Level 4 (Analyze)
CO5	Evaluate and analyze how the study of individual and group behaviors can aid in improving managerial process and practices	Level 5 (Evaluate)
CO6	Develop the strategic leadership abilities by understanding the concepts, styles and various approached to manage the organization	Level 6 (Create)

Programme Outcomes

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Business Environment and Sustainability	Credits	L-T-P	Hours	Marks
1 st	24MBA104		2	2-0-0	20Hrs	150

Introduction

Teaching Business Environment and Sustainability to MBA students involves introducing them to the dynamic and interrelated factors shaping business operations and strategies. This course provides a comprehensive understanding of the macro and microeconomic environments, the role of global and local regulations, and the principles of sustainability management.

Objectives	To understand different Business Environmental concepts and their scope and its impact on economy of India. To equip the students with the conceptual clarity regarding sustainability practices undertaken by organizations and its relation to the costs.
Pre-requisites	A foundational understanding of business principles, economic theories, and environmental science, as well as familiarity with sustainability concepts and reporting standards.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with more focus on real life examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module- I	Overview of Business Environment: Characteristics of Business Environment, Macro and Micro Dimensions of Business Environment Environmental Analysis: PESTEL. Concept of Social Responsibility of Business towards Stakeholders. Demographic transition and Business Decisions in India	8 Hrs.
	Self-Study & Assignment: SWOT Analysis of Business	
	Case study and Activities	
Module- II	Global Environment: Concept of Globalization, Cross-Cultural Dilemmas and global business decision making, Role & Functions of WTO, Regional groupings and Trade Blocks.	6 Hrs.
	Self- Study & Assignment: Foreign Investment In India	
	Case Study and Activities	
Module- III	Concept of Sustainability and Sustainable Development. 5Ps of Sustainability (People, Planet, Profit, Peace and Prosperity). Brundtland Report and 17 Sustainable Development Goals (SDGs). Environmental, Social and Governance (ESG) and Sustainability. ESG and Sustainability Reporting.	6 Hrs.
	Self-Study and Assignment: Wipro Sustainability Report FY 2022-23	
	Case Study & Activities	

Referred Books

Books	Name of the Books	Publisher
Text books	Business Environment by B.N Ghosh	Oxford University Press, 4 th Impression
	Business Environment: Text and Cases by Justin Paul	Mc GrawHill, 3 rd Edition
	Young T. Scott and Dhanda K. Kathy: <i>Sustainability: Essentials for Business</i> ,	Sage, London , 2012
	Sachs D. Jeffrey: <i>The Age of Sustainable Development</i> ,	Columbia University Press, 2015
Reference books	Rosy Joshi and Sangam Kapoor: Business Environment,	Kalyani Publications, 5 th edition, 2015
	Sustainability development goals report 2024 by UN	Development-Goals-Report-2024.pdf

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of Learning based on Bloom's Taxonomy
CO1	Define and describe the meaning, characteristics, and scope of the business environment, including macro and micro dimensions.	Level 1 (Remember)
CO2	Explain the concept of social responsibility of business towards stakeholders and analyze the impact of demonetization, political stability, and legal changes	Level 2 (Understand)
CO3	Identify and illustrate the nature and structure of the economy, economic policies, and planning, and evaluate the role of NITI Ayog in the economic environment.	Level 3 (Apply)
CO4	Understand and assess globalization, the functions of WTO, IBRD, and trade blocks, and examine the impact of organizations like BRICS, SAARC, and ASEAN	Level 4 (Analyze)
CO5	Define and discuss the triple bottom line approach and the need for sustainability management, including sustainability development goals and the UN Global Compact.	Level 5 (Evaluate)
CO6	Describe and analyze sustainability reporting standards and guidelines, including GRI, Dow Jones sustainability index, and integrated reporting, and evaluate standards such as AA-1000, ISO-26000, ISO-14001, OHSAS-18001, and SA-8000	Level 6 (Create)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Identify business opportunities, design and implement innovations in the work space

/PSO	(entrepreneurial skills).
------	---------------------------

CO-PO Matrix

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

Semester	Code	Quantitative Techniques for Managerial Decisions	Credits	L-T-P	Hours	Marks
1 st	24MBA105		3	3-0-0	30 Hrs	150

Introduction

The subject focused on study of quantitative problems and its applications on managerial decision making by using scientific and analytical methods. Topics include an in-depth understanding of linear programming and sensitivity analysis and an introduction to decision analysis. Problem recognition, model building, model analysis and managerial implications are the primary objectives with special emphasis on understanding the concepts and computer implementation and interpretation.

Objectives	The objectives of the subject is to lay an adequate theoretical foundation to study various applied fields in statistics and decision science and to understand the role of quantitative techniques in managerial decision making
Pre-requisites	Basic information about different statistical and quantitative methods of research methodology.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive with more focus on practice of problems or sums.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module-I	Statistical Methods: Measures of central tendency and dispersion: Standard Deviation, Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients. (Calculation using EXCEL function)	10 Hrs
	Self-Study and Assignments- Measures of central tendency and dispersion	
	Case study and Activities	
Module-II	Decision Sciences and role of quantitative techniques: Linear Programming: Concept, Formulation and Graphical and Simplex Solution, Assignment Models: Concept, Hungarian Method. Transportation Models: Concept, Formulation, North West Corner, Least Cost and VAM, and Optimal Solution using MODI.	10 Hrs
	Self-Study and Assignments- Formulation of Graphical Method of LPP.	
	Case Study & Activities	
Module-III	Queuing Theory: Concept, Single Server (M/M/I.), Markov Chains and Simulation Techniques. Decision Theory: Concept, Decision under risk (EMV) and uncertainty, Game Theory: 2 person zero sum game with dominance, Pure and Mixed Strategy.	10 Hrs
	Self-Study and Assignments- concept of game theory	
	Case Study and Activities	

Referred Books

Books	Name of the Books	Publisher
Text Books	Quantitative Techniques in Management by Vohra, N. D. 10 th edition, 2015	Tata McGraw Hill
	Operations Research by Panneerselvam, R., 2 nd edition, 2016	PHI
Reference Books	Operations research by Nita Shah, Ravi Gor, Hardik Soni, 5 th edition, 2018	PHI
	Business Statistics by Sharma, J. K., 5 th edition, 2020	Pearson Education
	Statistics for management by Levin, Richard I. And Rubin, David S, 7 th edition, 2005	PHI
	Quantitative methods for decision making using excel by Davis, Glyn and Pecar, Branko 5 th edition, 2013	Oxford University Press
	Statistics for Business and Economics by Hooda, R. P, 5 th edition, 2013	Vikas Publishing House
Online Resources	1. https://youtu.be/E6jNADpaY2Q 2. https://youtu.be/a2QgdDk4Xjw 3. https://youtu.be/OQV8WmUdelo 4. https://youtu.be/z7AE2kUoZYU 5. https://youtu.be/Q31jKiEXxdc 6. https://youtu.be/RnZnllksdwU 7. https://youtu.be/xGkpXk-AnWU 8. https://youtu.be/UE4UQjn6SOM 9. https://youtu.be/h0bdo06qNVw	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of Learning (based on bloom's taxonomy)
CO1	Recognizes the importance of statistics in the field of management.	Level 1 (Remember)
CO2	Elucidate basic statistical measures in management	Level 2 (Understand)
CO3	Apply LPP to find optimal Solution	Level 3 (Apply)
CO4	Analyze Transportation and assignment problems in business application	Level 4 (Analyze)
CO5	Solve simple games using different techniques.	Level 5 (Evaluate)
CO6	Design markov chain and simulation techniques	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value-based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Legal Aspects of Business	Credits	L-T-P	Hours	Marks
1 st	24MBA106		3	3-0-0	30 Hrs	150

Introduction

This course is designed to equip future business leaders with the knowledge and skills necessary to recognize, understand, and address legal issues effectively, thereby ensuring that their organizations remain compliant with laws and regulations while achieving their business objectives. By engaging with legal professionals, participating in mock trials and analyzing the landmarked legal cases the students can recreate and regenerate new and innovative ideas for their business in connection with environment and by knowing their legal boundaries.

Objectives	The objective of the course is to elucidate the legal framework within which enterprises operate. This course also helps the students understand legal and regulatory issues affecting or likely to have a bearing on the profitability and sustainability of the businesses.
Pre-requisites	Basic information about different types of business with knowledge about agreement, offer and acceptance
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, it includes case studies, group discussions and real-world problem-solving exercises.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module – I	Law of Contracts: Indian Contracts Act: Essentials of contract, Classification of Contracts, Offer and Acceptance, Consideration, Free Consent, Agreement vs. contract, Capacity of Parties	10 Hrs
	Self-study and Assignments: Breach of Contract and Remedies thereof	
	Case Study and Activities	
Module – II	Other Special Contract: Contract of Bailment, Agency, Sale of Goods Act. The Consumer Protection Act 1986. The Information Technology Act 2000.	10 Hrs
	Self-study and Assignments: Finder of Lost Goods	
	Case Study and Activities	
Module – III	Company Law: Types of Companies, Formation of company: Incorporation of Company, MOA and AOA, Appointment and Duties of Directors, Meetings of directors, Corporate Social Responsibility: CSR Activities, Committee and Action Suits.	10 Hrs
	Self-study and Assignments: Share Capital, Oppression and Mismanagement, Various modes of winding up with examples	
	Case Study and Activities	

Referred Books

Books	Name of the Books	Publisher
Text Books	Mercantile Law by Kapoor, N. D., 28 th edition, 2004	Sultan Chand and Sons
	Business Law for Managers by Goel, P.K, 5 th edition, 2008	Wiley
Reference Books	Legal aspects of business by Pathak, Akhileshwar, 8 th edition, 2023	Tata McGraw Hill
Online Resources	1. https://youtu.be/xF-FkvmnXck 2. https://youtu.be/lyVjsciR2KU 3. https://youtu.be/txzc6PjI3sY 4. https://youtu.be/d6jOmsogV4k	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of Learning (Based on Blooms Taxonomy)
CO1	Remember key legal concepts and terminology relevant to business operations	Level 1 (Remember)
CO2	Understand the application of various business laws in real-world scenarios	Level 2 (Understand)
CO3	Apply legal principles to solve business-related problems	Level 3 (Apply)
CO4	Analyze the impact of legal decisions on business strategy and operations.	Level 4 (Analyze)
CO5	Evaluate the comprehensive compliance strategies to manage legal risks	Level 5 (Evaluate)
CO6	Predict the effectiveness of legal policies and procedures within a business context.	Level 6 (Predict)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO – PO Matrix

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

Semester	Code	Accounting for Managers	Credit	L-T-P	Hours	Marks
1 st	24MBA107		3	3-0-0	30 Hrs	150

Introduction

Advanced Financial Accounting for Managers covers principles of accounting, cost controls, financial statement and their analysis for developing the skills of the student in understanding and analyzing the annual reports. Various tools and techniques for financial statement analysis based on the business reporting practices of companies are also followed. By studying a student can identify problem areas in business through various techniques of financial statement analysis and demonstrate an understanding and frame opinion regarding performance and health of a company

Objectives	The objective of the subject is to enhance their skills of understanding and analyze the financial statements.
Pre-requisites	Basic information about different terminology of accounting
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive with more focus on practice of problems.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module – I	Accounting the language of business: Basic terminologies of Accounting, Branches of Accounting, Accounting mechanics, Principles and standards, Ind AS, IFRS.	10 Hrs
	Self-Study and assignments: Benefits and limitations of financial accounting.	
	Case Study & Activities	
Module – II	Financial Statements and analysis: Statement of profit and loss, Balance sheet, Techniques of Financial Statement Analysis: Horizontal Analysis, Trend Analysis, Ratio analysis.	12 Hrs
	Self-Study and Assignments: Analyzing Annual Report of the companies and presenting its financial strengths and weaknesses.	
	Case Study & Activities	
Module – III	An Introduction to Cost Terms and Purposes: Costs and Cost Terminology, Costing Methods: Job costing and Process costing, Evaluation and implementation of Job costing Budgetary Control: Budgeting cycle, Performance budget, zero base budgeting, budgeting in multinational companies.	08 Hrs
	Self-Study and Assignments: Relationship between types of cost, Developing operating budget	
	Case Study and Activities	

