

MOHAN BABU UNIVERSITY

Sree Sainath Nagar, Tirupati – 517 102



MBU
MOHAN BABU
UNIVERSITY

DREAM. BELIEVE. ACHIEVE

SCHOOL OF COMMERCE AND MANAGEMENT

M.B.A – Master of Business Administration

CURRICULUM AND SYLLABUS
(From 2025-26 Admitted Students)

FULLY FLEXIBLE CHOICE BASED CREDIT SYSTEM(FFCBCS)



MOHAN BABU UNIVERSITY

Vision

To be a globally respected institution with an innovative and entrepreneurial culture that offers transformative education to advance sustainability and societal good.

Mission

- ❖ Develop industry-focused professionals with a global perspective.
- ❖ Offer academic programs that provide transformative learning experience founded on the spirit of curiosity, innovation, and integrity.
- ❖ Create confluence of research, innovation, and ideation to bring about sustainable and socially relevant enterprises.
- ❖ Uphold high standards of professional ethics leading to harmonious relationship with environment and society.

SCHOOL OF COMMERCE AND MANAGEMENT

Vision

To be the preferred choice for commerce and management education recognised for excellence, innovation, entrepreneurship and societal consciousness

Mission

- ❖ Impart relevant knowledge of commerce and management, a broad set of skills, and an inquisitive attitude to provide appropriate and distinctive solutions to serve industry and community
- ❖ Offer an experience par excellence with our state-of-the-art research, innovation, and incubation ecosystem to realise our learners' fullest entrepreneurial potential
- ❖ Provide continued education and research support to working professionals in the field of commerce and management to augment their domain expertise in the cutting-edge technologies used for business developments

- ❖ Inculcate the true spirit of societal consciousness in managers of tomorrow in solving challenges in commerce and management.

DEPARTMENT OF MANAGEMENT

Vision

To become the centre of excellence for management education and research in the country, wherein learners are empowered with the advanced management knowledge to effectively utilise their potential in their career and as entrepreneurs for betterment of the society.

Mission

- ❖ To provide management knowledge to instil the spirit of curiosity, compassion, courage and commitment through effective teaching learning process.
- ❖ To uphold the leadership excellence among the learners through research and mentoring.
- ❖ To create an effective learning environment that empowers the learners with the right blend of skills with theory and practice to build a dynamic society.



MBU
MOHAN BABU
UNIVERSITY

MOHAN BABU UNIVERSITY

Sree Sainath Nagar, Tirupati 517 102

Centre for Distance and Online Education

M.B.A. – Master of Business Administration

Academic Year 2025-26

Course Structure

I- Semester

Sl. No	Course Code	Course Title	Lecture	Tutorial	Practical	Project-based Learning	Credits
			L	T	P	S	
1.	MG25PG0101L	BUSINESS STATISTICS	3	-	-	-	3
2.	MG25PG0102L	ECONOMICS FOR MANAGERS	3	-	-	-	3
3.	MG25PG0103L	MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	3	-	-	-	3
4.	MG25PG0104L	FINANCIAL ACCOUNTING FOR MANAGERS	3	-	-	-	3
5.	MG25PG0105L	INFORMATION TECHNOLOGY FOR MANAGERIAL APPLICATIONS	3	-	-	-	3
6.	MG25PG0106L	ESSENTIALS OF CYBER SECURITY	2	-	-	-	2
7.	MG25PG0107L	APTITUDE TRAINING	2	-	-	-	2
TOTAL			19	-	-	-	19



MBU MOHAN BABU UNIVERSITY

Sree Sainath Nagar, Tirupati 517 102

Centre for Distance and Online Education

M.B.A. – Master of Business Administration

Academic Year 2025-26

Course Structure

II- Semester

Sl. No	Course Code	Course Title	Lecture	Tutorial	Practical	Project-based Learning	Credits
			L	T	P	S	
1.	MG25PG0108L	HUMAN RESOURCE MANAGEMENT	3	-	-	-	3
2.	MG25PG0109L	MARKETING MANAGEMENT	3	-	-	-	3
3.	MG25PG0110L	PRODUCTION AND OPERATIONS MANAGEMENT	3	-	-	-	3
4.	MG25PG0301L	OPERATIONS RESEARCH	3	-	-	4	4
5.	MG25PG0302L	FINANCIAL MANAGEMENT	3	-	-	4	4
6.	MG25PG0111L	LEGAL ASPECTS OF BUSINESS	3	-	-	-	3
7.	MG25PG0112L	DATA ANALYSIS USING SPREAD SHEETS	3	-	-	-	3
8.	MG25PG0113L	ENTREPRENEURSHIP AND INNOVATION MANAGEMENT	3	-	-	-	3
9.	MG25PG0114L	INTERNATIONAL BUSINESS	3	-	-	-	3
TOTAL			27	-	-	8	29



MBU
MOHAN BABU
UNIVERSITY

MOHAN BABU UNIVERSITY

Sree Sainath Nagar, Tirupati 517 102

Centre for Distance and Online Education

M.B.A. – Master of Business Administration

Academic Year 2025-26

Course Structure

III- Semester

Sl. No	Course Code	Course Title	Lecture	Tutorial	Practical	Project-based Learning	Credits
			L	T	P	s	
1.	MG25PG0201L	BUSINESS RESEARCH METHODOLOGY	3	-	2	-	4
2.	MG25PG0115L	INDUSTRIAL RELATIONS AND LABOR LAWS	3	-	-	-	3
3.	MG25PG0116L	KNOWLEDGE MANAGEMENT	3	-	-	-	3
4.	MG25PG0117L	DIGITAL MARKETING	3	-	-	-	3
5.	MG25PG0118L	STRATEGIC MANAGEMENT	3	-	-	-	3
6.	MG25PG0119L	STRATEGIC FINANCIAL MANAGEMENT	3	-	-	-	3
7.	MG25PG0120L	INVESTMENT AND WEALTH CREATION MANAGEMENT	3	-	-	-	3
8.	MG25PG0121L	CUSTOMER RELATIONSHIP MANAGEMENT	3	-	-	-	3
9.	MG25PG0122L	DESIGN THINKING FOR BUSINESS	3	-	-	-	3
10.	MG25PG0123L	SUSTAINABILITY AND ENVIRONMENTAL, SOCIAL, GOVERNANCE	2	-	-	-	2
TOTAL			29	-	2	-	30

M.B.A. – MASTER OF BUSINESS ADMINISTRATION

PROGRAM EDUCATIONAL OBJECTIVES

After few years of graduation, the graduates of M.B.A. will:

- PEO1.** Pursue higher education in management across functional areas such as Marketing, Finance, Human Resources, Business Analytics, Digital Transformation, International Business, Logistics and Supply Chain Management, or any other domain of personal interest.
- PEO2.** Develop the ability to solve key challenges in general and functional areas of management through a professional career in industry, academia, or research, demonstrating effective leadership skills.
- PEO3.** Gain inspiration and motivation to embark on an entrepreneurial journey.
- PEO4.** Demonstrate societal responsibility, ethical behavior, and a commitment to continuous learning in the practice of management.

PROGRAM OUTCOMES

On successful completion of the Program, the graduates of M.B.A. will be able to:

- P01** Apply knowledge of management theories and practices to solve business problems.
- P02** Foster Analytical and critical thinking abilities for data-based decision making.
- P03** Develop Value based Leadership.
- P04** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- P05** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- P06** Analyze business and organizational situations using ethical approaches and legal implications to decision making.
- P07** Foster collaborative innovative ideas, products, solutions, and competitive strategies tailored to dynamic market environments.

Course Code	course title	L	T	P	S	C
MG25PG0101L	BUSINESS STATISTICS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: Organizations are surrounded with numerical data and information. All of us in day-to-day routine use numbers in our calculations. Problems in business contain a great degree of quantitative element in the form of facts and figures. It is essential for managers to carry out data analysis and interpretation for effective decisions. This course provides a detailed discussion on statistics, data, Measures of central tendency and dispersion. The concept of probability is explained. The student acquires knowledge related to time series and sampling process and skills in statistics for solving business problems.

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

- C01.** Understand the applications of statistics in business and analyze the data.
- C02.** Analyze and solve causal relation business problems by applying statistical techniques
- C03.** Apply the concept of probability distributions to solve business problems.
- C04.** Forecast business trends using time series analysis and formulate business policies using index numbers.
- C05.** Analyse the hypothesis by applying statistical testing methods

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	2	2	-	1	-	1	-
C02	-	2	-	1	-	1	1
C03	1	1	-	-	-	-	-
C04	1	-	-	-	-	-	-
C05	2	-	-	-	-	1	-
Course Correlation Mapping	2	2	-	1	-	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO STATISTICS (08 Periods)

Meaning, Application of Statistics in Business and Limitations of Statistics. Data – Data Sources, Data Classification and Data Presentation (Tables and Graphs). Measures of Central Tendency, Measures of Dispersion

Module 2: CORRELATION AND REGRESSION ANALYSIS (08 Periods)

Correlation Analysis

Introduction, types of correlation, Methods of Correlation analysis, Scatter diagram method, Karl Pearson's correlation coefficient, Coefficient of determination, Spearman's rank correlation coefficient.

Regression Analysis

Introduction, Types of regression models, Significance of Regression Analysis, Methods of finding Regression Equations, Least Squares and Using Regression Coefficient methods, Prediction using the Regression Equations.

Module 3: PROBABILITY (09 Periods)

Probability

Basics of Probability, Probability Rules, Additive Rule, Multiplication Rule, Marginal Probability, Joint Probability, and Bayes' Theorem

Probability Distribution

Discrete Probability Distribution, Random Variable, Expected Values, Variance, Binomial Distribution, Poisson distribution, Continuous Probability Distribution, Normal Distribution

Module 4: Index Numbers and Time Series (10 Periods)

Index numbers

Introduction, Characteristics and Uses of index numbers, Types of Index Numbers, Laspeyre, Paasche's, Fisher's, Marshall-Edgeworth, Drobish and Bowley, Limitations of index numbers.

Module 5: Time series analysis (10 Periods)

Introduction, Components of a time series – Secular trend, Short term, Random or Irregular variations, Measurement of trend – Free hand method, Method of linear Curve fitting by the principle of least squares, Method of Semi – Averages and Moving average.