Books	Name of the books	Publisher
Text Book	Financial accounting for management by Shah, Paresh, 2 nd edition, 2013	Oxford University Press
	Cost Accounting, Jain & Narang, 6 th edition, 2012	Kalyani Publisher
Reference Books	Financial accounting : A Managerial Perspective, by Narayanaswamy, R.	PHI
	Financial Accounting for business managers by Bhattacharyya, Asish K., 4 th edition, 2012	PHI
	Basic Financial Accounting by Jain, S. P. and Narang, K. L. and Agrawal, Simmi., 4 th edition, 2010	Kalyani Publishers
Online Resources	1. https://youtu.be/jhtVVJxbPU0 2. https://youtu.be/R3BVJsu0bCc 3. https://youtu.be/4PgDUMr5_SM 4. https://youtu.be/vO1OceJZekk 5. https://youtu.be/B9xLSfxqzwQ 6. https://youtu.be/gYtKUzUkLp8 7. https://youtu.be/y132ILD4Vvg 8. https://youtu.be/kGOJE5PrfEw 9. https://youtu.be/pFDEl6qoAt4	

Course Outcomes:

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

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	To learn various accounting terms, principles and standards.	Level 1 (Remember)
CO2	To understand the various financial statements.	Level 2 (Understand)
CO3	To analyze financial statements	Level 3 (Apply)
CO4	To Interpret the financial performance and health of the organization.	Level 4 (Analyze)
CO5	To understand and analyze corporate financial statement and Annual reports prepared by the companies	Level 5 (Evaluate)
CO6	To analyze cost and budgets	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 / PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-POMatrix

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

Semester	Code	Introduction to Artificial Intelligence	Credit	L-T-P	Hours	Marks
1 st	24MBA108		2	2-0-0	20 Hrs	150

Introduction:

The course is designed for students with a comprehensive foundation in two crucial domains: Artificial Intelligence (AI) and Machine Learning. This course aims to equip students with fundamental concepts that are increasingly valuable in today's technology-driven world.

Course Objectives:

Objectives	The objective of the course is to present an insight of Artificial Intelligence (AI) concepts, principles and approaches used to develop intelligent agents for various computer applications.
Pre-requisites	Knowledge of computer programming, data structures & algorithms, discrete mathematics and probability theory are required.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with problem solving activities.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module- I	IntroductionToArtificialIntelligence: Definition– FutureofArtificialIntelligence– Characteristic of Intelligent Agents – Typical Intelligent Agents –Problem Solving Approach to Typical AI problems. Problem solving by Searching: Uninformed and informed strategies and implementation; Path planning; Constraint Satisfaction Problems (CSP)	06Hrs
	Self-Study and Assignment: Future of Artificial Intelligence – Characteristic of Intelligent Agents – Typical Intelligent Agents	
	Case Study and Activities	
Module- II	KnowledgeRepresentation: LogicalAgents– PropositionalandfirstorderPredicate logic--inference– Knowledge representation and Automated Planning– Uncertain Knowledge and Reasoning: Quantifying uncertainty– probabilistic reasoning.	08 Hrs
	Self-Study and Assignment: Quantifying uncertainty– probabilistic reasoning	
	Case Study and Activities	
Module- III	Machinelearning&AIApplications: Machinelearningbasics-Learningfrom examples - forms of learning (supervised,unsupervised, reinforcement learning) -simple models (linear & logistic regression).	06 Hrs
	Self-Study and Assignment: Learningfrom examples - forms of learning (supervised,unsupervised, reinforcement learning)	
	Case Study and Activities	

Referred Books

Books	Name of the Books	Publishers
Text Books	Artificial Intelligence: Concepts and Applications by LavikaGoel	Wiley
	T2. D. W. Patterson, <i>Introduction to Artificial Intelligence & Expert Systems</i>	Pearson Education
Reference Books	S. Russell and P. Norvig, "Artificial Intelligence: A Modern Approach	Prentice Hall,
	AI Fundamentals for Business Leaders. By I.Almedia	Lohia, 2024 Edition
	Artificial Intelligence by Kaushik	Cengage
	R1. E. Rich, K. Knight, and S. B. Nair, <i>Artificial Intelligence</i>	McGraw Hill
Online resources	https://nptel.ac.in/courses/106105077/ : by Prof. S. Sarkar & Prof. A. Basu, IIT Kharagpur https://nptel.ac.in/courses/106105079/ : by Prof. P. Mitra, IIT Kharagpur https://nptel.ac.in/courses/106106140/ : by Prof. D. Khemani, IIT Madras	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Explore agents and working environments with utilization of uninformed techniques in state space search	Level 1 (Remember)
CO2	Explore knowledge-based agent & develop knowledge engineering in first order logic.	Level 2 (Understand)
CO3	Apply search techniques for Game playing and solving constraint satisfaction problems.	Level 3 (Apply)
CO4	Interpret logic & inference rules for decision making & knowledge representation	Level 4 (Analyze)
CO5	Apply planning and reasoning to handle uncertainty in real life problems.	Level 5 (Evaluate)
CO6	Use learning to solve complex real-life problems and design of expert systems.	Level 6 (Create)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6/PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix:



1st B-School in Odisha with 'A' Grade Accrediation by NAAC

SRUSTI ACADEMY of MANAGEMENT (Autonomous)

Approved by AICTE, New Delhi &
Affiliated to Biju Patnaik University of Technology (BPUT), Odisha
www.srustiacademy.ac.in

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

Semester	Code	Business	Credit	L-T-P	Hours	Marks
----------	------	----------	--------	-------	-------	-------

1 st	24MBA109	communication	2	2-0-0	20 Hrs	150
-----------------	----------	---------------	---	-------	--------	-----

Introduction

Business communication will help the students to develop speaking, learning, writing and reading ability. It will be beneficial for them while working in an institution. It will strengthen their core knowledge which will help them to excel in their work.

Objectives	The objective of the subject is to apply business communication theory to solve workplace communication issues and to understand complex ideas in written and spoken formats.
Pre-requisites	Basic knowledge of speaking, writing English and grammar
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive and students' presentation based with more focus on improving reading, writing, speaking skills in English language, reducing MTI and a proper understanding of grammar

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case Study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module I	Oral Communication Basics: The process of communication (2-way Model): Sender, Message, Channel, Receiver, Feedback. Communication Flow in Organizations: The Grape-vine; Formal Channels – Vertical (Downward and Upward); Horizontal; Diagonal. Non-verbal Communication: Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage, Appearance and Artifacts. Language Skill 1 - Listening: Listening Vs. Hearing – Importance of the listening skill – Types of Listening: Active Listening ; Empathetic Listening; Content Listening; Critical Listening – Barriers to Listening – Guidelines for improving the Listening Skill. Language Skill 2 - Speaking: Guidelines for improving confidence, fluency, articulation, accent and voice modulation while speaking. Oral communication at the workplace: Essentials of a Business conversation – Effective Conversation Management. Cell phone Etiquette, Teleconference / Video Conference Skills	8 Hrs
	Self study & Assignment - Cell phone Etiquette, Teleconference / Video Conference Skills.	
	Case Study and Activities	
Module - II	Language Skill – Reading and Written Communication: Reading: The process of Reading; Sub skills of Skimming, Scanning, Inferencing, Guessing word-meaning, using appropriate speed for various kinds of reading. Correction of Reading faults of Eye-fixation, Regression, Finger-pointing, Sub-vocalizing, Reading aloud, and indiscriminate use of the Dictionary. Language skill 4 - Writing: The writing Process – Guidelines for composing effective business messages – Structure of Routine and Persuasive business messages, good-will, good-news, and bad-news messages. Writing practice: Composing different types of business	6 Hrs

	<p>messages. Features of an effective business E-mail. Rules of Netiquette. Preparing a Résumé -Parts of a Resume – Resume Styles: Chronological, Functional, and Chrono-functional - Résumé design. Writing and critiquing business emails based on given scenarios. Writing Business Reports, Features of a Good Business Report Formats: Printed Form, Memo, Letter, Manuscript, Structure of a Short Formal Report, Steps in Planning and Preparing a Business Report. Report writing practice: Drafting and reviewing business reports. Applied English Grammar for Business Writing</p> <p>Self study& Assignments- Tenses – Subject Verb Concord</p>	
	Case Study and Activities	
Module - III	<p>Business Presentation: Importance of Presentations for Managers, Features of a Good Business Presentation, Presentation practice: Creating and delivering presentations(on any general topics),Overcoming Stage Fright and Glossophobia. Strategies to Overcome Stage Fright and Glossophobia, Importance of Body Language, Workshop: Techniques for overcoming stage fright and improving body language. Theory and basics of Group Discussions, Difference between GD and Debate, Parameters of Performance Evaluation in GD: Awareness, panel discussion, Reasoning Ability, Discussion Skills, etc.Summary of Key Concepts from All Modules Attentive Listening, Motivation and Enthusiasm</p> <p>Self study- Reading and writing on current affairs, stories and business news.</p> <p>Cases/ Activities</p>	6 Hrs

Referred Books

Books	Name of the books	Publisher
Text Book	Communication skillsby Kumar, Sanjay and Lata, Pushp, 2 nd edition,2015	Oxford University Press
	Business communication: skills, concepts and applications by Chaturvedi, P. D. and Chaturvedi, Mukesh,4 th edition,2017	Pearson Education
Reference Books	Business communication by Raman, Meenakshi and Singh Prakash.,2 nd edition,2012	Oxford University Press
	An Introduction to professional English and Soft skillsbyDas, Bikram K. And others, 5 th edition,2009	JTS publication
	BCOM : Business CommunicationA South Asian Perspectiveby Lehman, Carol M., Dufrene, Debbie D., and Sinha, mala	Cengage Learning
Online resources	<ol style="list-style-type: none"> 1. https://youtu.be/ITHnugowc_Q 2. https://youtu.be/JIKU_WT0BlS 3. https://youtu.be/rT3QWH9jNgg 4. https://youtu.be/7KVnNeEowk4 5. https://youtu.be/allLhlOejPo 6. https://youtu.be/8Q8Ox_jtvTk 	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcome	Levels of learning (based on bloom's taxonomy)
CO1	Recall and identify four basic LSRW skills for learning technical communication.	Level 1 (Remember)
CO2	Read, understand and summarize the technical texts and documents.	Level 2 (Understand)
CO3	Apply technical style in writing and note making.	Level 3 (Apply)
CO4	Compose official notes, letters, emails, resume, job applications and MOM with the usage of advanced grammar	Level 4 (Analyze)
CO5	Evaluate the difference in usage of emails, memos, official letters, circulars	Level 5 (Evaluate)
CO6	Plan and write a Effective emails, memos, circulars and reports.	Level 6 (create)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Career Advancement	Credits	L-T-P	Hours	Marks
----------	------	--------------------	---------	-------	-------	-------

1 st	24MBA110	Skills and Development	1	0-0-1	20 Hrs	100
-----------------	----------	------------------------	---	-------	--------	-----

Introduction:

This paper aids students from all socioeconomic backgrounds to think outside the box and nurture unconventional talents and skills. It creates opportunities, brings out inner potential, instills confidence and helps to become a corporate ready professional. This will enable students to be able and efficient communicators as well as groom them to be successful business leaders in future.

Course Objectives:

Objectives	To equip students with effective communication skills, including language proficiency, teamwork abilities, and etiquette awareness for successful academic and professional interactions.
Pre-requisites	Basic knowledge of speaking, writing English and developing personality etiquettes.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive and student's presentation based with more focus on personality development

Evaluation Scheme

Internal assessment	Practical Assessment (End term)	Total
40	60	100

Detailed Syllabus

Modules	Topics	Hours
Module- I	Communication Skill: Self Introduction, How to communicate ideas, views and understandings on any topic, The Art of Public Speaking, Fluent speaking in correct accent (removal of MTI), vocabulary enhancement.	5Hrs
	Practical Aspects: Impromptu speech, storytelling activity and business news in a minute.	
Module- II	Group Discussion and Presentation Technique: Introduction to GD Etiquettes (importance of body language), Importance of GD in a job interview as well as in professional life, being effective in a group discussion, developing proper communication skills and leadership quality; Introduction to Presentation Techniques, Tips to prepare effective power point presentation, Individual & Group Presentation Techniques.	8Hrs
	Practical Aspects: Individual & Group Presentation by Students, Mock GD (Abstract topics).	
Module- III	Etiquettes / Job related skills: Business Etiquettes (how to dress, dine, speak and behave in a professional forum), Interview Etiquettes, Types of Interviews, Overcoming Interview Phobia, Tips to answer questions appropriately at interviews.	7Hrs
	Practical Aspects: Confidence Building Sessions & MOCK PI (Generic).	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Learn about the relevance and importance of communication skills in business.	Level 1 (Remember)
CO2	Speaking and behaving confidently in group discussions and interviews.	Level 2 (Understand)
CO3	Apply the techniques learnt in an effective manner on a professional forum.	Level 3 (Apply)
CO4	Maintain the basic etiquettes in personal as well as in professional life.	Level 4 (Analyze)
CO5	Able to participate actively in group discussion and to face personal interviews confidently.	Level 5 (Evaluate)
CO6	Create a pathway for career advancement in the corporate world.	Level 6 (Create)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	3	0	1
CO2	2	3	1	2	2	1
CO3	3	2	2	3	0	0
CO4	1	0	3	1	1	0
CO5	3	2	2	2	3	3
CO6	1	1	1	2	2	2

Semester	Code	Excell for Managers	Credits	L-T-P	Hours	Marks
----------	------	---------------------	---------	-------	-------	-------

1 st	24MBA111	1	0-0-1	20 Hrs	100
-----------------	----------	---	-------	--------	-----

Introduction

"Excel for Managers" is a training program that equips managers with the necessary skills to use Microsoft Excel for data analysis, reporting, and decision-making. It focuses on essential features like organizing data, creating spreadsheets, performing calculations, and advanced techniques such as pivot tables and data visualization. The program emphasizes practical applications, enabling managers to streamline operations, boost productivity and making informed decisions. By the end of the training students gain the ability to analyze data effectively, create insightful reports and present information clearly, making it an essential course for enhancing managerial capabilities.

Objectives	The objectives of the "Excel for Managers" are to enhance students' proficiency in data analysis and reporting, improve their ability to organize and manipulate data, enable them to make informed decisions based on data-driven insights and streamline operations for improved productivity.
Pre-requisites	Basic knowledge of IT
Teaching Scheme	The teaching scheme includes theoretical instruction, hands-on practice, real-world examples and personalized guidance.

Evaluation Scheme

Internal Assessment	Practical Assessment (Endterm)	Total
40	60	100

Detailed Syllabus

Sessions	Lab	Activities
1.	Introduction to Excel	<ul style="list-style-type: none"> Overview of the Excel ribbon and its tabs. Entering and formatting data (text, numbers, dates). Basic arithmetic operations (sum, subtraction, multiplication, division). Saving and opening Excel files.
2.	Managing Data	<ul style="list-style-type: none"> Sorting and filtering data. Using tables to manage data sets. Freezing panes and splitting windows. Using data validation to restrict data entry.
3.	Formulas and Functions	<ul style="list-style-type: none"> Writing basic formulas. Using common functions (SUM, AVERAGE, MIN, MAX). Understanding and using cell references (relative, absolute, and mixed). Applying conditional functions (IF, AND, OR).
4.	Data Analysis with Excel	<ul style="list-style-type: none"> Using the VLOOKUP and HLOOKUP functions. Applying the MATCH and INDEX functions for advanced lookups. Introduction to pivot tables and pivot charts. Performing data summarization with pivot tables.
5.	Charts and Graphs	<ul style="list-style-type: none"> Creating various types of charts (column, bar, line, pie, scatter). Customizing chart elements (titles, labels, legends, axis). Using sparklines for mini-charts within cells. Formatting and designing charts for presentations.
6.	Financial Functions	<ul style="list-style-type: none"> Using PMT, PV, FV, and NPV functions. Calculating loan payments and interest rates.

		<ul style="list-style-type: none"> • Creating amortization schedules. • Using the IRR function for investment analysis.
7.	Advanced Data Analysis	<ul style="list-style-type: none"> • Introduction to Excel's Data Analysis Toolpak. • Performing regression analysis. • Using solver for optimization problems. • Conducting what-if analysis with Scenario Manager and Goal Seek.
8.	Working with Large Datasets	<ul style="list-style-type: none"> • Importing and exporting data (CSV, text files). • Using advanced filtering and sorting options. • Working with data connections and queries. • Cleaning and preparing data using text functions (LEFT, RIGHT, MID, TRIM).
9.	Collaboration and Protection	<ul style="list-style-type: none"> • Sharing workbooks and tracking changes. • Using comments and notes for collaboration. • Protecting worksheets and workbooks. • Setting data protection and permission levels.
10.	Automation with Macros	<ul style="list-style-type: none"> • Recording and running macros. • Editing macros using the Visual Basic for Applications (VBA) editor. • Creating simple VBA scripts for repetitive tasks. • Assigning macros to buttons and other controls.
11.	Final Project	<ul style="list-style-type: none"> • Students will be given a dataset to analyze and present findings using various Excel tools and techniques covered in the labs. • Create a professional report with charts, pivot tables, and summary statistics. • Demonstrate the use of macros to automate part of the analysis.

Referred Books

Books	Name of the books/ Resources	Publisher
Text Book	"Microsoft Excel 2019 Step by Step "by Curtis Frye.	Microsoft Press.
Reference Books	Excel 2019 Bible" by Michael Alexander and Richard Kusleika	Wiley
Online Resources	1. https://www.academia.edu/42074058/Excel_2019_BIBLE 2. https://elearn.nptel.ac.in/shop/nptel/digital-skilling/ 3. https://onlinecourses.nptel.ac.in/noc22_mg35/preview 4. https://www.youtube.com/watch?v=uisSkBOGIUM 5. https://www.youtube.com/watch?v=UV-SPoVkDaU	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of Learning (Based on Blooms Taxonomy)
CO1	Applying basic Excel features like number formatting, sorting / filtering, basic functions and data manipulation.	Level1 (Remember)
CO2	Understand data using advanced Excel functions like VLOOK UP, IF, SUMIF, COUNT IF and other functions for effective data analysis.	Level 2(Understand)
CO3	Design and customize Pivot Tables Summarize and visualize data and Pivot Charts	Level3 (Apply)
CO4	Identify and correct errors, ensuring accurate data in complex models	Level4 (Analyze)
CO5	Use functions like MATCH, INDEX, OFFSET and conditional formatting for sophisticated data handling.	Level5 (Evaluate)
CO6	Create visually appealing charts, graphs and reports for clear Data presentation.	Level6 (Create)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-POMatrix

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

Semester	Code	Health and	Credits	L-T-P	Hours	Marks
----------	------	------------	---------	-------	-------	-------

1 st	24MBA112		1	0-0-1	20 Hrs.	100
-----------------	----------	--	---	-------	---------	-----

Introduction

The Health and Wellness subject offers a comprehensive overview of key aspects of physical, mental, and emotional well-being. It covers topics such as nutrition, exercise, stress management, and disease prevention, providing practical insights for maintaining a balanced lifestyle. This course equips students with the tools to make informed health choices and promote wellness in their personal and professional lives.

Objectives	Objectives of the study are to understand the importance of nutrition in preventing life threatening diseases like cancer, hypertension, obesity, diabetics and cardiovascular diseases. Educate students about mental health, its importance, and the factors affecting it, while reducing stigma and promoting awareness. Encourage the creation of empathetic and supportive environments in personal and professional settings to promote mental wellness.
Pre-requisites	Knowledge of Basic biology knowledge, general knowledge on Health and mental peace
Teaching scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive and student's presentation based with more focus on personality development

Evaluation Scheme

Internal Assessment	Practical Assessment (End Term)	Total
40	60	100

Detailed Syllabus

Modules	Topics	Hours
Module – I	Introduction to Health and Wellness: Definition of health- WHO definition. Importance of health in everyday life. Essential components of a balanced diet for healthy living.	06 Hrs
	Self-Study and Assignments: Factors Affecting Mental Health, Identification of suicidal tendencies	
Module II	Interconnectedness of mind and body: Mind-Body Connection in health- concept and relation, Promoting Human strengths and life enhancement.	08 Hrs
	Self-Study and Assignment: Factors influencing emotional well being	
Module – III	Mental Wellbeing in the Digital Age: social media and Mental Health, Digital Detox and Mindfulness	06 Hrs
	Self-Study and Assignments: - Physical Wellbeing and Digital Engagement	

Referred Books:

Books	Name of the Books	Publisher
Text Books	A Text Book on Physical education & Health education Fitness, wellness and Nutrition ,Dr A. K Uppal, Dr P.P. Ranganathan	
	Dr. R. Nagarathana and Dr. H. R. Nagendra: Yoga and health , Swami Vivekananda Yoga Prakasana, 2002	Swami Vivekananda Yoga Prakasana
	Hick, J.W. (2005). Fifty signs of Mental Health. A Guide to understanding mental health.	Yale University Press.

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Define health and wellness, such as health, balanced diet, stress, and mental health	Remember (Level 1)
CO2	Explain the importance of carbohydrates, proteins, fats, vitamins, and minerals in maintaining a balanced diet and overall health	Understand (Level 2)
CO3	Demonstrate techniques for managing stress and promoting relaxation, including yoga, meditation, and pranayama	Apply (Level 3)
CO4	Analyze the connection between mind and body in promoting health, focusing on how digital wellbeing influences mental and physical health	Analyze (Level 4)
CO5	Assess the impact of various lifestyle factors on personal health and wellness, including diet, exercise, and mental health practices	Evaluate (Level 5)
CO6	Develop a personalized wellness plan that incorporates stress management techniques, dietary considerations, and strategies for cultivating inner strengths like hope and optimism	Create (Level 6)

Programme Outcomes

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Language Lab	Credits	L-T-P	Hours	Marks
----------	------	--------------	---------	-------	-------	-------

1 st	24MBA113		1	0-0-1	20 Hours	100
-----------------	----------	--	---	-------	----------	-----

Introduction

Business communication will help the students to develop speaking, learning, writing and reading ability. It will be beneficial for them while working in an institution. It will strengthen their core knowledge which will help them to excel in their work.

Objectives	The objective of the subject is to apply business communication theory to solve workplace communication issues and to understand complex ideas in written and spoken formats.
Pre-requisites	Basic knowledge of speaking, writing English and developing personality etiquettes.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive and students presentation based with more focus on personality development.