Total Periods:45

EXPERIENTIAL LEARNING

1. Prepare a brief report of any company's secondary data analyzed and interpreted.
2. Use Excel and do the analysis of any type of data of your choice.
3. Refer to any specific tutorial on how to do add-in "data analysis" and submit a report with screenshots of it above all will be detailed in CHO.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Gupta, S. P. & Gupta, M. P. – Business Statistics – Sultan Chand & Sons – 20th Edition, 2023.
2. David P. Doane & Lori E. Seward – Applied Statistics in Business and Economics – McGraw Hill – 2024 Edition.

REFERENCE BOOKS:

1. Illowsky, Barbara & Dean, Susan – Introductory Statistics – OpenStax – 2023
2. Ken Black – Business Statistics for Contemporary Decision Making – Wiley – 11th Edition, 2024

VIDEO LECTURES:

1. https://onlinecourses.nptel.ac.in/noc25_mg15
2. <https://online.stat.psu.edu/stat200/?utm>
3. <https://ocw.mit.edu/courses/14-30-introduction-to-statistical-methods-in-economics-spring-2009/?utm>

WEB RESOURCES:

1. <https://openstax.org/details/books/introductory-business-statistics-2e>
2. <https://openstax.org/books/introductory-business-statistics/pages/index>
3. https://stats.libretexts.org/Bookshelves/Applied_Statistics/Business_Statistics_%28OpenStax%29

Course Code	course title	L	T	P	S	C
MG25PG0102L	ECONOMICS FOR MANAGERS	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: The course provides an introduction to a core area of economics known as microeconomics. It considers the operation of a market economy and the problem of how best to allocate society's scarce resources. The course considers the way in which various decision-making units in the economy (individuals and firms) make their consumption and production decisions and how these decisions are coordinated.

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

- CO1.** Understand the principles of Managerial Economics
- CO2.** Estimate the demand and supply in business
- CO3.** Estimate the production and its cost
- CO4.** Analyse the Market Structure and Pricing practices to solve business problems
- CO5.** Understand the impact of macroeconomics on business

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	-	2	-	1	-
CO2	1	-	-	2	-	2	-
CO3	1	1	-	2	-	1	-
CO4	3	2	-	-	1	2	2
CO5	1	-	-	1	-	-	-
Course Correlation Mapping	2	1	-	2	1	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO MANAGERIAL ECONOMICS (09 Periods)

Definition, Nature and Scope - Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Scarcity and choice, Central problems of an economy, Production possibility curve and economic efficiency, a Positive and normative economics.

Module 2: DEMAND ANALYSIS (09 Periods)

Demand Function - Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand - Demand Estimation - Demand Forecasting, significance - methods - Supply Analysis - Supply function, the Law of Supply, Elasticity of Supply.

Module 3: PRODUCTION ANALYSIS (09 Periods)

Production Function - Marginal Rate of Technical Substitution - Iso - quants and Iso- costs - Production function with one/two variables, Cobb-Douglas Production Function - Returns to Scale and Returns to Factors, Economies of scale-Cost theory and estimation: Cost concept and types, Determinants of cost, Cost-Output Function: short run and long run - Break Even Analysis.

Module 4: MARKET STRUCTURE AND PRICING PRACTICES (10 Periods)

Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run - Pricing philosophy - Pricing methods in practice - Price discrimination - Product line pricing - Pricing strategies, skimming pricing, penetration pricing, Loss Leader pricing - Pricing of multiple products.

Module 5: MACRO-ECONOMIC REFORMS (08 Periods)

National Income, concept and measurement methods - Inflation, definition, characteristics and types of inflation- Effects of inflation- Anti- Inflationary methods- Business Cycles - Definition, Characteristics and phases of business cycle, New Economic Policies

Total Periods:45

EXPERIENTIAL LEARNING

1. Students in the form of a team should select any company and study the micro and macro-economic conditions.
2. Budget 2022 | Nirmala Sitharaman Presents Union Budget 2022 - YouTube. Refer the link in which you can get a budget presentation of the Finance ministry 2022 and prepare a key note on it.
3. Collect the required data that can be used for constructing the price and demand relationship and present it to the class.
4. List out the top 10 economies in the world along with federal banks' key rates.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Dominick Salvatore & Siddhartha K. Rastogi – Managerial Economics: Principles and Worldwide Applications – Oxford University Press – 10th Edition, 2024
2. Michael R. Baye & Jeffrey T. Prince – Managerial Economics and Business Strategy – McGraw Hill – 11th Edition, 2024
3. D. N. Dwivedi – Managerial Economics – McGraw Hill Education India – Latest Indian Edition, 2024.

REFERENCE BOOKS:

1. Christopher R. Thomas & S. Charles Maurice – Managerial Economics – McGraw Hill Education – 12th Edition, 2014
2. Paul G. Keat, Philip K. Y. Young & Sreejata Banerjee – Economics for Managers – Pearson India – 3rd Edition, 2013

VIDEO LECTURES:

1. <https://onlinecourses.nptel.ac.in>
2. <https://ocw.mit.edu>

WEB RESOURCES:

1. <https://openstax.org/details/books/principles-economics-3e>
2. <https://socialsci.libretexts.org>

Course Code**Course Title****L T P S C****MG25PG0103L****MANAGEMENT AND ORGANISATION
BEHAVIOUR****3 - - - 3****Pre-Requisite** -**Anti-Requisite** -**Co-Requisite** -

COURSE DESCRIPTION: The course aims at providing fundamental knowledge and exposure to the concepts, theories, and practices in the field of management. It focuses on the basic roles, skills, and functions of management, with special attention to managerial responsibility for the effective and efficient achievement of goals. The course aims to provide an understanding of basic concepts, theories, and techniques in the field of human behavior at the individual, group and organizational levels in the changing global scenario.

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

- C01.** Understand the Management concepts and functions.
- C02.** Explain personality traits in different business situations.
- C03.** Analyze and evaluate teams, group dynamics, and conflicts.
- C04.** Understand and Analyze organization culture, managing change, right structure, and effective communication.
- C05.** Evaluate interventions, interpersonal styles, and stress levels.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	2	1	-	3	-	-	-
C02	-	-	2	1	-	-	-
C03	-	2	1	2	2	1	-
C04	-	-	-	2	-	2	1
C05	1	1	-	-	-	-	2
Course Correlation Mapping	2	2	2	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO MANAGEMENT

(09 Periods)

Introduction to Management– Principles of Management– Functions of management– Decision-making process - Social responsibility of Management – Fundamentals of Planning, Organizing, Staffing, Leading, and Controlling.

Module 2: INTRODUCTION TO ORGANISATION BEHAVIOUR

(09 Periods)

Learning – Personality Theories– Perception – Learning Process, and Theories –Values &Attitudes.

Module 3: MOTIVATION THEORIES

(09 Periods)

Motivation Theories – Managing Motivation in Small and large organizations – Effective Groups & Teams – Leadership Theories, Styles – Group Dynamics – Power, Politics, and Conflict–Resolving Conflicts.

Module 4: ORGANIZATION CULTURE & CLIMATE

(09 Periods)

Organizational Ethos – Functionality of Culture – Process and implementation of Change – Managing Resistance to Change - Organization Structure and Communication

Module 5: ORGANIZATIONALDEVELOPMENT

(09 Periods)

Organizational Development – Phases and Interventions of OD – Johari Window – Transactional Analysis- Managerial Interpersonal Styles - Managing Stress & Burnout – Organizational effectiveness – Benchmarking- TQM and Six Sigma.

Total Periods:45

EXPERIENTIAL LEARNING

1. You are newly appointed as the manager of a failing team. Plan your first week. What management functions (planning, organizing, leading, controlling) will you prioritize, and why?
2. Imagine your university is expanding to open a new campus. How would you design the structure to manage academic and administrative functions?

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Stephen P. Robbins & Timothy A. Judge – Organizational Behavior – Pearson – 19th Edition, 2024.
2. L. M. Prasad – Principles and Practice of Management – Sultan Chand & Sons – Revised Edition, 2024.

REFERENCE BOOKS:

1. Stephen P. Robbins & Timothy A. Judge – Essentials of Organizational Behavior – Pearson – 15th Edition, 2024
2. Thomas G. Cummings & Christopher G. Worley – Organizational Development and Change – Cengage Learning – 11th Edition, 2018.

VIDEO LECTURES:

1. <https://nptel.ac.in/courses/110105146>
2. <https://swayam.gov.in>
3. <https://ocw.mit.edu/search/?q=organizational+behavior&utm>

WEB RESOURCES:

1. <https://ocw.mit.edu>
2. <https://sloanreview.mit.edu>

Course Code	Course Title	L	T	P	S	C
MG25PG0104L	FINANCIAL ACCOUNTING FOR MANAGERS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The course focuses on detailed understanding of introduction of accounting, generally accepted Accounting Principles, Journal, Ledger, Trial Balance and financial statements and its analysis.

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

- CO1.** Understand the accounting principles and the process of accounting such as recording, classification, summarization, and interpreting the transactions.
- CO2.** Analyze the Revenues and Expenses and prepare the financial statements.
- CO3.** Apply tools and techniques of financial analysis and judge the performance of the business.
- CO4.** Analyze the financial statements with the help of Funds Flow and Cash Flow Statements and interpretation of the financial results.
- CO5.** Understand the basics of computerized accounting system and be able to integrate the accounting with IT applications.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	1	-	-	-
CO2	3	-	1	1	-	1	-
CO3	3	1	-	1	1	1	1
CO4	3	1	-	1	1	1	-
CO5	3	-	1	-	1	-	-
Course Correlation Mapping	3	1	1	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION

(10 Periods)

Accounting - Objectives of Accounting - Functions of Accounting - GAAP - Standards of Accounting - IFRS - Accounting Cycle - Double Entry System of Accounting - Accounting Equation - Preparation of Journal - Ledger - Trial Balance. (Theory and Cases)

Module 2: PREPARATION OF FINANCIAL STATEMENTS

(10 Periods)

Financial Statements - Capital Receipts - Revenue Receipts - Capital Expenditure - Revenue Expenses - Final Accounts - Preparation of Final Accounts - Trading and Profit and Loss Account - Balance Sheet. Preparation of Final Accounts with Adjustments (Theory and Cases)

Module 3: RATIO ANALYSIS

(10 Periods)

Classification of Ratios - Liquidity - Asset Management Ratios - Debt Management Ratio - Profitability Ratios - Market Value Ratios - Dupont Chart - Managerial uses and Limitations of Ratio Analysis (Theory and Cases).

Module 4: FUNDS FLOW & CASH FLOW ANALYSIS

(10 Periods)

Objectives of Funds Flow Statement - Importance and Significance of Funds Flow Statement - Statement of Changes in Working Capital Position - Funds from Operations - Sources and Application of Funds. (Theory and Cases).

Cash Flow Statement - Objectives - Cash from Operating Activities - Cash from Investing Activities - Cash from Financing Activities - Distinction between Funds flow and Cash flow. (Theory and Cases)

Module 5: COMPUTERIZED ACCOUNTING SYSTEM

(05 Periods)

Introduction - Comparison between Manual and Computerized Accounting - Advantages and Limitations of Computerized Accounting System - Accounting Software Packages - TALLY - ERP-9 - Workshop (Theory)

Total Periods:45

EXPERIENTIAL LEARNING

1. Students will be given an assignment to enter the business transactions in Tally ERP 9
2. Collect the information from the sole trader and prepare the final accounts. Present the summary as a group presentation
3. A group discussion will be conducted for the students about their observations between the company act 1956 and 2013
4. Above all will be detailed in CHO.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Narayanaswamy, R., Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd., 9th Edition, 2024.
2. Thomas, W., Drake, M., Thornock, J., & Spiceland, D., Financial Accounting for Managers, McGraw Hill Education, 5th Edition, 2025.
3. Kimmel, P. D., Weygandt, J. J., Keiso, D. E., & Mitchell, J., Financial Accounting for Managers, Wiley India, 2nd Edition, 2024.
4. Hanif, M., & Mukherjee, A., Financial Accounting, McGraw Hill Education India, 8th Edition, 2024.

REFERENCE BOOKS

1. Tulsian, P. C., & Tulsian, B., Financial Accounting, Pearson Education India, Latest Revised Edition, 2024.
2. Gupta, R. L., & Radhaswamy, M., Advanced Accountancy, Sultan Chand & Sons, 20th Edition, 2024.
3. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K., Financial Accounting, Vikas Publishing House, 8th Edition, 2024.
4. Libby, R., Libby, P. A., & Hodge, F. D., Financial Accounting, McGraw Hill Education, 11th Edition, 2024.
5. Wild, J. J., Financial Accounting: Information for Decisions, McGraw Hill Education, 10th Edition, 2024.

VIDEO LECTURES

NPTEL

[NPTEL Financial Accounting Course](#)

[NPTEL Accounting for Managers](#)

SWAYAM

[SWAYAM Accounting and Finance Courses](#)

Educational Channels

NPTEL Official YouTube Channel

[MIT OpenCourseWare – Accounting and Finance Resources](#)

WEB RESOURCES

Professional Accounting Resources

[Institute of Chartered Accountants of India \(ICAI\) Knowledge Portal](#)

[Accounting Standards Board \(ICAI\)](#)

[Ministry of Corporate Affairs \(MCA\)](#)

[Corporate Finance Institute \(CFI\) – Accounting Courses](#)

[AccountingCoach Free Learning Resources](#)

Course Code	Course Title	L	T	P	S	C
MG25PG0105L	INFORMATION TECHNOLOGY FOR MANAGERIAL APPLICATIONS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides knowledge of computer fundamentals and trains in the use of office automation tools, packages to facilitate modern office day-to-day management.

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

- C01.** Understand basic Computer terminology and different devices.
- C02.** Understand Computer memory system and various memory devices.
- C03.** Apply different office automation tools for Text and document Manipulation.
- C04.** Interpret the data using visualization tools and functions in excel.
- C05.** Create templets, and presentations using presentation and multimedia tools in MS power Point.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	-	-	-	1	-	-	-
C02	-	-	-	1	-	-	-
C03	2	-	-	-	-	-	-
C04	-	-	-	1	-	1	-
C05	2	-	-	-	-	-	1
Course Correlation Mapping	2	-	-	1	-	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION

(07 Periods)

Basics of Computer and its Evolution, Data, Instruction and Information, Characteristics of Computers, Input output Devices, Function of Different Units of Computer, Classification of Computers. Computer Software: Types of Software, Compiler and Interpreter, Generations of languages. Types of computer networks

Module 2: COMPUTER HARDWARE

(08 Periods)

Computer Memory: Primary Memory (ROM and its type – PROM, EPROM, EEPROM, RAM) Secondary memory- SASD, DASD Concept, Magnetic Disks – Floppy Disks, Hard Disks, Magnetic Tape, Optical Disks – CD ROM and its type (CD ROM, CD ROM-R, DVD ROM, Flash Memory, Introduction to Operating System (OS); Function of OS, Types of Operating Systems

Module 3: MS WORD

(10 Periods)

Introduction to Microsoft Office – Common office tools and techniques, MS Word environment, working with word documents, working with text, working with tables, Language selection, Spelling and grammar check, adding graphics, Mail merge, Advanced features of MS Word, Applying bullets and numbering, Insertion of objects.

Module 4: EXCEL INTRODUCTION

(10 Periods)

Introduction to MS Excel - Working with Excel workbook– working with worksheet – Calculating features – Formatting – Formulae & Functions – Using charts – Working with graphics – Creating pivot table – Goal seek – Solver- Macros

Module 5: POWER POINT

(10 Periods)

Presenting with PowerPoint–Working with slides, Modifying & Customizing presentation, Inserting pictures, Tables, charts, viewing presentation – Menu & toolbars – Customizing menus and Tool bars.

Total Periods:45

EXPERIENTIAL LEARNING

1. Demonstrate the advanced features of Excel by DIY.
 2. Prepare a template of word document that can be used for report writing.
 3. Prepare a Financial Statement and apply Finance functions by using excel
 4. Prepare a template of word document that can be used for using charts
 5. Prepare a template of MS Power point that can used for presentations
 6. Demonstrate the advanced features of excel that can be used for creating Pivot Table
- (This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Sinha, P. K. & Sinha, P., Computer Fundamentals, BPB Publications, Revised Edition, 2024.
2. Lambert, Joan & Frye, Curtis, Microsoft Office 365 Step by Step, Microsoft Press, Latest Edition, 2024

REFERENCE BOOKS:

1. Shelly, Gary B. & Vermaat, Misty E., Discovering Computers, Cengage Learning, Latest Edition, 2024.
2. Goel, Anita & Goel, Ajay, Computing Fundamentals and Office Automation, Khanna Book Publishing, Latest Edition, 2024

VIDEO LECTURES:

1. <https://nptel.ac.in>
2. https://www.dataminingapps.com/dma_videos/business-information-systems/
3. <https://nvaeducation.com/lectures/vu/cs507/information-systems?utm>

WEB RESOURCES:

1. <https://learn.microsoft.com>
2. <https://edu.gcfglobal.org>
3. <https://skillsbuild.org>
4. <https://skillsforall.com>

Course Code	Course Title	L	T	P	S	C
MG25PG0106L	ESSENTIALS OF CYBER SECURITY	2	-	-	-	2
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides a detailed discussion on Cyber Security Fundamentals, Cyber Security Fundamentals, Attacker techniques and motivations, Fraud techniques, Threat infrastructure, Exploitation, Malicious code, Defense and analysis techniques, Intrusion detection techniques

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

- CO1.** Understanding the fundamental concepts of cyber security concepts
- CO2.** Identify the pattern of launching attacker and fraud techniques to reduce risk and impact of cyber-attacks.
- CO3.** Identify the vulnerabilities using the SQL injection and web exploitation techniques in a system for securing data.
- CO4.** Apply code obfuscation techniques to prevent any unauthorized party from accessing logic of an application
- CO5.** Apply honey pots and malicious code-naming techniques to defend against attacks in memory.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	-
CO2	1	-	-	-	-	-	-
CO3	-	-	-	-	-	-	1
CO4	1	-	-	-	-	-	-
CO5	-	1	-	-	-	1	-
Course Correlation Mapping	2	1	-	-	-	1	1

Correlation Levels: **3: High;** **2: Medium;** **1: Low**

COURSE CONTENT

Module 1: CYBER SECURITY FUNDAMENTALS (05 Periods)

Network Security Concepts: Information assurance fundamentals, Basic cryptography, Symmetric encryption, Public key encryption, The Domain Name System (DNS), Firewalls, Virtualization, Radio-Frequency Identification.

Module 2: ATTACKER TECHNIQUES (07 Periods)

Attacker techniques and motivations: Anti forensics, proxy usage, Tunneling techniques: HTTP, DNS, ICMP, Intermediaries, Steganography and other concepts, Detection and prevention.

Fraud techniques: Phishing, smishing, vishing and mobile malicious code, rogue antivirus, click fraud.

Threat infrastructure: Botnets, Fast Flux, Advanced Fast Flux.

Module 3: EXPLOITATION (06 Periods)

Shellcode, Integer overflow vulnerabilities, Stack based buffer overflows, Format string vulnerabilities, SQL injection, Malicious PDF files, Race conditions, Web exploit tools, DoS conditions, Brute force and dictionary attacks.

Module 4: MALICIOUS CODE (06 Periods)

Worms, viruses, Evading detection and elevating privileges: obfuscation, Virtual Machine obfuscation Persistent software techniques, Token kidnapping, Virtual machine Detection, Rootkits, Spyware, Attacks against privileged user accounts and escalation of privileges, Stealing information and Exploitation.

Module 5: DEFENSE AND ANALYSIS TECHNIQUES (06 Periods)

Importance of memory forensics, Capabilities of memory forensics, Memory analysis frameworks, Dumping physical memory, Installing and using volatility, Finding hidden processes, Volatility analyst pack.

Honeypots, Malicious code naming, Automated malicious code analysis systems, Intrusion detection techniques

Total Periods:30

EXPERIENTIAL LEARNING

1. Observe the firewall settings on your personal computer or smartphone.
 - What configurations are enabled?
 - How does this firewall protect your device from threats?
2. Compare phishing, smishing, and vishing using real-life examples. Which of these do you think people are most vulnerable to, and why?
3. Research a recent DoS attack in the news.

- What services were affected?
 - What preventive measures could have reduced the impact?
4. Explore your antivirus software logs.
 - What types of threats were blocked recently?
 - Were any of them worms, viruses, or spyware?
 5. Reflect on the importance of intrusion detection systems (IDS).
 - How does an IDS differ from a firewall?
 - Why are both needed in an organisation's security framework?
- (This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Easttom, C. (2025). *Computer security fundamentals* (5th ed.). Pearson IT Certification.
2. Pfleeger, C. P., Pfleeger, S. L., & Margulies, J. (2024). *Security in computing* (7th ed.). Pearson Education.