Evaluation Scheme

Internal Assessment	Practical Assessment (Endterm)	Total
40	60	100

Detailed Syllabus of Business Communication Lab

Modules	Topics	Hours
L	Listening sessions: <ul style="list-style-type: none"> Listening with a focus on pronunciation: segmental sounds, stress, weak forms, intonation. Listening for meaning: listening to a short talk /news bulletin. Taking notes from a lecture/speech. Listening Comprehension: Listening for specific information, ear training, and pronunciation practices. 	2Hrs
S	Speaking sessions : <ul style="list-style-type: none"> JAM: Just-A-Minute sessions to develop fluency in speaking using various topics of discussion Giving a short speech on a topic of interest. Participate in debates. Business Etiquette Preparing Presentations and making presentations before the top management. Practice exercises on common grammatical errors. Conducting role plays to understand the practical applications of non-verbal cues and body language Improve speaking fluency: Practice speaking on impromptu topics for 2-3 minutes. Reading aloud exercises with a focus on intonation and stress. Pair activities where students engage in brief, spontaneous dialogues 	3Hrs
R	Reading sessions : <ul style="list-style-type: none"> Developing vocabulary, Improving reading speed & comprehension Note-making after reading a text. Showing the main idea and supporting ideas and the relationship between them. 	2Hrs

W	<ul style="list-style-type: none"> Analyzing news articles. 	
	Writing sessions : <ul style="list-style-type: none"> Practice in writing paragraphs, Précis writing Professional Email Writing: Writing clear and concise business emails. Practice writing professional emails. Managerial Writing: Business letters: requests, invitations, proposals, sales reports Managerial Writing: Ad copywriting using AIDA Press Releases, Press Notes AI Prompts & keywords Remedial measures to focus on the correct use of English verbs, sentence structures, clause- types, Interrogations, and parallel structures. Focus on individual speaking skills. Each student prepares and delivers a short speech or presentation. Feedback from peers and instructor on delivery and content. Recording and self-assessment for personal improvement 	3Hrs

Referred Books:

Books	Name of the books	Publisher
Text Book	Communication skills by Kumar, Sanjay and Lata, Pushpa.	Oxford University Press
	Business communication: skills, concepts and applications by Chaturvedi, P. D. and Chaturvedi, Mukesh	Pearson Education
Reference Books	Business communication by Raman, Meenakshi and Singh, Prakash.	Oxford University Press
	An Introduction to professional English and Soft skills by Das, Bikram K. And others	JTS publication
	BCOM : Business Communication A South Asian Perspective by Lehman, Carol M., Dufrene, Debbie D., and Sinha, mala	Cengage Learning
	Soft Skills	Dr. K Alex and S. Chand
	Managerial Skills	P.D. Chaturvedi & Mukesh Chaturvedi
	The Functional Aspects of Communication Skills	Dr. P. Prasad
	English Grammar & Composition	Wren & Martin
Online resources	Brush Up Your English	ST Imam
	Wordsworth Software (Lab activity)	

At the end of the Course

	Course Outcomes	Levels of Learning (based on Bloom's Taxonomy)
CO1	Identify and recall the basic elements of effective listening, including pronunciation, stress, intonation, and listening comprehension.	Level 1 (Remember)
CO2	Explain and describe the process of listening for meaning, and taking notes. Understand and describe the structure of texts, including the relationship between main ideas and supporting ideas	Level 2 (Understand)
CO3	Apply writing techniques for clear, effective verbal and professional written communication, including JAM sessions, speeches, role-play paragraphs, précis, business emails, letters, and reports	Level 3 (Apply)
CO4	Analyze the importance of business etiquette, presentation skills, and news articles to identify main points and arguments.	Level 4 (Analyze)
CO5	Evaluate the effectiveness of non-verbal and written communication for clarity, conciseness, and effectiveness.	Level 5 (Evaluate)
CO6	Create and demonstrate effective communication strategies and professional business documents. Create professional business documents, ad copies, press - releases, and presentations.	Level 6 (create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value-based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 / PSO	Identify business opportunities, design, and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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



1st B-School in Odisha with 'A' Grade Accrediation by **NAAC**

SRUSTI ACADEMY *of* MANAGEMENT (Autonomous)

Approved by AICTE, New Delhi &
Affiliated to Biju Patnaik University of Technology (BPUT), Odisha
www.srustiacademy.ac.in

Syllabus for MBA 2 yrs Programme

Semester-2: Spring Semester (January to May)

Semester-2: Spring Semester (January to May)

Sl. No.	Sub. Code	Name of the Subject	L-T-P	Credit	Hours	End Semester Evaluation	Internal Evaluation
1.	24MBA201	Financial Management	3-0-0	3	30	60	40
2.	24MBA202	Human Resource Management	3-0-0	3	30	60	40
3.	24MBA203	Business Research Methods	3-0-0	3	30	60	40
4.	24MBA204	Operations Management	3-0-0	3	30	60	40
5.	24MBA205	Human Values and Professional Ethics	2-0-0	2	20	60	40
6.	24MBA206	Business Analytics	2-0-0	2	20	60	40
7.	24MBA207	Indian Knowledge System	1-0-0	1	10	60	40
8.	24MBA208	Entrepreneurship Development	2-0-0	2	20	60	40
Practical							
9.	24MBA209	Ideation and Validation	0-0-1	1	20		100
10.	24MBA210	Personality Development and Communication Lab	0-0-1	1	20		100
11.	24MBA211	Business Analytics Lab (R Programming)	0-0-1	1	20		100
12.	24MBA212	Advanced Excel	0-0-1	1	20		100
13.	Specialization-I Paper 1		3-0-0	3	30	60	40
14.	Specialization -II Paper 1		3-0-0	3	30	60	40
	Total			29	320	600	800

Specialization

Sl. No.	Sub. Code	Name of the Subject	L-T-P	Credit	Hrs	End Semester Evaluation	Internal Evaluation
Marketing							
1.	24MBA213A	Sales & Distribution Management	3-0-0	3	30	60	40
Finance							
2.	24MBA213B	Financial Markets and Services	3-0-0	3	30	60	40
HR							
3.	24MBA213C	Manpower Planning	3-0-0	3	30	60	40
Operations Management							
4.	24MBA213D	Supply Chain and Logistic Management	3-0-0	3	30	60	40
Business Analytics							
5.	24MBA213E	Web Analytics	3-0-0	3	30	60	40
Sustainability							
6.	24MBA213F	Principles of Sustainable Management	3-0-0	3	30	60	40
Systems Management							
7.	24MBA213G	E-Commerce and Digital Markets	3-0-0	3	30	60	40

Syllabus

Semester	Code	Financial Management	Credits	L-T-P	Hours	Marks
2 nd	24MBA201		3	3-0-0	30 Hrs	150

Introduction

Corporate finance is a fundamental finance subject. It helps the students to be acquainted with the financial decision-making process. The course is designed for a general management graduate who understands the role and function of a corporate chief finance officer. The course provides a brief overview of the fundamentals of finance, with an emphasis on their application to a wide range of real-world situations such as personal finance, corporate decision-making and financial intermediation. Time value of money, risk-return tradeoff, cost of capital, interest rates, retirement savings, mortgage financing, auto leasing, capital budgeting, asset valuation, discounted cash flow (DCF) analysis, net present value, internal rate of return, payback period, and so on are key concepts and applications. The subject is delivered with the help of recent case studies of corporate world.

Objectives	The objective of the study is to lay a theoretical foundation to study various managerial finance concepts and understand applications of financial decisions of an organization.
Pre-requisites	Knowledge of risk and return, financial investment is required.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with focus on more analytical and case activities.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module I	Foundation of Finance: Short term and long-term sources of fund, green bonds, sustainable funds. Time Value of Money, Compounding and discounting.	10 Hrs.
	Self-study and Assignments: – Firm Value and equity value– profit maximization and wealth maximization - Changing role of finance managers - Organization of finance function.	
	Case Study and Activities	
Module II	Capital Budgeting and Financing Decisions: Relevance of Capital Budgeting, Cost of Capital. Dividend decision, forms and policy.	10 Hrs.
	Self-study and Assignments: Financing Decision: Operating Leverage, Financial Leverage	
	Case Study and Activities	
Module III	Current Assets Management: Working Capital Management, Operating Cycle, Determinants of Working Capital, Estimation of Working Capital. Cash Management: Cash budget. Receivable Management, ESG focused Asset management	10 Hrs.
	Self-study and Assignments: Factors affecting working capital, sources of financing working capital, Terms of Credit, Credit policy	

	decision	
	Case Study and Activities	

Books	Name of the Books	Publisher
Text Books	Financial Management by Pandey, I.M. 9 th edition, 2015	Vikas publishing Pvt. Ltd.
	Fundamentals of Financial Management by Brigham, Eugene F. and Houston, Joel F., 14 th edition, 2014	Cengage learning
Reference books	Financial Management by Srivastava, Rajiv and Mishra, Anil, 5 th edition, 2015	Oxford University Press
	Principles of corporate finance by Brealey, Richard A. and others, 11 th edition, 2014	Mc. Graw Hill
Online Resources	1. https://youtu.be/CCQwz_Gwo6o 2. https://youtu.be/dgPlxTq9ILw 3. https://youtu.be/Hus0QjGA35E 4. https://youtu.be/g6UCv4rkZ_Y 5. https://youtu.be/r93pyYGJCLQ 6. https://youtu.be/JIYY1NxGTQI 7. https://youtu.be/_7vRfFkKb5k	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning <i>based on bloom's taxonomy</i>
CO1	Define basic concepts, nature, scope, and the role of financial management.	Level 1 (Remember)
CO2	Demonstrate and interpret the practical application of time value of money and risk-return concepts.	Level 2 (Understand)
CO3	Apply the different techniques of capital budgeting for investment decisions.	Level 3 (Apply)
CO4	Analyze and select the best source of capital and designing the capital structure on the basis of cost of capital.	Level 4 (Analyze)
CO5	Evaluate inventory management and cash management of a Firm	Level 5 (Evaluate)
CO6	Predict and plan the working capital requirements by a firm.	Level 5 (Evaluate)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	0	2	2	1
CO2	1	3	2	1	1	2
CO3	2	3	0	2	2	2
CO4	3	2	2	1	2	1
CO5	3	2	3	3	2	1
CO6	2	3	1	1	2	2

Semester	Code	Human Resource	Credits	L-T-P	Hours	Marks
----------	------	----------------	---------	-------	-------	-------

2 nd	24MBA202	Management	3	3-0-0	30 Hrs	150
-----------------	----------	------------	---	-------	--------	-----

Introduction

HRM will contain the relevance of the subject for study in MBA Program. The main responsibilities of the personnel department include hiring, evaluating, training, and compensation of employees. The human resources department deals with any issues facing the staff in their working capacity within an organization. HR is concerned with specific work practices and how they affect the organization's performance.

Objectives	The objective of the study is to enrich the students' understanding on HRM, this will enable them to implement the concepts at workplace.
Pre-requisites	Knowledge of human resource roles, responsibilities and functions are required.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive with focus on more functional and analytical activities.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module I	Concept, Definitions and Objectives of Human Resource Management(HRM); Functions of HRM; Process of HRM; Human Resource Planning (HRP):Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews.	10 Hrs
	Self-Study and Assignments: Induction and Socialization, Changes in HRM	
	Case Study/ Activities	
Module II	Performance Appraisal: Meaning, Objective. Process and Methods; Potential Appraisal; Biases in performance appraisal; Job Evaluation: Concept and importance; Methods of job evaluation; Meaning of Compensation; Pay structure, Difference between salary and wages, components of compensation; Bonus, incentives and Commission.	10 Hrs
	Self-Study and Assignments: Executive Compensation, pay calculation	
	Case Study/ Activities	
Module III	Concept of Career, Career planning process, Career planning Vs Succession Planning Career Stages; Training & Development: Concept, Training need Analysis, Training process, Training Programmes, Types of Training, Evaluation of Training effectiveness; Promotion meaning, importance; Transfer and Separation policy (VRS, VSS etc.) Organization Citizenship behavior, HRIS, Attrition and Retention and Talent Management.	10 Hrs

	Self-Study: Talent management practices in various organizations, Green HRM, Paradigm change in HRM functions due to AI	
	Case Studies /Activities	

Books	Name of the Books	Publisher
Text Books	Fundamentals of Human Resource Management (Text, cases and games) by Gary Dessler	Prentice Hall
	Human Resource Management (text and cases) by Rao, VSP.	Excel Books
Reference books	Fundamentals of Human Resource Management: Susan L. Verhulst, David A. DeCenzo	Wiley Publication
	HR: A south Asian Perspective, DeNisi, Angelo S., Griffin, Ricky W. and Sarkar, Anita	Cengage Learning
	Human Resource Management, Jyothi, P and Venketesh, D.N	Oxford University Press
Online Resources	1. https://youtu.be/Fa8E3tCDIpo 2. https://youtu.be/wcP976S8DsM 3. https://youtu.be/EthJBz6NWE0 4. https://youtu.be/bu_yh3h0n3U 5. https://youtu.be/FLRtMw8dD3E 6. https://youtu.be/FiPPfxWgefA 7. https://youtu.be/87_saCYFw6s	

Course Outcomes:

At the end of the course the students will be able to:

	Description	Levels of Learning (Based on Bloom's Taxonomy)
CO1	Define the concept of human resources management and its different practices as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	Level 1 Remember
CO2	Explain the knowledge of performance appraisal and its component of employee performance, productivity and organizational effectiveness.	Level 2 Understand
CO3	Demonstrate the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.	Level 3 Apply
CO4	Analyze the types of wages and the practice of wage differentials in different industries.	Level 4 Analyze
CO5	Compare between employee training and employee development as it impacts organizational strategy and competitive advantage.	Level 5 Evaluate
CO6	Develop conceptual understanding of career planning, promotion, talent management and employee engagement	Level 6 Create

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Business Research	Credits	L-T-P	Hours	Marks
----------	------	-------------------	---------	-------	-------	-------

2 nd	24MBA203	Methods	3	3 – 0-0	30 Hrs	150
-----------------	----------	---------	---	---------	--------	-----

Introduction

All Business Management students require the ability to deal with quantitative material, including the collection, collation and analysis of such data. This course introduces students to the business research methods in business mainly centered on statistical aspects. It also provides them with experience in designing questionnaires and report writing. In order to effectively carry out statistical analysis, the students are required to have experience of computing. This course reinforces the experience gained in their Computing for Business course.