REFERENCE BOOKS:

1. Sikorski, M., & Honig, A. (2024). *Practical malware analysis: The hands-on guide to dissecting malicious software* (2nd ed.).
2. Scarfone, K., & Mell, P. (2023). *Guide to intrusion detection and prevention systems (IDPS)*. National Institute of Standards and Technology (NIST).
3. Mansfield-Devine, S. (2024). *Cybersecurity and cyberwar: What everyone needs to know* (3rd ed.). Oxford University Press.

VIDEO LECTURES:

1. <https://www.eccouncil.org>
2. <https://www.netacad.com>

WEB RESOURCES:

1. <https://www.nist.gov/cyberframework>
2. <https://owasp.org>
3. <https://www.sans.org.com>
4. <https://krebsonsecurity.com>

Course Code	Course Title	L	T	P	S	C
MG25PG0107L	APTITUDE TRAINING	2	-	-	-	2

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION:

This course is designed to make students acquainted with frequently asked questions in quantitative aptitude and logical reasoning during various examinations and campus interviews.

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

- CO1.** Understand the basic concepts of quantitative ability and solve questions based on Averages, Ages and Percentages.
- CO2.** Solve problems related to probability and applied mathematics.
- CO3.** Apply the concept of data interpretation to solve competitive examination questions.
- CO4.** Analyze and solve logical reasoning while preparing for an interview and competitive exams.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	-
CO2	1	-	-	-	-	-	-
CO3	-	-	-	-	-	-	1
CO4	1	-	-	-	-	-	-
Course Correlation Mapping	2	1	-	-	-	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

MODULE 1: QUANTITATIVE ABILITY (BASIC MATHEMATICS) (07 Periods)

Number Systems, LCM and HCF, Simplification, Average, Problems on Ages, Percentages.

MODULE 2: QUANTITATIVE ABILITY (APPLIED MATHEMATICS) (07 Periods)

Permutation and Combinations, Probability, Profit and Loss, Simple and Compound Interest, Time, Speed and Distance.

MODULE 3: DATA INTERPRETATION (08 Periods)

Data Interpretation, Tables, Column Graphs, Bar Graphs, Line Charts, Pie Chart, Venn -Diagrams.

MODULE 4: LOGICAL REASONING (08 Periods)

Analogy, Blood Relation, Directional Sense, Number and Letter Series, Coding–Decoding, Clocks, Seating Arrangement.

TotalPeriods:30

EXPERIENTIAL LEARNING

1. Identify members from five groups (ex. family). Find the number of males and females. Calculate the average age (income) of male and female members in each group and overall average age. Do a comparative study.
2. Identify any five small businesses (ex. shop). Find out the cost price and selling price of any five products. What is the percent of profit(loss) on each product and all the products.
3. Identify any five states in India. Gather information about literacy rate, employment, GDP etc. important socio-economic variables. Use Tables, graphs and diagram, prepare a report.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Sharma, A., Courseware on Quantitative Aptitude for CAT, McGraw Hill Education, 13th Edition, 2026.
2. Verma, R., Fast Track Objective Arithmetic, Arihant Publications, 3rd Edition, 2023.

REFERENCE BOOKS:

1. Aggarwal, R. S., A Modern Approach to Logical Reasoning, S. Chand Publishing, Revised Edition, 2024.
2. Sinha, N. K., Data Interpretation for CAT, Pearson Education India, Latest Edition, 2025
3. Gupta, A., Logical and Analytical Reasoning, Wiley India, 1st Edition, 2024.

VIDEO LECTURES:

1. <https://www.edx.org?utm>
2. <https://nptel.ac.in/courses?utm>
3. <https://swayam.gov.in?utm>

WEB RESOURCES:

1. <https://projecteuler.net?utm>
2. <https://www.indiabix.com?utm>

Course Code	Course Title	L	T	P	S	C
MG25PG0108L	HUMAN RESOURCE MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course highlights the contemporary and key Human Resource Management (HRM) skills required by management professionals.

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

- CO1** Understand HRM practices and apply them effectively in real-time business situations to increase productivity
- CO2** Apply job analysis, scientific recruitment, and selection processes for achieving higher productivity.
- CO3** Determine organizational growth by designing and implementing appropriate training and development programmes.
- CO4** Demonstrate relevant performance appraisal and compensation systems to meet individual and organizational strategic needs.
- CO5** Analyze disciplinary procedures and grievance-handling mechanisms to ensure organizational stability and smooth functioning.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	-	1-	-	-
CO2	3	3	3	1	-	-	-
CO3	3	3	-	2	-	-	-
CO4	2	3	3	-	-	-	-
CO5	1	2	2	1	1	-	-
Course Correlation Mapping	3	3	3	1	1	-	-

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO HRM (09 Periods)

Introduction to HRM: Definition – Functions – Personnel policies and principles; Human Resource Planning: Definition – Objectives – Process – Assessing Current Human Resources –Importance of HRP– Current Trends in HRM/HRP

Module 2: JOB ANALYSIS AND DESIGN (09 Periods)

Job Analysis and Design: Job Analysis – Process – Uses – Methods; Job Description – Job Specification; Job Design – Factors affecting job design – Different Approaches; Hackman & Oldham's Job Characteristics Model; Job Enlargement and Job Enrichment.
Recruitment and Selection: Recruitment – Process – Sources, advantages and disadvantages –e-Recruitment; Selection–Process –Barriers to effective selection.

Module 3: MANAGING CAREERS (09 Periods)

Managing Careers: Career Planning – Its Elements; Promotions – Transfers – Separations; Career Development–Initiatives–Employee commitment; **Training and Development:** Nature–Inputs–As a source of competitive advantage; Training process– Training Methods–Evaluation; Employee development– Methods.

Module 4: PERFORMANCE APPRAISAL AND COMPENSATION (09 Periods)

Performance Appraisal: Definition–Objectives–Process–Methods–Purposes; Job Evaluation–Methods; Compensation Management: Components of remuneration Importance of an ideal compensation system–factors influencing employee remuneration Concepts of Wages – Incentives – Types of incentive plans – Guidelines for Effective Incentive Plans; Employee Benefits– Need – Types.

Module 5: EMPLOYEE DISCIPLINE (09 Periods)

Employee Discipline: Definition – Causes of indiscipline – Kinds of punishments/penalties Misconduct–Forms of misconduct–Procedure for Disciplinary Action–Principles of Maintaining Discipline; Grievance Handling: Causes of Grievance – Grievance procedure –Advantages Labour Laws: Importance – sources – objectives; Ethical issues in HRM – HR Audit Challenges of HRM

Total Periods:45

EXPERIENTIAL LEARNING

1. Job Analysis Study

Visit an organization and conduct a job analysis for a selected position. Prepare a job description and job specification.

2. Recruitment and Selection Process Review

Interview an HR professional and document the recruitment and selection process followed in the organization.

3. Employee Satisfaction Survey

Design and administer an employee satisfaction questionnaire. Analyze the findings and suggest improvements.

4. Performance Appraisal Analysis

Study the performance appraisal system of an organization and evaluate its effectiveness.

5. Training Need Assessment

Identify training needs of employees in a chosen organization and propose a suitable training program.

6. HR Policies Audit

Collect and analyze HR policies related to leave, attendance, compensation, and employee welfare.

7. Workplace Motivation Study

Conduct a survey to identify factors influencing employee motivation and recommend motivational strategies.

8. Compensation and Benefits Benchmarking

Compare compensation and benefits practices of two organizations in the same industry and prepare a report.

9. Employee Engagement Assessment

Examine employee engagement initiatives in an organization and assess their impact on employee performance.

10. Industrial Relations Case Study

Analyze a real-life industrial relations issue or labor dispute and suggest solutions based on HR principles.

11. Organizational Culture Assessment

Observe and evaluate the organizational culture of a company using established HR frameworks.

12. HR Analytics Project

Collect HR-related data (e.g., absenteeism, turnover, training effectiveness) and generate insights using simple analytical tools.

13. Mock Interview and Selection Exercise

Conduct mock interviews for a specific job role and prepare an evaluation report.

14. Diversity and Inclusion Audit

Study diversity and inclusion practices in an organization and recommend improvements.

15. Exit Interview Analysis

Develop an exit interview questionnaire, collect sample responses, and analyze reasons for employee turnover.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Sharma, R. C., & Sharma, N., Human Resource Management: Concepts, Theories and Contemporary Practices, Routledge, 2025.
2. Verhulst, S. L., DeCenzo, D. A., & Agarwal, P., Human Resource Management: An Indian Adaptation, Wiley India, 15th Edition, 2025.
3. Wilton, N., An Introduction to Human Resource Management, SAGE Publications, 6th Edition, 2025.

REFERENCE BOOKS

1. Subba Rao, P., Personnel and Human Resource Management: Text and Cases, Himalaya Publishing House, 4th Edition, 2010.
2. Pattanayak, B., Human Resource Management, PHI Learning, 2001.
3. Aquinas, P. G., Human Resource Management, Vikas Publishing House, 2010.
4. Gupta, N., & Gupta, A. K., Human Resource Management for Organisational Success (Vol. I & II), Springer, 2025.
5. Johnson, R. D., Carlson, K. D., & Kavanagh, M. J., Human Resource Information Systems: Basics, Applications, and Future Directions, SAGE Publications, 6th Edition, 2025.

VIDEO LECTURES

1. [Harvard Business Publishing Cases](#)
2. [Open Textbook Library – Human Resource Management](#)
3. [NPTEL – Human Resource Management Courses](#)
4. [SWAYAM – HRM Courses](#)
5. [MIT OpenCourseWare](#)

WEB RESOURCES

1. [ICMR Human Resource Management Resources](#)
2. [CiteHR Community](#)
3. [HR Guide](#)
4. [SHRM \(Society for Human Resource Management\)](#)
5. [CIPD \(Chartered Institute of Personnel and Development\)](#)
6. [HR.com Learning Network](#)
7. [WorldatWork \(Compensation & Benefits\)](#)
8. [People Matters India](#)

Course Code	Course Title	L	T	P	S	C
MG25PG0109L	MARKETING MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: Course prepares the student to become skilled in marketing areas, And pricing, promotional strategies for the effective implementation of marketing plan

COURSE OUTCOMES: On having completed this course student should be able to:

- C01.** Understand the relevance of marketing management in the present scenario
- C02.** Analyse marketing information systems in real-time problems.
- C03.** Apply different Marketing techniques for product analysis.
- C04.** Interpret the Marketing data for identifying target customers
- C05.** Evaluate contemporary issues of marketing in the present scenario.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	3	3	-	-	-	-
C02	3	3	3	1	-	1	-
C03	3	3	-		-	-	2
C04	2	3	3	2	1	-	-
C05	2	2	1	-	-	-	2
Course Correlation Mapping	3	3	3	2	-	1	2

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1: INTRODUCTION TO MARKETING

(06 Periods)

Definition, importance and scope of Marketing - marketing orientation towards Marketing - Core Concepts of marketing - Marketing Management Tasks - Indian Marketing Environment: Demographic, Economic, Socio-Cultural, Politico-Legal and Technological Environment - Marketing and Customer Value - Corporate Strategic Planning - Marketing Research Process - Forecasting and Demand Measurement - Consumer Behavior - Market Segmentation - Market Targeting.

Module 2: PRODUCT AND BRAND POSITIONING

(09 Periods)

Product strategy: - product concept - product characteristics and classification - differentiation - Product and brand relationships - packaging, labelling, warranties and guarantees.- product life cycle and marketing strategies- new product development process- branding- brand equity - trademark. - brand positioning- significance of marketing of services.

Module 3: PRICING AND DISTRIBUTION.

(10 Periods)

Pricing strategy: - setting the price -adapting the price - initiating and responding to price changes. Distribution strategy: - designing and managing channels- managing retailing, wholesaling and logistics.

Module 4: PROMOTIONAL AND MARKETING COMMUNICATION

(10 Periods)

Promotional strategy - designing and managing integrated marketing communications - managing mass communications and personal communications

Module 5: MARKETING AUDIT AND NEWMARKET OFFERINGS.

(10 Periods)

Introducing New Market Offerings - Managing a holistic marketing organization - marketing implementation, evaluation and control- marketing audit.

Total Periods: 45

EXPERIENTIAL LEARNING

1. Conduct a survey to understand customer preferences for a product/service and present findings with recommendations.
2. Observe and analyze factors influencing consumers' purchase decisions for a selected product category.
3. Visit retail outlets and evaluate product placement, pricing, promotions, and customer service practices.
4. Compare two competing brands based on product features, pricing, promotion, distribution, and customer perception.
5. Develop a social media marketing campaign for a local business or startup and measure engagement metrics.
6. Identify a market need, design a product concept, and prepare a marketing plan including STP and marketing mix.
7. Analyze television, print, or digital advertisements and evaluate their effectiveness in influencing consumers.

8. Design and implement a sales promotion program for a product and assess its impact on customer response.
9. Collect customer feedback on a product or service and recommend strategies for improvement.
10. Develop a comprehensive marketing plan for an existing or new business covering market analysis, segmentation, targeting, positioning, and marketing mix.
11. Analyze the social media presence of a company and evaluate content performance, engagement, and brand reach.
12. Examine the distribution network of a product and identify opportunities for improving efficiency.
13. Study the packaging and branding strategies of different products and assess their impact on purchase decisions.
14. Conduct a detailed analysis of competitors in a chosen industry and identify competitive advantages.
15. Visit a manufacturing company, retail chain, advertising agency, or digital marketing firm and prepare a report on marketing practices.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G., Marketing Management, Pearson Education, 17th Indian Adaptation Edition, 2025.
2. Ramaswamy, V. S., & Namakumari, S., Marketing Management: Indian Context with Global Perspective, McGraw-Hill Education, 7th Edition, 2023.
3. Saxena, R., & Saxena, S., Marketing Management, McGraw-Hill Education India, 7th Edition, 2026.

REFERENCE BOOKS

1. Saxena, R., & Saxena, S., Marketing Management, McGraw-Hill Education India, 7th Edition, 2026.
2. Etzel, M. J., Walker, B. J., & Stanton, W. J., Marketing, McGraw-Hill Education, 14th Edition.
3. Baines, P., Fill, C., & Rosengren, S., Marketing, Oxford University Press, 6th Edition, 2022.
4. Grewal, D., & Levy, M., Marketing, McGraw-Hill Education, 9th Edition, 2024.
5. Kerin, R. A., Hartley, S. W., & Rudelius, W., Marketing: The Core, McGraw-Hill Education, 9th Edition, 2024.

VIDEO LECTURES

1. **NPTEL – Principles of Marketing**
[NPTEL Marketing Management Courses](#)
2. **SWAYAM – Marketing Management**

[SWAYAM Courses](#)

3. MIT OpenCourseWare – Marketing
[MIT OpenCourseWare](#)
4. Harvard Business School Publishing Cases
[Harvard Business Publishing Cases](#)
5. IIM Bangalore Learning Resources
[IIM Bangalore Resources](#)

WEB RESOURCES

1. American Marketing Association (AMA)
[American Marketing Association](#)
2. MarketingProfs
[MarketingProfs](#)
3. HubSpot Marketing Resources
[HubSpot Academy](#)
4. Google Digital Garage
[Google Digital Garage](#)
5. Think with Google
[Think with Google](#)

Course Code	Course Title	L	T	P	S	C
MG25PG0110L	PRODUCTION AND OPERATIONS MANAGEMENT	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: This course is to integrate the various subjects studied by the students such as statistics, economics, finance, organizational behavior, and strategy into consolidated production and operations-related decisions and to understand techniques of location and facility planning; line balancing; job designing; and capacity planning etc.

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

- CO1.** Understand the concepts and functions of Production and Operations Management
- CO2.** Evaluate concepts of facilities location and maintenance in the production department
- CO3.** Analyse and evaluate Production Schedule for competitive Advantage
- CO4.** Explain the key terms, Methods, and techniques of inventory control in the field of Production practices in the organization.
- CO5.** Apply tools and techniques of Project Management

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	2	1	1	-	-
CO2	1	1	2	2	-		2
CO3	2	2	1	2	1	-	-
CO4	3	1	2	2	1	-	-
CO5	2	2	1	2	1	1	-
Course Correlation Mapping	2	2	2	2	1	1	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO POM (09 Periods)

Overview of Production and Operations Management (POM) Function, Role and Relevance of Production Management-Concept of Productivity-Production Systems-Work Study - Method Study and Work Measurement

Module 2: FACILITIES LOCATION AND LAYOUT (09 Periods)

Plant location-Plant Layout-Classification and merits. Plant Maintenance Methods-Breakdown, Preventive and Productive maintenance. Replacement Policies-Unit and Group Replacement policies

Module 3: PRODUCTION PLANNING AND CONTROL (10 Periods)

Process in PPC. Job Shop and Flow Shop Scheduling-Johnson's Rule-Line Balancing. Quality Control: Control Charts and Accepting Sampling

Module 4: MATERIALS MANAGEMENT (09 Periods)

Concepts-Classification of Inventory, Inventory Control Methods, Stores Management and Deterministic Inventory Models.

Module 5: PROJECT MANAGEMENT (08 Periods)

Concepts of project Management, CPM, PERT and Project Network Crashing and Cost Analysis, Applications of Network techniques.

Total Periods:45

EXPERIENTIAL LEARNING

- Visit a manufacturing or service organization and prepare a process flow chart of a selected operation.
- Analyze the layout of a production unit, retail store, hospital, or service center and suggest improvements.
- Study inventory practices of a business and apply EOQ, ABC Analysis, or Reorder Level techniques.
- Measure labor, machine, or process productivity in a selected organization and recommend improvement measures.
- Examine quality control procedures followed by an organization and evaluate their effectiveness.
- Identify and map the supply chain of a product from suppliers to end customers.
- Analyze waste reduction practices in a manufacturing or service organization using Lean principles.
- Assess the capacity utilization of a business unit and suggest methods to improve operational efficiency.
- Study operations management practices in banks, hospitals, hotels, or educational institutions.
- Collect historical demand data and apply forecasting techniques to predict future demand.
- Prepare a production schedule for a selected product considering resource

constraints.

- Analyze the operations strategy of a successful company and its impact on competitiveness.
- Visit a warehouse or distribution center and evaluate storage, handling, and logistics practices.
- Visit a manufacturing plant and prepare a report on production processes, quality systems, and operational challenges.
- Assess green manufacturing or sustainable operations practices adopted by an organization.

(This is an indicative. The Course Instructor may modify the activities, and the same

shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Heizer, J., Render, B., & Munson, C., Operations Management: Sustainability and Supply Chain Management, Pearson Education, 14th Edition, 2024.
2. Jacobs, F. R., & Chase, R. B., Operations and Supply Chain Management: The Core, McGraw-Hill Education, 2025 Release, 2025.
3. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P., Operations Management: Processes and Supply Chains, Pearson Education, 14th Edition, 2024.

REFERENCE BOOKS

1. Stevenson, W. J., Operations and Supply Chain Management, McGraw-Hill Education, 8th Canadian Edition, 2024.
2. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P., Operations Management: Processes and Supply Chains, Pearson Education, 14th Edition, 2024.
3. Mahadevan, B., Operations Management: Theory and Practice, Pearson Education India, 3rd Edition, 2015.
4. Slack, N., Brandon-Jones, A., & Burgess, N., Operations and Process Management, Pearson Education, 7th Edition, 2025.
5. Cachon, G., & Terwiesch, C., Operations Management, McGraw-Hill Education, 2025 Release, 2026.

VIDEO LECTURES

1. NPTEL – Production and Operations Management
[NPTEL Operations Management Courses](#)
2. SWAYAM – Operations Management Courses
[SWAYAM Learning Platform](#)
3. MIT OpenCourseWare – Operations Management
[MIT OpenCourseWare](#)
4. Coursera – Operations Management Specializations
[Coursera Operations Management](#)

5. edX – Supply Chain and Operations Courses
[edX Operations Courses](#)

WEB RESOURCES

1. [Production and Operations Management Notes \(MRCET\)](#)
2. [Association for Supply Chain Management \(ASCM\)](#)
3. [Institute for Operations Research and Management Sciences \(INFORMS\)](#)
4. [Operations Management Journal Resources](#)
5. [Supply Chain Digital Magazine](#)
6. McKinsey Operations Insights

Course Code	Course Title	L	T	P	S	C
MG25PG0301L	OPERATIONS RESEARCH	3	1	-	-	4
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: To make the student capable of formulating various real-life decision-making problems as mathematical programming problems and also to learn fundamental techniques of operations research and to choose suitable OR techniques to solve problems on hand.