Objectives	The objective of the study is to identify one's own philosophical and practical position in business research.
Pre-requisites	Knowledge of analytical and practical aspect is required.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive with focus on more functional and analytical activities.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module I	Descriptive Analytics: Introduction to RM: Meaning and significance of research. Importance of scientific research in business decision making. Types of research and Identification of research problem and formulation of hypothesis. Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data processing.	11 Hrs
	Self-Study and assignment: Relevance of Big data in business decision making.	
	Case Study and Activities	
Module II	Data Analysis and Analytical approach for solving managerial problems: Statistics in Data Analysis, Univariate analysis (frequency tables, bar charts, pie charts, percentages), Hypothesis testing; Z-test, t-test, F-test, chi-square test. Two tailed and One-Tailed tests of Hypothesis, Analysis of variance (One and Two way), Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test.	09 Hrs
	Self-Study and assignment: Steps of hypothesis formulation.	
	Case Study and Activities	
Module III	Prospective and Predictive analytic techniques: Multivariate Analysis, Factor analysis, Multiple Regressions Analysis. Report writing and presentation: Research Report, Types and significance, Structure of research report.	10 Hrs
	Self-Study and assignment: Preparation and presentation of report.	
	Case Study and Activities	

Referred Books

Books	Name of the Books	Publisher
Text Books	Research methodology by Kothari, C.R, 3 rd edition, 2004	New Age International Publishers
	Business Research Methods (SIE), by Cooper, Donald R., Schindler, Pamela S. and Sharma, J.K., 12 th edition, 2014.	McGraw Hill
Reference books	Research Methodology (concepts, methods, techniques and SPSS) by Majhi, Priti R. and Khatua, Prafull K., 5 th edition, 2015	Himalaya Publishing House
	Research methodology (concepts and cases), Chawla, Deepak and Sondhi, Neena, 3 rd edition, 2016.	Vikas, Publication
	Business Research Methods: A south Asian Perspective by Zikmund, William G. and others, 9 th edition, 2013	Cengage learning
	Methodology of research in social sciences by Krishnaswami, O.R. and Ranganatham, M. 5 th edition, 2015	Himalaya Publishing House
Online Resources	<ol style="list-style-type: none"> https://youtu.be/E2gGF1rburw https://youtu.be/A4Jy2nGhn-Q https://youtu.be/sAxi10_VgeU https://youtu.be/cp7_ZF2kNi4 https://youtu.be/NSqOv5k68kE https://youtu.be/5_XX5jZ9HPY https://youtu.be/bGytWh5xwiY https://youtu.be/cT-UrjqGQYY 	

Course outcomes:

At the end of the course students will be able to:

	Description	Levels of Learning (Based on Blooms Taxonomy)
CO1	State the basic skill and competency to address and identified the research problem	Level 1 (Remember)
CO2	Demonstrate the relevant approaches and elements to undertake a research enquiry specifically to provide insights to solving a relevant problem.	Level 2 (Understand)
CO3	Demonstrate competencies and skills required to carry out research works required for a business organization	Level 3 (Apply)
CO4	Analyze data, including descriptive & inferential measures	Level 4 (Analyze)
CO5	Evaluate research objective and budgetary constraint after comparing the primary and secondary data	Level 5 (Evaluate)
CO6	Write & develop independent thinking for critically analyzing research reports	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Operations	Credits	L-T-P	Hours	Marks
----------	------	------------	---------	-------	-------	-------

2nd	24MBA204	Management	3	3 – 0 -0	30 Hrs	150
-----	----------	------------	---	----------	--------	-----

Introduction

The management of the efficient transformation of inputs into outputs to suitably satisfy customers. Inputs are materials, labor, capital and management. Outputs are products or services, which customers want and often pay for. The course provides an introduction to the operations and the related management concepts. The level of discussion varies from strategically to daily control of business processes.

Objectives	The objective of the study is to understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
Pre-requisites	Knowledge of transportation management, logistics and supply chain management is required
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive with focus on more functional and analytical activities.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module I	Overview of Operations Management and Capacity Planning : Production Management, Operation Management, Operations Strategy and Competitiveness, Process Analysis, Job Design and Work Measurement; Capacity Planning – Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies.	08 Hrs
	Self-Study and Assignments: - Operations in Manufacturing and Services, Responsibility of Operations Manager	
	Case study and activities	
Module II	Facility Location and Layout, Inventory Management: Facility location - Facility Layout – Concept, Types of layout and Line Balancing, Inventory Management – concept, EOQ, MRP.	10 Hrs
	Self-Study and Assignments: -e-Procurement	
	Case study and activities	
Module III	Scheduling, Project Management and Quality Management: Scheduling; Gantt Chart; Project Management – concept and technique PERT and CPM; TQM.	12 Hrs
	Self-Study and Assignments: -Analysis of ISO 9000 and 14000 series.	
	Case study and activities	

Referred Books

Books	Name of the Books	Publisher
Text Books	Production and Operations Management by Aswathappa, K. and Bhat K. Sridhara, 5 th edition, 2005	Himalaya Publishing House
	Production and Operations Management by Chary S.N. 2 nd edition, 2000	Tata McGraw Hill
Reference books	Operations Management by Kumar, Arun and Meenakshi, N., 2 nd edition, 2014	Cengage learning
	Production and Operations Management by Bedi Kaniska,	Oxford University Press
	Production & Operations Management by Singh, S. P., 5 th edition, 2017	Vikas Publishing house Pvt. Ltd.
Online Resources	<ol style="list-style-type: none"> 1. https://youtu.be/m0eSxQfJ360 2. https://youtu.be/VozCAXEAdoo 3. https://youtu.be/TodpUUTvJ6U 4. https://youtu.be/-aGk5-yx340 5. https://youtu.be/U44RQAzf4NI 6. https://youtu.be/Pu5oBTjcGNQ 	

Course Outcomes:

	Descriptions	Levels of learning (based on bloom's taxonomy)
CO1	Define various basic operation management concepts, and the roles and responsibilities of operations managers	Level 1 (Remember)
CO2	Understand the input-process-output framework, the extensions of it, and apply them to a wide range of operations	Level 2 (Understand)
CO3	Apply the concept of operations management in manufacturing and service sector and will be able to plan and implement production and service related decisions.	Level 3 (Apply)
CO4	Analyze maintenance schedules in manufacturing units, identify and propose material handling equipments and implement industrial safety rules	Level 4 (Analyze)
CO5	Apply the concepts of purchase, stores and inventory management and analyze and evaluate material requirement decisions	Level 5 (Evaluate)
CO6	Plan production schedules and plan resources (material and machine) required for production	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).
-------------	---

CO-PO Matrix

CO-PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	1	1	2
CO2	3	2	3	2	3	3
CO3	3	3	2	3	2	3
CO4	2	3	3	2	3	3
CO5	2	3	2	2	1	2
CO6	3	1	2	2	2	2

Semester	Code	Human Values and Professional Ethics	Credits	L-T-P	Hours	Marks
2 nd	24MBA205		2	2-0-0	20 Hrs	150

Introduction

This course is aimed at giving inputs that will help to ensure the right understanding and right feelings in the students in their life and profession, enabling them to lead an ethical life. In this course, the students learn the process of self- exploration, the difference between the self and the body, the naturally accepted feelings of relationship in a family, work space and society, the comprehensive human goal in the society, the mutual fulfillment in the nature and the co-existence in existence. As a natural outcome of such inputs, they are able to evaluate an ethical life and profession ahead.

Course Objectives:

Objectives	The objective of the study is to understand the Business Ethics and to provide best practices of business ethics and to develop various corporate social Responsibilities and practice in their professional life.
Pre-requisites	Knowledge of professional ethics and human values and practices of business organizations.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive with focus on more on real life corporate examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module I	Value Education- Definition, Concept and Need. Understanding Human Values, The Importance of Human Values, Human Values from Individual to Universal Perspectives, and Human Values dictating day-to-day decisions. Understanding Human Being: human being as co-existence of the self and the body; the activities and potentialities of the self; Basis for harmony/contradiction in the self	7 Hrs
	Self-study and Assignment: Happiness and Prosperity as parts of Value Education	
	Case Study & Activities	
Module II	Pillars of Human Values: Empathy, Compassion, Forgiveness, Kindness, Love, Relevance of Human Values. Harmony in the Society – The concept of “ Vasudeva Kutumbakam ” Understanding Universal Human Order. Understanding Human Goals, Human Goals and system for its fulfillment, Natural Outcome of Right Understanding, and My Participation in Society	7 Hrs
	Self-study and Assignment: Human Goal and Systems For its Fulfillment-Human Order	
	Case Study and Activities	
Module III	Professional Ethics: Characteristics, Principles, Types, Importance, Ethical Values, Theories of Ethics, Absolutism versus Relativism, the teleological approach, the Deontological approach, Kohlberg's six	6 Hrs

	stages of moral development (CMD), Ethical Dilemma: Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process	
	Self-study and Assignment: Business Ethics and Social Responsibilities of the firm	
	Case Study & Activity	

Referred Books

Books	Name of the Books	Publisher
Text Books	Human Values and Professional Ethics by, R.R Gaur, R.Asthana	
Reference books	Business Ethics by Murthy, C. S. V.	Himalaya Publishing House
	Values and Ethics in Organisation by Chakraborty S. K.	Oxford University Press
Online Resources	1. https://youtu.be/zqOi_urdSbE 2. https://youtu.be/7_I5T_x4M2I 3. https://youtu.be/xnv7zcmYmzE 4. https://youtu.be/cyj1wbfulUw 5. https://youtu.be/MDaJdAnwMIY	

Course Outcomes:

At the end of the course the students will be able to:

	Description	Levels of learning (Based on Bloom's)
CO1	Define the various concepts, theories and ethical values in managing the stakeholder's interest.	Remember (Level 1)
CO2	Understand the responsibility of an organization in maintaining good stake holders' relationships.	Understand (Level 2)
CO3	Demonstrate practical applications of ethical and unethical behaviors in companies with its business implications.	Apply (Level 3)
CO4	Analyze the best ethical practices followed by corporate to provide shareholder values as a part of social responsibility of business.	Analyze (Level 4)
CO5	Evaluate the corporate governance practices of organizations to enable the learner to differentiate between good and bad ethical practices to take value based decisions.	Evaluate (Level 5)
CO6	Explain various committee reports to enable the students to create value based leadership ability for organizational management.	Create (Level 6)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix:

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

Semester	Code	Business Analytics	Credits	L-T-P	Hours	Marks
2 nd	24MBA206		2	2-0-0	20 Hrs	150

Introduction:

To assist corporate in taking data driven decisions which needs a knowledge base to explore and visualize data, able to create dashboards and make stories, and most importantly to present the technicalities in the embedded data to a non-technical audience. This course introduces the various facets of data and its distributions. It introduces various plots to visualize and interpret data, which are the crux of decision science.

Course Objectives:

Objectives	To provides an introduction to data analytics to be used in business. The students will learn how data analysts describe, predict and make informed business decisions in various business domains like marketing, human resources, finance and operations.
Pre-requisites	Basic knowledge of statistics, probability, linear algebra, calculus and knowledge of computer programming
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be more practical based.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module- I	Introduction to Business Analytics: Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Business Analytics – Definition, Market, Trends. Career in Business Analytics. Importance and role of data driven decisions	06 Hrs
	Self Study and Assignments: Standardized reporting and Pivot Tables – Using Excel	
	Case Study & Activities	
Module- II	Application of Analytics: Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics; Examples and Types of Business Analytics Analysis- Forecasting & Predictive Modeling; Descriptive, Prescriptive, prospective and Predictive Analytics., Data science, Applications for data science, Leveraging Data Analytics for Sustainable Business Transformation, Case Studies.	07 Hrs
	Practical Aspects: Modeling using Excel	
	Case Study & Activities	
Module- III	Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations.	07 Hrs
	Practical Aspects: optimization using Excel	
	Case Study & Activities	

Books	Name of the Books	Publisher
Text Books	Business Analytics: The science of Data-Driven Decision Making by U.Dinesh Kumar	Wiley
	Business Analytics by James E Evans	Pearson
	Business Analytics by Camm	Cengage
Reference books	R for Everyone, Advanced Analytics and Graphics by Jared P. Lander	Addison Wesley
	Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri	Springer
	Business Analytics: Data Analysis and Decision making by S Christian Albright & Wayne L. Winston	Cengage
Online resources	<ol style="list-style-type: none"> https://youtu.be/jr0KpLCH2gs https://youtu.be/BoFztRQxBQM https://youtu.be/-mBTx1kMGZM https://youtu.be/MotZipFILB4 https://youtu.be/af70BqIRX6s https://youtu.be/GvqwsQxBtZM https://youtu.be/9XuRTjwtpIc https://youtu.be/YhlhwMu870k https://youtu.be/FCcCNiJzNbY 	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Recall the historical overview of data analysis and distinguish between the roles of Data Scientist, Data Engineer, and Business Analyst.	Level 1 (Remember)
CO2	Explain the importance and role of data-driven decisions in business analytics and describe current market trends.	Level 2 (Understand)
CO3	Use Excel to create standardized reports and pivot tables for business data analysis.	Level 3 (Apply)
CO4	Differentiate between descriptive, predictive, and prescriptive analytics, and apply these techniques to business scenarios.	Level 4 (Analyze)
CO5	Critically assess the steps in the data science project life cycle, including data acquisition, preparation, modeling, evaluation, and deployment, and their impact on business outcomes.	Level 5 (Evaluate)
CO6	Use R to calculate statistical measures, perform hypothesis testing, and develop models for regression and time series analysis, optimizing business processes through data insights.	Level 6 (Create)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Indian Knowledge System	Credits	L-T-P	Hours	Marks
2 nd	24MBA207		1	1-0-0	10 Hrs	150

Introduction

This course is an effort to bring snippets of the Indian Knowledge System (IKS) by providing a fresh relook at the corpus and culling out relevant portions that may generate renewed interest in the subject and motivate several to engage in a deeper study of the knowledge repository of India.

Objectives	To understand the evolution of management thought in ancient India and its relevance in modern times. To examine the ethical and moral values, leadership qualities, and strategic management lessons derived from the Ramayana, the Mahabharata and the Bhagavad Gita. To explore the management and economic principles elucidated in Kautilya's Artha Sastra and the Jain texts.
Pre-requisites	Basic information about Indian knowledge system and its application in student's life.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive with more focus on real life examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module- I	Introduction to Ancient Indian Knowledge System: Overview of IKS and their relevance in Modern India, Evolution of Indian management thought, Different Literatures in IKS; Need of India oriented Approach. Ethical Responsibility and Leadership: Introduction to ethical responsibility and leadership and its need. Management Lessons in the Guru Granth Sahib -Ethics and Ethos of Business Management, Golden Rules of Ethics, leadership Skills, Progressive self-development, Social responsibility and Its need and sustainability.	5 Hrs.
Module- II	Strategic Leadership and critical Thinking: Introduction to strategic leadership and critical thinking and its importance. Management lessons in strategic leadership and critical thinking using Ramayana, Mahabharata and the Bhagavat Gita – Principal of good Governance (Raja Dharma) ,Commitment, team work, Decision Making skills, Values, Responsibilities (Dharma), Conflict management, Inspirational leadership, alternative perspective on work, (the yoga of action or karma yoga) and performance. Kautilya's management lessons -Qualities of a leader, functions and role of a leader, motivation and communication	3 Hrs.
Module- III	Management perspective in Buddhism: Four Noble Truths of Buddhism (Chatwari Arya Satyani), The Noble Eightfold Path (Ashtangika Marga) Application and Integration of IKS: Reflection of thought IKS and its application in modern day business world	2 Hrs.

Books	Name of the Books	Publisher
Text books	Management Practices and Thoughts in Ancient India, Khandelwal and Mohanty, Himalaya Publishing House	Himalaya Publishing House
	Relevance of Ramayana in Contemporary Times, Gupta, Agrawal and Sharma, IBA publications	IBA publications
	"The Mahabharata: A Modern Rendering" by Ramesh Menon Vol-1 & Vol-2, iuniverse-2006. "The Bhagavad Gita" (translated by EknathEaswaran), Nilagir Press, 2007	Nilagir Press, 2007
Reference books	Mahadevan, B. Bhat VinayakRajat, NagendraPavana R.N. (2022), "Introduction to Indian Knowledge System; Concepts and Applications", PHI Learning Private Ltd. Delhi.	PHI Learning Private Ltd.

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of Learning based on Bloom's Taxonomy
CO1	Recall the fundamental definitions and classifications of the Indian Knowledge System (IKS), including its unique aspects and historical significance.	Level 1 (Remember)
CO2	Explain the distinctive features of the Vedic corpus, Indian philosophical systems, and the historical development of Indian astronomy.	Level 2 (Understand)
CO3	Illustrate the practical applications of ancient Indian frameworks for establishing valid knowledge in contemporary society.	Level 3 (Apply)
CO4	Compare and contrast different Indian numeral systems, focusing on the importance of decimal representation and the discovery of zero.	Level 4 (Analyze)
CO5	Assess the governance and public administration concepts from ancient Indian texts like Arthasastra and their relevance to modern administrative practices.	Level 5 (Evaluate)
CO6	Develop a comprehensive overview of the historical and philosophical aspects of IKS.	Level 6 (Create)

Programme Outcome:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Entrepreneurship Development	Credits	L-T-P	Hours	Marks
2 nd	24MBA208		2	2-0-0	20 Hrs.	150

Introduction:

This paper aids students from all socioeconomic backgrounds to think outside the box and nurture unconventional talents and skills. It creates opportunities, ensures social justice, instills confidence and stimulates the economy. By studying entrepreneurship and innovation, one can learn the underlying principles of starting a business, avoid common pitfalls, pitch ideas more effectively, validate his product, develop a solid business model, and set him up for success in a field where failure is common. It also teaches students how to turn concepts into profitable companies

Objectives	The objective of the study is to sensitize the students to understand entrepreneurship as a career and skill required for it to be an entrepreneur.
Pre-requisites	Knowledge of entrepreneur and difference between entrepreneur and entrepreneurship
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with focus on more on real life examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module – I	Understanding Entrepreneurship- Concept of Entrepreneur, Intrapreneur and Entrepreneurship. Types of Entrepreneur, Entrepreneurial success and failures. Entrepreneurial Process- Steps of entrepreneurial process	08 Hrs
	Self-study and Assignment: Entrepreneurial characteristics and skills	
	Case Study and Activities	
Module – II	Setting up of a Small Business Enterprise: Formalities for setting up of a small business enterprise, Sickness in Small Business Enterprises.	06 Hrs
	Self-study and Assignment: Govt. policies on revival of sickness and remedial measures.	
	Case Studies and Activities	
Module - III	Institutional Support and Small Business management. Central / State level Institution. Business Plan: Preparation of a Business Plan. Working Capital management.	06 Hrs
	Self-study and Assignment: Elements and types of Business Plan, Marketing of SME product	
	Case Studies and Activities	

Books	Name of the Books	Publisher
Text Books	The dynamics of Entrepreneurial development and management, Desai, Vasant, 4 th edition, 2005	HPH
Reference books	Entrepreneurial Development, Khanka S.S, 3 rd edition, 2010	S. Chand
Online Resources	1. https://youtu.be/fljL-8dTgVY 2. https://youtu.be/2UX5H6SNmqI 3. https://youtu.be/uZUo4jryIYw 4. https://youtu.be/PzQXj27L6vU 5. https://youtu.be/0M0Tqfg7xJs	

Course Outcomes:

At the end of the course students will be able to:

	Course Outcomes	Levels of Learning (Based on Blooms Taxonomy)
CO1	Describe the nature of entrepreneurship and how it relates to small business.	Level 1 (Remember)
CO2	Develop an understanding of entrepreneurship and small business and appreciate their role in an economy,	Level 2 (Understand)
CO3	Demonstrate competence in identifying opportunities and challenges that entrepreneurs and small business owners/managers face	Level 3 (Apply)
CO4	Define a business plan, identify its key sections and state its importance from the perspectives of both internal and external users	Level 4 (Analyze)
CO5	Assess the assets needed and the financing required for a new venture and evaluate alternative sources of financing such as debt or equity	Level 5 (Evaluate)
CO6	Compile the performance of a small firm by assessing its liquidity, profitability, and asset management.	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Ideation and Validation	Credits	L-T-P	Hours	Marks
2 nd	24MBA209		1	0-0-1	20 Hrs	100

Introduction:

Idea Generation & Validation is a critical part of the innovation and product development process. This course focuses on teaching students how to generate creative and innovative ideas to solve real-world problems and how to validate these ideas through market research and customer feedback. Students will learn various ideation techniques, market research methods, and best practices for incorporating customer feedback into the ideation process.

Objectives	The course aims to provide students with the skills and confidence needed to generate and validate ideas so they can drive change in their personal and professional lives. Assessment will include class participation, ideation exercises and projects, and reflection on the idea generation and validation process.
Pre-requisites	Knowledge and basic idea about the entrepreneurship and characteristics of entrepreneur
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned hands-on activities, ideation exercises, and individual/group projects.