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

1. Create mathematical models of real-life problems using graphical and simplex methods
2. Apply special cases in LPP such as transportation techniques.
3. Apply special cases in LPP such as assignment techniques
4. Analyze the best strategy out of the available strategies using game theory techniques.
5. Solve any project in the form of a network and PERT modules.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	2	1	2	1	-	-	-
C02	1	1	2	2	-	-	2
C03	2	2	1	2	1	-	-
C04	3	1	2	2	1	-	-
C05	2	2	1	2	1	1	-
Course Correlation Mapping	2	1	2	2	1	1	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: LINEAR PROGRAMMING-I (09 Periods)

Classification of Models, Types of operation research models; Linear Programming-Problem formulation, Graphical Method, Simplex Method, Big-M Method, degeneracy, problems and cases.

Module 2: LINEAR PROGRAMMING-II (09 Periods)

Transportation problem-Mathematical formulation, different methods of obtaining Initial basic Feasible Solution- North-West Corner Method, Least Cost Method, VAM, test for optimality (MODI), Unbalanced Transportation Problem, Problems and cases

Module 3: LINEAR PROGRAMMING-III (09 Periods)

Assignment Problems-Introduction, Formulation, Hungarian Assignment Method, Degeneracy, Unbalanced Assignment problems, Maximisation Problem, Travelling Salesmen Problem, Problems and cases

Module 4: GAME THEORY (09 Periods)

Introduction, Minimax (Maximin) Criteria, Optimal Strategy, Saddle point, Pure strategy games, Games with mixed strategy, 2x2 games, rule of dominance, graphical method, problems and cases

Module 5: PROJECT MANAGEMENT (09 Periods)

Project Management, Network Construction, Critical Path Method, Probability of completing the project within the given time, Project Crashing, Problems and cases

Total Periods: 45

EXPERIENTIAL LEARNING

1. Use Excel to prepare the Gantt chart of any select project work of your choice and submit a report.
2. Prepare a case on how to apply game theory techniques and submit the case report.
3. Present a PPT on a brief introduction to freely available software for operation research problems.
4. Give a seminar on transportation and assignment problems in real-time scenario
5. Collect the case sheet of any business related to the operations research process and summarise the report.
(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Hillier, F. S., & Lieberman, G. J., Introduction to Operations Research, McGraw-Hill Education, 12th Edition, 2024.
2. Taha, H. A., Operations Research: An Introduction, Pearson Education, 11th Edition, 2023.

3. Taylor, B. W., Introduction to Management Science, Pearson Education, 14th Edition, 2024.

REFERENCE BOOKS

1. Winston, W. L., Operations Research: Applications and Algorithms, Cengage Learning, 5th Edition, 2022.
2. Kanti Swarup, Gupta, P. K., & Mohan, M., Operations Research, Sultan Chand & Sons, 18th Edition, 2023.
3. Ravindran, A. R., Operations Research: Principles and Practice, Wiley India, 2nd Edition, 2008.
4. Sharma, J. K., Operations Research: Theory and Applications, Macmillan India, 7th Edition, 2024.
5. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J., An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, 16th Edition, 2024.

VIDEO LECTURES

1. NPTEL – Operations Research
<https://nptel.ac.in/courses/110106062>
2. NPTEL – Optimization Techniques and Operations Research
<https://nptel.ac.in>
3. SWAYAM – Operations Research Courses
<https://swayam.gov.in>
4. MIT OpenCourseWare – Operations Research
<https://ocw.mit.edu>

WEB RESOURCES

1. Operations Research Notes (MRCET)
https://mrcet.com/downloads/digital_notes/ME/IV%20year/Operations%20Research.pdf
2. VTU Operations Research Notes
<https://vtu.ac.in>
3. Institute for Operations Research and the Management Sciences (INFORMS)
<https://www.informs.org>
4. Operations Research Society (ORS)
<https://www.theorsociety.com>
5. ScienceDirect – Operations Research Articles
<https://www.sciencedirect.com/journal/european-journal-of-operational-research>
6. Springer Operations Research Resources
<https://link.springer.com>

Course Code	Course Title	L	T	P	S	C
MG25PG0302L	FINANCIAL MANAGEMENT	3	1	-	-	4
Pre-Requisite	Financial Accounting for Managers					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides a detailed discussion on various sources of finances for corporate and utilization of funds for taking effective decisions related to capital structure, financing and investment in order to achieve maximum business growth.

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

- C01.** Understand the different basic concepts of Corporate Finance and practical application of time value of money.
- C02.** Understand the cost of capital; evaluate the weighted average cost of capital and the concept of leverage.
- C03.** Develop required skills to select optimal capital structure on the basis of cost of capital.
- C04.** Provide right investment decisions based on cost – benefit analysis.
- C05.** Know the components of Working Capital and offer different models for firm's optimum dividend payout.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	-	-	-	-	-	-
C02	3	3	-	2	3	1	-
C03	3	2	3	2	-	-	-
C04	3	3	3	-	3	-	-
C05	3	2	3	2	3	-	1
Course Correlation Mapping	3	3	3	2	3	1	1

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1: INTRODUCTION

(05 Periods)

Financial Management – Nature and Scope – Profit Maximisation – Wealth Maximisation – Risk – Return – Trade off – Time Value of Money – Compounding Technique – Discounting Technique

Module 2: FINANCIAL DECISION

(10 Periods)

Cost of Capital – Types of Cost of Capital – Cost of Debt – Cost of Preference Capital – Cost of Equity Capital – Cost of Retained Earnings – Weighted Average Cost of Capital. Leverage – Types of Leverage – Operating Leverage – Financial Leverage – Composite Leverage – Risk Factor. EBIT and EPS Analysis – Capital Structure – Factors determining Capital Structure – Theories of Capital Structure – Net Income Approach – Net Operating Income Approach – Traditional Approach – Modigliani and Miller Approach. (Theory and Case Studies)

Module 3: INVESTMENT DECISION

(10 Periods)

Capital Budgeting – Nature and Importance – Techniques of Capital Budgeting – Traditional Methods – Payback Period – Accounting Rate of Return. Discounted Cash Flow Techniques – Net Present Value – Internal Rate of Return – Profitability Index (Theory and Case Studies)

Module 4: WORKING CAPITAL DECISION

(10 Periods)

Components of Working Capital – Classification of Working Capital – Factors determining Working Capital Requirements – Cash Management – Cash budget – Receivables Management – Inventory Management – Techniques of Inventory Management. (Theory and Case Studies).

Module 5: DIVIDEND DECISION

(10 Periods)

Factors Influencing Dividend Decision – Forms of Dividends – Dividend Decision and Valuation of Firm – Theories of Dividends – Walter – Gordon – MM Model – Linter's Model. (Theory and Case Studies)

Total Periods:45

EXPERIENTIAL LEARNING

1. Take Nifty 50 companies and understand their capital structure.
2. Analyze the financial statements of BSE SENSEX- 30 companies
(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Pandey, I. M., Financial Management, Pearson Education India, 12th Edition, 2022.
2. Brigham, E. F., & Ehrhardt, M. C., Financial Management: Theory and Practice, Cengage Learning, 17th Edition, 2024.
3. Chandra, P., Financial Management: Theory and Practice, McGraw Hill Education, 11th

Edition, 2023.

REFERENCE BOOKS

1. Khan, M. Y., & Jain, P. K., Financial Management: Text, Problems and Cases, McGraw Hill Education, 8th Edition, 2023.
2. Ross, S. A., Westerfield, R. W., Jordan, B. D., & Lim, J., Fundamentals of Corporate Finance, McGraw Hill Education, 14th Edition, 2024.
3. Keown, A. J., Martin, J. D., Petty, J. W., & Scott, D. F., Financial Management: Principles and Applications, Pearson Education, 14th Edition, 2024.
4. Van Horne, J. C., & Wachowicz, J. M., Fundamentals of Financial Management, Pearson Education, Latest Indian Reprint Edition.
5. Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A., Principles of Corporate Finance, McGraw Hill Education, 14th Edition, 2023.

VIDEO LECTURES

1. NPTEL
[NPTEL Financial Management Course](#)
[NPTEL Financial Management for Managers](#)
 2. SWAYAM
[SWAYAM Finance and Financial Management Courses](#)
 3. YouTube Educational Resources
 4. NPTEL Official YouTube Channel
 5. [MIT OpenCourseWare Finance Courses](#)
-

WEB RESOURCES

1. Professional and Regulatory Resources
2. Reserve Bank of India (RBI) Financial Education
3. [National Institute of Securities Markets \(NISM\)](#)
4. [Securities and Exchange Board of India \(SEBI\) Investor Education Portal](#)
[Corporate Finance Institute \(CFI\)](#)
5. Investopedia – Financial Management Tutorials
6. [AccountingTools – Financial Management Resources](#)

Pre-Requisite -
Anti-Requisite -
Co-Requisite -

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

- ### CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	2	-	3	-	3	-
C02	3	3	-	2	-	3	-
C03	3	1	-	3	3	3	-
C04	1	3	-	3	1	3	3
C05	1	2	3	3	1	3	3
Course Correlation Mapping	2	2	3	2	2	3	3

Correlation Levels: **3: High;** **2: Medium;** **1: Low**

COURSE CONTENT

Module 1 INTRODUCTION TO CONTRACT ACT AND (09 Periods) NEGOTIABLE INSTRUMENTS ACT

Contract Act: Offer and Acceptance, Consideration and Capacity of the Parties, Free Consent, Indemnity and Guarantee, The Negotiable Instruments Act: Definition, Types of Negotiable Instruments, Negotiation, Endorsement and Crossing of Cheque, Dishonor of Cheques, Parties to Negotiable Instruments

Module 2: INTRODUCTION TO SALE OF GOODS ACT AND (09 Periods) PARTNERSHIP ACT

Sale of Goods Act: Sale, and Agreement to Sale, Conditions and Warranties, Performance of Contract of Sale, Unpaid Seller and his Rights, Caveat Emptor, Partnership Act, and Limited Liability Act.