Evaluation Scheme

Internal Assessment	Practical Assessment (End term)	Total
40	60	100

Detailed Syllabus

Modules	Topics	Hours
Module I	Introduction to Idea Generation & Validation. Understanding the importance of creativity and innovation in problem-solving. The role of idea generation and validation in product development and innovation. Ideation Techniques. Techniques for generating and refining innovative ideas.	07Hrs
	Practical Aspects: Preparation of Project	
Module II	Market Research & Customer Feedback, Techniques for conducting market research and gathering customer insights. Analysis of market trends, consumer behavior, and business data. Best practices for incorporating customer feedback into the ideation process. Evaluating the potential of ideas through market research and customer feedback.	07 Hrs
	Practical Aspects: - Applying Idea Generation & Validation to Real-World Problems. Best practices for implementing solutions	
Module – III	Ideation exercises and projects, Reflection on the idea generation and validation process	06 Hrs
	Practical Aspects:- Presentation of Project Idea	

Course Outcomes:

At the end of the course the students will be able to

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Recall fundamental concepts of ideation techniques and validation methodologies in innovation and entrepreneurship	Level 1 (Remember)
CO2	Explain the process of idea generation and the importance of validation in the product development lifecycle	Level 2 (Understand)
CO3	Demonstrate the application of various ideation techniques to generate new ideas for solving real-world problems.	Level 3 (Apply)
CO4	Analyze different validation methods to assess the feasibility and market potential of new ideas	Level 4 (Analyze)
CO5	Critically evaluate the strengths and weaknesses of different ideation strategies and validation frameworks.	Level 5 (Evaluate)
CO6	Develop a comprehensive plan for ideation and validation that includes generating innovative ideas and selecting appropriate validation techniques	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value-based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Personality Development & Communication Lab	Credits	L-T-P	Hours	Marks
2 nd	24MBA210		1	0-0-1	20 Hrs	100

Introduction:

This course is designed to develop student's personality by building and enhancing their confidence and employability skills which can help them to meet the current demand of the job market. In current scenario the domain knowledge alone is not sufficient; students must have other skills also to become a complete corporate ready professional. We have developed this course to offer skill development courses for the students at a pre-placement stage to enhance their analytical, logical, social, interpersonal and other skills like aptitude, reasoning, GK, IT etc. along with their effective communication.

Objectives	The objectives of the subjects are to build self-confidence, enhance self-esteem, critical thinking and analytical skills along with to improve overall personality of the students. And to make students realize the importance of etiquettes in academic as well as professional life.
Pre-requisites	Knowledge of etiquettes, basic of reasoning, aptitude and domain
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are Planned to be interactive with focus on practical training.

Evaluation Scheme

Internal Assessment	Practical Assessment (End term)	Total
40	60	100

Detailed Syllabus

Modules	Topics	Hours
Module I	Communication Skill: Building a Good Resume/CV, Preparing an effective Video-Resume, Presentation Techniques, Handling questions during a presentation, Business News Analysis, MTI monitoring.	05 Hrs
	Practical Aspects: Professional Presentation, Preparation of Visume, Resume Writing, News in 60 words.	
Module II	Group Discussion, Personal Interview: Being effective in a group discussion and developing behavioral competency skills in GD, Confidence Building using Positive thinking, Emotional Intelligence at work, Interview etiquettes, Introduction to techniques of facing different types of criticalities in interviews.	08Hrs
	Practical Aspects: Mock PI sessions (Generic and Domain Based), Mock GD sessions (Abstract topics and Current affairs).	
Module III	Job related skills: Aptitude / Reasoning skills, GK and Current Affairs, Domain area related content preparation.	07 Hrs
	Practical Aspects: Working out Aptitude and Reasoning questions, Handling of subject matter related questions in PI.	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Memorize the techniques of preparing an effective resume, business presentation and being effective in a group discussion.	Level 1 (Remember)
CO2	Understand the concept of group dynamics involved in group discussions and group presentations.	Level 2 (Understand)
CO3	Apply the skills learned to actively participate in group discussions and to face the criticalities of job interviews confidently.	Level 3 (Apply)
CO4	Being emotionally intelligent at the work place and developing behavioral competencies.	Level 4 (Analyze)
CO5	Able to apply aptitude and logical reasoning skills to get through placements.	Level 5 (Evaluate)
CO6	Create a positive attitude and an employable status for oneself in the corporate world.	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value-based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	2	1	0
CO2	2	2	2	1	2	1
CO3	1	2	2	2	1	1
CO4	2	2	2	2	2	2
CO5	2	2	1	2	2	2
CO6	2	2	0	1	2	2

Semester	Code	Sales and Distribution Management	Credit	L-T-P	Hours	Marks
2 nd	24MBA213A		3	3-0-0	30 Hrs	150

Introduction

Sales and Distribution is an important function of a firm engaged in marketing of goods and services. However, availability of a product does not ensure sale and hence the marketer needs to employ the right sales and distribution strategy befitting the product, the market environment, firm context and personal selling skills.

Objectives	The objective of the study is to make the students understand the dynamic nature of Sales and Distribution Management
Pre-requisites	Knowledge of sales, distribution and logistics management
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with focus on more on real life examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module – I	Sales Management: Functions and skills of modern sales managers, Selling process, management of sales force- recruitment and selection, training, sales force motivation, compensating sales force, sales forecasting, territory design and management, Evaluating sales force, sales budget and sales quota, concept on sales analytics.	08 Hrs
	Self-Study and Assignment: Visit a retail outlet dealing with electronic items such as ACs / Washing Machine and submit a report on different stages of selling process of such items.	
	Case Study & Activities	
Module – II	Distribution Management: Designing customer oriented marketing channel, Omni channel, Discrepancies and Distribution Channel , Prominent channel systems-vertical, horizontal and multichannel, Distribution analysis-Depth and Width of Distribution, Per dealer stocking, Stock turnover ratio, Weighted Distribution	08 Hrs
	Self Study and Assignment: Channel conflict and resolution	
	Case Study and Activities	
Module - III	Logistics Management: Key logistics activities, Types of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain management in online marketing and retailing. Sustainable Transportation and Logistics: Energy management in transportation and logistics, Sustainable transportation options (electric vehicles, fuel cells, etc.), Integrating energy management into sales and distribution planning	14 Hrs
	Self Study and Assignment: Uses of Technology in logistics.	
	Case Study and Activities	

Books	Name of the Books	Publisher
Text Books	Sales and Distribution Management (Text and Cases) by Havaladar, Krishna K. & Cavale. Vasant M. 2 nd edition, 2010	Tata McGraw Hill
	Sales and Distribution Management by Bhat K. Shridhara	HPH
Reference books	Sales and Distribution Management: Text and cases: An Indian Perspective by Gupta, S.L. 2 nd edition, 2010	Excel Books
	Sales and Distribution Management, Panda, Tapan K. and Sahadev, Sunil, 5 th edition, 2012	Oxford University Press
Online resources	1. https://youtu.be/MPZgEJMS97o 2. https://youtu.be/qGea0jAjeeU 3. https://youtu.be/vCqFKF5Pmkg 4. https://youtu.be/0Wj2WLi83v4 5. https://youtu.be/-FWOh9XyT8Q 6. https://youtu.be/czHOx8NEH_E 7. https://youtu.be/ummcl11uNbc 8. https://youtu.be/Q52eTM4wRGE 9. https://youtu.be/Sh9V7vvwnvk	

Course Outcomes:

At the end of the course the students will be able to:

	Description	Levels of Learning (Based on Blooms' Taxonomy)
CO1	State basic conceptual framework & challenges in the field of sales and distribution management.	Remember (Level 1)
CO2	Explain the nuances of selling for effective salesmanship in increasingly complex marketing environment.	Understand (Level 2)
CO3	Demonstrate sales and distribution skills to formulate successful strategy and effectively manage sales situations.	Apply (Level 3)
CO4	Explain channel behavior to formulate distribution strategy for national and international markets.	Analyze (Level 4)
CO5	Develop analytical and critical thinking skills necessary to take sound supply chain and market logistics decisions.	Evaluate (Level 5)
CO6	Design a blueprint to develop long term sales and distribution plan for an enterprise.	Create (Level 6)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Financial Markets and Services	Credit	L-T-P	Hours	Marks
2 nd	24MBA213B		3	3-0-0	30 Hrs	150

Introduction:

This subject becomes one of the sought-after professional courses as it enhances one's knowledge related to finance, and businesses, thus, enhances career prospects in finance. Growth prospects in the area are visible with the emergence of fin tech companies and improvements in the way marketing of financial services is being done with the ease and comfort of the customer. This course provides the students the basic operational practices and achieves better understanding of what the financial institutions are that affect financial markets our financial system.

Objectives	The objective of the study is to familiarize the students with dynamics of financial market, financial instruments and financial services.
Pre-requisites	Knowledge of different types of financial market and different types of financial instruments
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with focus on more on case study and practical problems.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module – I	Investment Environment and Financial Systems: Overview of Indian financial system, Capital market instruments and institutions. Money Market: Instruments and Institutions	08 Hrs
	Self-Study and Assignment: Emerging reforms in Indian financial system, Globalization of capital market, investment avenues.	
	Case Study and Activities	
Module – II	Capital Market: New Issue Market: Functions. Secondary Market: functions, listing procedure. BSE- BOLT system, Mobile Trading, NSE-NEAT system. (Mock trading sessions)	12 Hrs
	Self-Study & Assignment: Brokers: Registration, kinds of brokers	
	Case Study and Activities	
Module - III	Mutual Fund and Credit Rating: Mutual funds, AMC, AUM, Credit Rating: Agencies, Merchant Banking, Venture Capital, Leasing, Hire Purchase	10Hrs
	Self-Study and assignment: Mutual fund investment Vs Stock market investment.	
	Case Study and Activities	

Referred Books

Books	Name of the Books	Publisher
Text Books	Financial markets, institutions and services, Gordon, E. & Natrajan, K., 2 nd edition, 2010	Himalaya Publishing House,
	Financial institution and markets, Kohnmeir, 2 nd edition, 2009	Oxford University Press.
Reference books	Financial markets and institution and, Frederic S. Mishkin, Stanley G. Eakins, Tulsi Jaya kumar, R.K. Pattanaik, 8 th edition, 2019	Pearson Publications.
	Ethics and Financial Markets, Jennings M.M.	Research Foundation CFA Institute.
Online resources	1. https://youtu.be/7qBJGKtLIK8 2. https://youtu.be/uxvgUEMcdpU 3. https://youtu.be/Izzxjks9AO8	

Course Outcomes:

At the end of the course the students will be able to:

	Description	Levels of Learning (Based on Bloom's Taxonomy)
CO1	Describe the different components of a financial system and their role.	Level 1 Remember
CO2	Understand the role and function of the financial system in reference to the macro economy.	Level 2 Understand
CO3	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	Level 3 Apply
CO4	Compare the Different Types of Financial Securities	Level 4 Analyze
CO5	Evaluate the different types of financial products and services.	Level 5 Evaluate
CO6	Create strategies to promote financial products and services.	Level 6 Create

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	1	2	0	2	0	2
CO 2	2	1	0	1	1	1
CO 3	0	2	1	1	1	2
CO 4	1	0	0	1	0	1
CO 5	2	1	0	1	2	2
CO 6	3	2	1	2	3	2

Semester	Code	Manpower Planning	Credit	L-T-P	Hours	Marks
2 nd	24MBA213C		3	3-0-0	30 Hrs	150

Introduction

Manpower planning subject enables the students to understand conceptual knowledge of manpower planning and to acquire knowledge, skills and techniques necessary for preparing the manpower plan of the Organization. The subject also gives a practical view of man power management in an organization.