Module 3: INTRODUCTION TO COMPANIES ACT (09 Periods)

Concept of Company and its Characteristics. Formation of a company. Memorandum and Articles of Association. Board of Directors, Role, Functions. Arbitration

Module 4: INTRODUCTION TO CONSUMER PROTECTION ACT (09 Periods) AND RTI

ESG (Environment, Social, Governance) Consumer Protection Act, Consumer Councils, Redressals. Right to Information Act

Module 5: WINDING UP AND DISSOLUTION OF COMPANY (09 Periods)

Meeting of Directors and Shareholders. Winding up and Dissolution of a company. Ethics, and Morals, Ethical Practices

Total Periods:45

EXPERIENTIAL LEARNING

1. Collect various cases relating to contracts, Negotiable instruments, dishonor of cheques, sale of goods, disputes consumer protection acts, grievances redressal mechanism and learn insights from it.
2. Present Videos how board meeting are conducted, organize role plays for decision making in different contexts.

Giving assignments to students to write observations on recent winding up and dissolutions of companies.

3. Collect various cases relating to contracts, Negotiable instruments, dishonor of cheques, sale of goods, disputes consumer protection acts, grievances redressal mechanism and learn insights from it.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Fields, C. K., & Fields, K. C. *The legal environment of business*. Cengage Learning, 2025
2. Pagnattaro, M., Cahoy, D., & Magid, J. M. *The legal and regulatory environment of business* (19th ed.). McGraw-Hill Education, 2025.

REFERENCE BOOKS:

1. Ferrera, G. R., Alexander, M. M., Kirschner, C., & Wiggins, W. P., *The legal and ethical environment of business: An integrated approach*, Aspen Publishing. (4th ed.) (2025).
2. Prenkert, J. D., *Business law: The ethical, global, and digital environment*. McGraw-Hill Education, 2024.
3. Nabi, M. K., *Legal aspects of business: Text & cases* . Taxmann Publications. 3rd ed, 2025.

VIDEO LECTURES:

1. Business Laws - Course (nptel.ac.in)
<https://www.youtube.com/watch?v=FmqYLM-c2s4>
2. [https://edurev.in/v/299571/Essential-Elements-of-a-Contract-Indian-Contract-Act-1872-Legal-aspects-of-Business-Business-Law?utm](https://edurev.in/v/299571/Essential-Elements-of-a-Contract-Indian-Contract-Act-1872-Legal-aspects-of-Business-Business-Law?utm_source=edurev&utm_medium=video&utm_campaign=essential-elements-of-a-contract-indian-contract-act-1872-legal-aspects-of-business-business-law)
3. [https://edurev.in/v/299571/Essential-Elements-of-a-Contract-Indian-Contract-Act-1872-Legal-aspects-of-Business-Business-Law?utm](https://edurev.in/v/299571/Essential-Elements-of-a-Contract-Indian-Contract-Act-1872-Legal-aspects-of-Business-Business-Law?utm_source=edurev&utm_medium=video&utm_campaign=essential-elements-of-a-contract-indian-contract-act-1872-legal-aspects-of-business-business-law)
4. [https://www.youtube.com/playlist?list=PLLy_2iUCG87CL7j0q1Q9v7q2QpQ0Qb8bH&utm](https://www.youtube.com/playlist?list=PLLy_2iUCG87CL7j0q1Q9v7q2QpQ0Qb8bH&utm_source=edurev&utm_medium=video&utm_campaign=essential-elements-of-a-contract-indian-contract-act-1872-legal-aspects-of-business-business-law)

WEB RESOURCES:

1. <https://www.bigcommerce.com/blog/online-business-laws/>
2. <https://restthecase.com/knowledge-bank/tips/go-to-legal-websites-for-research-in-india>
3. <https://www.icsi.edu/media/webmodules/publications/FinalCLStudy.pdf>

Course Code	Course Title	L	T	P	S	C
MG25PG0112L	DATA ANALYSIS USING SPREADSHEETS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The objective of the course is to provide students the knowledge of analysis techniques for datasets in Excel. Become adept at using Excel functions and techniques for analysis.

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

- C01.** Apply the basics of the spreadsheet software using Google Sheets.
- C02.** Apply cell functions, features, and row options in spreadsheets
- C03.** Develop and present various charts in spreadsheets-
- C04.** Apply various spreadsheet tools and options
- C05.** Analyse and develop spreadsheet pivot tables and charts

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	2	-	-	-	-	-	-
C02	1	-	-	-	-	-	-
C03	-	-	-	-	-	-	1
C04	1	-	-	-	-	-	-
C05	-	1	-	-	-	1	-
Course Correlation Mapping	2	1	-	-	-	1	1

Correlation Levels: **3: High;** **2: Medium;** **1: Low**

COURSE CONTENT

Module 1: INTRODUCTION TO SUSTAINABLE DEVELOPMENT (09 Periods)

About Excel & Microsoft, Uses of Excel, Excel software, Spreadsheet window pane, Title Bar, Menu Bar, Standard Toolbar, Formatting Toolbar, the Ribbon, File Tab and Backstage View, Formula Bar, Workbook Window, Status Bar, Task Pane, Workbook & sheets

Module 2: CELLS AND SHEETS (09 Periods)

Selecting Columns & Rows, Changing Column Width & Row Height, Auto fitting Columns & Rows, Hiding/Unhiding Columns & Rows, Inserting & Deleting Columns & Rows, Cell, Address of a cell, Components of a cell – Format, value, formula, Use of paste and paste special

Module 3: SPREADSHEET CHARTS (09 Periods)

Creating Charts, Different types of chart, Formatting Chart Objects, Changing the Chart Type, Showing and Hiding the Legend, Showing and Hiding the Data Table

Module 4: SPREADSHEET TOOLS (09 Periods)

Moving between Spreadsheets, Selecting Multiple Spreadsheets, Inserting and Deleting Spreadsheets Renaming Spreadsheets, Splitting the Screen, Freezing Panes, Copying and Pasting Data between Spreadsheets, Hiding , Protecting worksheets

Module 5: SPREADSHEET PIVOT TABLES (09 Periods)

Creating PivotTables, Manipulating a PivotTable, Using the PivotTable Toolbar, Changing Data Field, Properties, Displaying a PivotChart, Setting PivotTable Options, . Adding Subtotals to PivotTables

Total Periods:45

EXPERIENTIAL LEARNING

- 1 Create a Pivot table of sales data with regard to area and present the report.
- 2 Prepare a dashboard using charts and diagrams from the spreadsheet and discuss.
- 3 Briefly submit a video tutorial on spreadsheet recent features in the class and explain in detail the key points
- 4 Submit an assignment on how spreadsheets are used for business needs.

RESOURCES

TEXT BOOKS:

- 1 Winston, W. L. (2023). *Microsoft Excel data analysis and business modeling* (7th ed.). Microsoft Press.
- 2 Alexander, M., & Kusleika, D. (2022). *Excel 2021 Bible* (1st ed.). Wiley.

REFERENCE BOOKS:

- 1 Proctor, S. (2022). *Excel power pivot & power query for dummies* (2nd ed.). Wiley.
- 2 Neufert, C. (2021). *Data analysis with Microsoft Excel: Updated for Office 365* (5th ed.). Routledge.
- 3 Kvanli, A. H., Pavur, R. J., & Keeling, K. B. (2021). *Introduction to business statistics with Microsoft Excel* (9th ed.). Cengage Learning.

VIDEO LECTURES:

- 1 https://onlinecourses.nptel.ac.in/noc22_mg35/preview
- 2 <https://archive.nptel.ac.in/courses/110/107/110107157/>

WEB RESOURCES:

- 1 <https://ncert.nic.in/textbook/pdf/lca102.pdf>
- 2 <https://www.epa.gov/sites/default/files/2015-06/documents/UsingExcelREV.pdf>

Course Code	Course Title	L	T	P	S	C
MG25PG0113L	ENTREPRENEURSHIP AND INNOVATION MANAGEMENT	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: This course provides a comprehensive understanding of the principles and practices of entrepreneurship and innovation management. It is designed to equip students with the knowledge, skills, and mindset required to identify, evaluate, and exploit business opportunities in dynamic and competitive environments. The course covers the entrepreneurial process from opportunity recognition, creativity, and business idea generation to business planning, financial management, and venture scaling. By the end of the course, students will be able to integrate entrepreneurial thinking with innovative practices to develop sustainable business solutions and contribute to economic and social development.

COURSE OUT COMES: After successful completion of the course, students will be able to:

- C01.** Assess personal entrepreneurial traits and mindset.
- C02.** Evaluate business ideas for commercial viability and sustainability.
- C03.** Explain the role of innovation in creating competitive advantage.
- C04.** Analyze financial requirements and identify funding sources.
- C05.** Apply legal, ethical, and HR considerations in managing entrepreneurial ventures.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	2	2	-		1	-	1
C02	2	2	-	1	-	1	1
C03	1	1	1	-	-	-	1
C04	1	1	-	1	-	1	-
C05	-	-	1	2	2	1	-
Course Correlation Mapping	2	2	1	1	2	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO ENTREPRENEURSHIP (08 Periods)

Definition, characteristics, and types of entrepreneurs, Role of entrepreneurship in economic development, Entrepreneurial mindset and traits, Entrepreneurship in different contexts (start-ups, SMEs, corporate)

Module 2: OPPORTUNITY IDENTIFICATION AND BUSINESS IDEAS (08 Periods)

Sources of business ideas and opportunity recognition, Creativity and idea generation techniques, Market research and feasibility analysis, Problem-solving and opportunity evaluation

Module 3: INNOVATION MANAGEMENT (09 Periods)

Types of innovation (product, process, business model, service), Innovation process and strategies, Managing creativity and R&D, Open innovation and collaboration

Module 4: BUSINESS PLANNING AND FINANCIAL MANAGEMENT FOR STARTUPS (10 Periods)

Components of a business plan, financial planning, funding sources, and venture capital, Costing, budgeting, and break-even analysis, Risk management and mitigation strategies

Module 5: MANAGING AND SCALING NEW VENTURES (10 Periods)

Organizational structure for startups, Growth strategies and scaling challenges, Leadership, team building, and human resource management, Legal, regulatory, and ethical considerations in entrepreneurship

Total Periods:45

EXPERIENTIAL LEARNING

1. Opportunity Recognition Exercise (SWOT, PESTEL)
2. Business Idea Generation Workshop (SCAMPER, Mind Mapping, Design Thinking)
3. Feasibility Study & Market Research Project
4. Business Model Canvas Development
5. Pitch Presentation (Elevator Pitch)
6. Innovation Case Study Analysis
7. Financial Planning Simulation
8. Prototype / Minimum Viable Product (MVP) Exercise
9. Team-Building and Leadership Activity
10. Entrepreneurship Reflection Journal

RESOURCES

TEXT BOOKS:

1. Drucker, P. F. (2014). Innovation and entrepreneurship. Routledge.
2. Kuratko, D. F. (2017). Entrepreneurship: Theory, process, practice (10th ed.). Cengage Learning.
3. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017). Entrepreneurship (10th ed.). McGraw-Hill Education.