Objectives	The objective of the study is to enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the Organization.
Pre-requisites	Knowledge on recruitment, selection, Job evaluation and job description
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with focus on more on case study and practical aspects.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module -I	Manpower planning: Concept and function, objectives, approaches to manpower planning, qualitative and quantitative dimensions of manpower planning, HRIS- types of data and sources.	10 Hours
	Self-Study and Assignment : HRIS- Process and importance, influencing factors in Manpower Planning.	
	Case Study and Activities	
Module -II	Manpower Forecasting: Introduction, Benefits of HR Forecasting, Environmental and Organizational factors affecting HR Forecasting, The Forecasting Process, Forecasting Methods, Forecasting demand – Qualitative and Quantitative Methods, Ascertaining HR Supply- Methods for Modeling the Supply of Human Capital.	10 Hours
	Self-study and Assignment: HR Supply and Retention Programs	
	Case Study & Activities	
Module - III	Strategic HRP: Concept, Linking HR Processes to Strategy, Strategic Partnering, HR Strategy Differentiation. Methods and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development.	10 Hours
	Self-Study and Assignment: Theories of Strategic Management of Human Resources	
	Case Study & Activities	

Referred Books

Books	Name of the Books	Publisher
Text Books	Human Resource planning by Bhattacharyya, DipakKumar	Himalaya PublishingHouse
	Strategic Human Resources Planning by Monica Belcourt& Mark Podolsky	Cengage Learning
Reference books	Strategic Human Resources Planning by Belcourt, Monica and MC Bey, Kenneth J.	Cengage Learning
Online Resources	1. https://youtu.be/wcP976S8DsM	
	2. https://youtu.be/zv2jKnaY2YU	

Course Outcomes:

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (Based on bloom's Taxonomy)
CO1	Define the conceptual aspects of manpower planning	Level 1 (Remember)
CO2	Identify different aspect of manpower planning	Level 2 (Understand)
CO3	Relate to develop different manpower planning strategies	Level 3 (Apply)
CO4	Explain Use and applicability of Statistical and Mathematical Models in Manpower Planning	Level 4 (Analyze)
CO5	Evaluate different aspect of strategic HRP	Level 5 (Evaluate)
CO6	Develop a business process approach to HRP	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	Supply Chain and Logistics Management	Credit	L-T-P	Hours	Marks
2 nd	24MBA213D		3	3-0-0	30 Hrs	150

Introduction

Logistics & Supply Chain is concerned with the efficient flow of materials, products, and information within and among organizations. Supply chain management involves the integration of business processes across organizations, from material sources and suppliers through manufacturing and processing to the final customer. SCM seeks to help the student to understand the role of logistics in Supply Chain. Different issues regarding logistics, operations, marketing, procurement, warehousing and information technology will be discussed. There sults from strategies in Supply Chain, collaborative and alliance, 3PL, order management and fulfillment and other key issues will be studied. The course concludes with trends and challenges for supply chain in the future.

Objectives	The objective of the study is to enable the students to acquire knowledge and skill necessary for overall management of product requirement by using supply chain and logistics.
Pre-requisites	Knowledge on channel of distribution and logistics management
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with focus on more on case study and practical aspects.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module – I	Supply Chain Foundations: Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Circular economy principles in supply chain operations, Carbon footprint reduction strategies. Risk Management in Supply Chains.	10 Hrs
	Self Study and Assignment: - Centralized and Decentralized Supply Chains: their coordination and aligning business activities.	
	Case Study & Activities	
Module – II	Customer Orientation: Customer Satisfaction oriented Supply Chain Management strategy, Customer-Centric Supply Chain Design: Aligning supply chain to customer needs: Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications. Procurement Logistics: Source Identification: Global Vs. Domestic Sourcing	10 Hrs
	Self Study and Assignment: - Self Certified Vendor Management, Individual component Vs. Module Purchases.	
	Case Study and Activities	

Module - III	Manufacturing Logistics Management: Lean and Agile Manufacturing, Virtual Manufacturing, Digital Twin Technology, Just in Time Manufacturing, Lead time Components and their Compression, Lot Streaming (concepts only). Distribution Management: Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Carrier Selection, Vendor Consolidation, Vehicle Loading and Vehicle Routing Methods	10 Hrs
	Self-Study and Assignment: - Distribution Channels: Structure and Operation, Distribution Cost Components	
	Case study & Activities	

Books	Name of the Books/ Sources	Publisher
Text Books	Logistics and Supply Chain Management by Agarwal, 2008	McMillan
	Supply Chain Management: Strategy, Planning & Operations by Chopra, Sunil, Meindl, Peter and Kalra, DharamVir, 5 th edition, 2013	Pearson
Reference books	Business Logistics / Supply Chain Management by Srivastava, Samir K. and Ballou, Ronald, 5 th edition, 2009	Pearson
	Supply Chain Management, Sahay, 3 rd edition, 2012	McMillan
Online Resources	1. https://youtu.be/NrI0CtS1m8Y 2. https://youtu.be/Z1zi7fMLmV4 3. https://youtu.be/Sh9V7vvwnvk	

Course Outcomes:

At the end of the course the students will be able to:

	Description	Levels of learning (Based on Bloom's taxonomy)
CO1	Understanding supply chain network and Value System	Level 1 (Remember)
CO2	Leveraging digital transformation in Supply Chains	Level 2 (Understand)
CO3	Implementing Customer Centric supply chain Strategies.	Level 3 (Apply)
CO4	Enhancing procurement of logistics and vendor management.	Level 4 (Analyze)
CO5	Optimizing manufacturing logistics with lean, agile and digital technologies.	Level 5 (Evaluate)
CO6	Enhancing distribution management practices.	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2	3	2
CO2	2	3	2	3	3	2
CO3	3	2	3	3	3	2
CO4	3	3	1	0	2	2
CO5	3	2	2	2	3	3
CO6	3	2	2	2	2	2

Semester	Code	Web Analytics	Credit	L-T-P	Hours	Marks
2 nd	24MBA213E		3	3-0-0	30 Hrs	150

Introduction:

Web analytics is the measurement and analysis of data to inform an understanding of user behavior across web pages. Web Analytics platforms measure activity and behavior on a website, for example: how many users visit, how long they stay, how many pages they visit, which pages they visit, and whether they arrive by following a link or not.

Objectives	The objective of the study is to help the students to gain an understanding of the strategic and operational aspects of Web analytics tools and technologies.
Pre-requisites	Knowledge in SQL, Microsoft Excel, R or Python, Presentation and critical thinking skills, Data visualization.
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with more focus on practical problem.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module – I	Introduction to Web analytics Introduction: Definition, role of web analytics in business, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; KPIs for website performance, Categories: Offsite web analytics, on site web analytics; Web analytics platform, Advantages, Limitations	10 Hrs
	Practical Aspects:: Web analytics evolution	
	Case studies & Activities	
Module – II	Web Analytic tools and setup: Introduction to web analytics tools (eg.-Google Analytics, Matomo, Clicky, Woopra, Adobo Analytics etc.), Google Analytics - Setting up and configuring web analytics accounts, implementing tracking codes and goals, Understanding data collection and privacy considerations, Measuring Website Traffic, Analysing website traffic sources (organic, direct, referral, paid), Capturing data, Separate data serving and data capture, Type and size of data, Innovation, Integration, Selecting optimal web analytic tool, Understanding click stream data quality, Identifying unique page definition, Using cookies	10 Hrs
	Practical Aspects: - Application of Google Analytics in business process	
	Case studies & Activities	
Module - III	Identifying user demographics and interests: Understanding user flow and navigation, Conversion Tracking, setting up and tracking conversions (e.g., sales, leads, sign-ups), Analysing conversion rates and funnels, Conversion rate optimization strategies. User Behaviour Analysis - Analyzing user behavior through pageviews, sessions, and bounce rates, Heatmaps and session recordings for user interaction analysis, Identifying user engagement	06 Hrs

	patterns, Advanced Web Analytics, Event tracking for user interactions (e.g., clicks, downloads), E-commerce tracking and product performance analysis, Multichannel attribution and marketing ROI. Website traffic analysis: Comparing long term traffic trends, Analyzing competitive site overlap and opportunities.	
	Practical Aspects: Usage of web analytics tools for website traffic analysis	
	Case studies & Activities	

Referred Books

Books	Name of the books/ Resources	Publisher
Text Book	Clifton B., Advanced Web Metrics with Google Analytics	Wiley Publishing
	Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity	Wiley Publishing
Reference Books	Sterne J., Web Metrics: Proven methods for measuring web site success	John Wiley and Sons
Online Resources	1. https://youtu.be/VeRu6CVi1dE	

Course Outcomes:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	Memorizing the concepts of web analytics, and their potential impact	Level 1 (Remember)
CO2	Understand the concept and importance of Web analytics in an organization and the role of Web analytic in collecting, analyzing and reporting website traffic	Level 2 (Understand)
CO3	Determine how to Leverage web analytics for better services and Understand usability metrics	Level 3 (Apply)
CO4	Appraising the key tools and diagnostics associated with Web analytics	Level 4 (Analyze)
CO5	Assessing the importance of web analytic as a tool for e-Commerce, business research, and market research.	Level 5 (Evaluate)
CO6	Adapting the effective Web analytics strategies and its implementation	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 /PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

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

Semester	Code	E-Commerce and Digital Markets	Credit	L-T-P	Hours	Marks
2 nd	23MBA213G		3	3-0-0	30 Hrs	150

Introduction

The course E-Marketing & E-Commerce deals with types of successful business models in the e-marketing and e-commerce field (B2C and B2B). The planning, development, implementation and analysis of e-business solutions and instruments to control the business value chain are priorities of the course. It goes into greater depth on issues in Marketing online across channels, on the way how Search engine work to their Optimization and Search Engine Marketing. Topic areas cover the technical and economic drivers of Digital marketing.

Objectives	Students will learn about the E commerce strategies and digital markets which will facilitates new types of information based business processes for reaching and interacting with customers like online advertising and marketing
Pre-requisites	Basic information about the digital marketing and the concepts of marketing
Teaching Scheme	Regular classroom lectures with use of ICT as and when required, sessions are planned to be interactive with more focus on real life examples.

Evaluation Scheme

Teacher Assessment			Written Assessment		Total
Assignment & Case study	Quiz	PIL	Mid term	End term	
20	05	05	20	100	150

Detailed Syllabus

Modules	Topics	Hours
Module - I	E Commerce: Understanding E Commerce, E Business models, E Business and the global economy, Creating E Business plan, social and Behavioral issues, Ethical and regulatory issues Technology and growth of E Commerce, Economic foundations of E Commerce, The strategy of e business, Economics of e business	10 Hrs
	Self-Study: -E Business Technologies	
	Case Study & Activities	
Module – II	Digital Payment Systems: Introduction to digital marketing, E Marketing strategies, E-CRM, Electronic payment methods, Types of payment gateway, Digital signature	10 Hrs
	Self-Study: -Digital Currencies	
	Case Study & Activities	
Module – III	E-business Channel functions & E-Business Entrepreneurship: Business models on the Internet, Intermediation and dis-intermediation in e-commerce, Business Incubators, Distribution channel length function, Designing Electronic market, strategic E Marketing Tool.	10 Hrs
	Self-Study: -E-Business Entrepreneurship	
	Case Study & Activities	

Referred Books

Books	Name of the books/ Resources	Publisher
Text Books	E-Commerce by Kenneth C. Laudon Carol Guercio Traver	Pearson
	Digital Marketing for Dummies by Russ, Henneberry, 3 rd edition, 2017	Wiley
Reference Books	E-Commerce: An Indian Perspective by S.J.P.T. JOSEPH, 7 th edition, 2023	PHI
	Digital marketing by Ahuja, Vandana, 2015	OXFORD HIGHER Education
Online Resources	1. https://www.youtube.com/watch?v=9JSJ_KasLSw 2. https://www.youtube.com/watch?v=-iK49P3Q6Ys 3. https://www.youtube.com/watch?v=Zzs6kLlkAUQ 4. https://www.youtube.com/watch?v=tm-IDM-ToqI 5. https://www.youtube.com/watch?v=PmuNCZW-piY	

Course Outcomes

At the end of the course the students will be able to:

	Course Outcomes	Levels of learning (based on bloom's taxonomy)
CO1	State the foundations of E-Commerce	Level 1 (Remember)
CO2	Understand the E-Commerce strategy, technology adoption and its growth	Level 2 (Understand)
CO3	Apply the comprehensive knowledge of planning, implementation, management and control of marketing related activities in the digital media.	Level 3 (Apply)
CO4	Analyze the interplay of technology and economic drivers to be able to derive management implications.	Level 4 (Analyze)
CO5	Use and evaluate strategies and models for the realization of successful mobile and online campaigns.	Level 5 (Evaluate)
CO6	To design and develop E-marketing strategies	Level 6 (Create)

Programme Outcome

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value based leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6 / PSO	Identify business opportunities, design and implement innovations in the work space (entrepreneurial skills).

CO-PO Matrix

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	2
CO2	1	3	1	2	2	3
CO3	2	1	1	2	2	3
CO4	2	2	0	1	2	1
CO5	1	2	1	2	3	2
CO6	3	3	2	2	1	1