REFERENCE BOOKS:

1. Timmons, J. A., & Spinelli, S. (2019). New venture creation: Entrepreneurship for the 21st century (10th ed.). McGraw-Hill Education.
2. Osterwalder, A., & Pigneur, Y. (2010). Business model generation. Wiley.
3. Barringer, B. R., & Ireland, R. D. (2016). Entrepreneurship: Successfully launching new ventures (5th ed.). Pearson.
4. Schilling, M. A. (2020). Strategic management of technological innovation (6th ed.). McGraw-Hill Education.

VIDEO LECTURES:

1. Coursera – Entrepreneurship: Launching an Innovative Business(University of Maryland)edX – Becoming an Entrepreneur (MITx)
2. NPTEL – Entrepreneurship Development (IIT)
3. YouTube – Harvard i-lab lectures on Innovation and Entrepreneurship

WEB RESOURCES:

1. Kauffman Foundation – www.kauffman.org – Entrepreneurship research and tools
2. Stanford e Corner – ecorner.stanford.edu – Videos, podcasts, and case studies
3. Harvard Business Review (HBR) – hbr.org – Articles on innovation and entrepreneurship
4. MIT Open Course Ware – Entrepreneurship courses – ocw.mit.edu

Course Code	Course Title	L	T	P	S	C
MG25PG0114L	INTERNATIONAL BUSINESS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

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

- CO1.** Understand ever changing businesses in a competitive globalized business environment and gain business acumen and entrepreneurial skills.
- CO2.** Evaluate the effects of International Political, Legal, and economic4 Environments and economic integration on developed/developing/under developing countries.
- CO3.** Apply international financial framework to engage business at international level.
- CO4.** Analyze the significance of marketing in global business arena.
- CO5.** Analyze various HR differences and behavioral factors between countries for better strategies.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	-	-	-	-	-
CO2	-	-	-	2	-	-	1
CO3	-	-	-	2	-	-	-
CO4	-	-	-	2	-	1	-
CO5	-	-	-	2	-	-	1
Course Correlation Mapping	2	-	-	2	-	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO INTERNATIONAL BUSINESS (09 Periods)

Introduction to International Business Context-Brief History of International Trade-Reasons for Trade -Trade Theories-Motives for International Business-Methods of International Business. Global Trade-The Reasons for Trade-International Trade Theory-Reasons to Go International-Forms of International Business

Module 2: INTERNATIONAL POLITICAL, LEGAL, AND ECONOMIC ENVIRONMENTS (09 Periods)

Political Systems- Political and Legal Factors that Impact International Trade -Legal Systems-Rule of Law-International Economic Systems-Comparing Economic Performance-International Business Ethics-International Corporate Social Responsibility.

Module 3: INTERNATIONAL FINANCIAL FRAMEWORK (09 Periods)

Brief Overview of Bretton woods Agreement, Balance of Trade and Balance of Payment (BOP)- Foreign Exchange market mechanism- Exchange Rates, Risk Management. Methods of payment in International Trade. Export Financing – International Liquidity, Role of IMF and IBRD in International Business.

Module 4: GLOBAL MARKETING (09 Periods)

International Marketing Overview-International Marketing-International Marketing Segmentation-International Marketing Strategies-International 4Ps Introduction-International 4P – Product-International 4P – Promotion-International Marketing Mix-International 4P – Price -International 4P - Place

Module 5: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (09 Periods)

Strategies and issues in International Human Resource Management and Development, Staffing Policy, Managing the expatriates. Creation of Global Structure-Developing Global Competitiveness, International Marketing Strategies in different stages of Product Life Cycle

Total Periods: 45

EXPERIENTIAL LEARNING

1. Collect the case studies related to International Present them as a seminar.
2. Give a seminar on Strategies and issues in International Human Resource Management and Development.
3. Refer to any video lecture on Political, Social, and Economic – Cultural and Ethical practices in International Business and prepare a report.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Hill, C. W. L., & Hult, G. T. M., International Business: Competing in the Global Marketplace, McGraw-Hill Education, 13th Edition, 2023.
2. Himalaya Publishing House, International Business, Himalaya Publishing House, Latest Revised Edition, 2024.

REFERENCE BOOKS:

1. Cateora, Philip R., Graham, John L., & Gilly, Mary C., International Marketing, McGraw-Hill Education, Latest Edition, 2023.
2. Krugman, Paul R., Obstfeld, Maurice, & Melitz, Marc J., International Economics, Pearson Education, Latest Edition, 2023.
3. Madura, Jeff, International Financial Management, Cengage Learning, Latest Edition, 2023.

VIDEO LECTURES:

1. <https://nptel.ac.in>
2. <https://epgp.inflibnet.ac.in>

WEB RESOURCES:

1. <https://www.wto.org>
2. <https://www.worldbank.org>

Course Code	Course Title	L	T	P	S	C
MG25PG0201L	BUSINESS RESEARCH METHODOLOGY	3	-	2	-	4
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course focuses on the principles of the research proposal, literature evaluation, and qualitative and quantitative methods in order to offer the theoretical and practical SCHOOL for a research project. The purpose of this course is to give students the knowledge and abilities needed to plan and carry out a research dissertation

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

- C01.** Understand the importance of research and the various methods that researcher used to investigate problems
- C02.** Evaluate the different types of research designs to derive strategies
- C03.** Understand the concepts and challenges in collecting the data
- C04.** Interpret the data to make meaningful decisions through analyzing the data
- C05.** Understand the guidelines for report writing.
- C06.** Demonstrate ethical research practices and effectively communicate research findings through written reports and oral presentations.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	2	1	2	1	-	-	-
C02	1	1	2	2	1	-	2
C03	2	2	1	2	1	-	-
C04	3	1	2	2	1	-	-
C05	2	2	1	2	1	1	-
C06	1	1	1	2	1	3	-
Course Correlation Mapping	2	1	2	2	1	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO BUSINESS RESEARCH (09 Periods)

Definition-Types of Business Research, Scientific Investigation, Technology and Business Research: Information needs of Business - Role of Business Research in Managerial Decisions. Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey

Module 2: RESEARCH DESIGN (09 Periods)

Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity - Sampling and Methods of sampling

Module 3: DATA SOURCES AND SURVEY (10 Periods)

Primary and Secondary Sources of Data - Data Collection Methods Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires - Guidelines for Construction of Questionnaires.

Module 4: DATA ANALYSIS (09 Periods)

Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis, Cross Tabulation, Uni-variate analysis, bivariate analysis: Correlation, Karl Pearson's coefficient of correlation, Spearman's coefficient of correlation, hypothesis testing, t-test, Z test, F-test, Chi- square test, Analysis of variance.

Module 5: RESEARCH REPORT (08 Periods)

Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report -The Final Part of the Report-Acknowledgements - References-Appendix - Guidelines for Preparing a Good Research report - Oral Presentation

Total Periods:45

EXPERIENTIAL LEARNING

1. Identify a business problem and prepare a research proposal including objectives, hypotheses, and methodology.
2. Develop a structured questionnaire for a selected research problem and conduct a pilot test.
3. Conduct a survey on consumer preferences, customer satisfaction, or brand awareness and analyze the findings.
4. Collect primary data using surveys or interviews and analyze the results using statistical tools.
5. Undertake a case study of a company and investigate a specific managerial issue using research methods.
6. Conduct interviews with entrepreneurs, managers, or customers and prepare a qualitative analysis report.

7. Observe consumer behavior in retail stores, service centers, or online platforms and document findings.
8. Review and summarize research articles on a contemporary business issue and identify research gaps.
9. Use data from government reports, company annual reports, or industry databases to draw business insights.
10. Formulate hypotheses related to a business problem and test them using collected data.
11. Examine ethical issues in business research and prepare recommendations for ethical research practices.
12. Conduct a mini research project on marketing, HR, finance, or operations-related issues in an organization.
13. Measure customer satisfaction levels for a product or service and suggest improvement strategies.
14. Design and administer an employee survey and analyze workplace issues and satisfaction levels.
15. Prepare a complete research report and present findings using data visualization and statistical interpretation.

(This is an indicative. The Course Instructor may modify the activities, and the same

shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Schindler, P. S., Gumte, K., & Maheshwari, P., Business Research Methods, McGraw-Hill Education, 14th Edition, 2026.
2. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M., Business Research Methods, Cengage Learning, 9th Edition.
3. Bougie, R., & Sekaran, U., Research Methods for Business: A Skill-Building Approach, Wiley, 9th Edition, 2025.

REFERENCE BOOKS

1. Bougie, R., & Sekaran, U., Research Methods for Business: A Skill-Building Approach, Wiley, 9th Edition, 2025.
2. Bryman, A., Bell, E., & Harley, B., Business Research Methods, Oxford University Press, 6th Edition, 2024.
3. Easterby-Smith, M., Thorpe, R., Jackson, P., & Jaspersen, L., Management and Business Research, SAGE Publications, 7th Edition, 2021.
4. Saunders, M., Lewis, P., & Thornhill, A., Research Methods for Business Students,

Pearson Education, 9th Edition, 2023.

5. Hair, J. F., Page, M., & Brunsveld, N., Essentials of Business Research Methods, Routledge, 5th Edition, 2023.

VIDEO LECTURES

1. NPTEL – Research Methodology
[NPTEL Research Methodology Courses](#)
2. SWAYAM – Research Methods and Research Methodology
[SWAYAM Courses](#)
3. MIT OpenCourseWare – Research Methods
[MIT OpenCourseWare](#)
4. SAGE Research Methods Tutorials
[SAGE Research Methods](#)

WEB RESOURCES

1. [University of Calcutta – Business Research Methods Notes](#)
2. [University of Mumbai – Business Research Methods Material](#)
3. [SAGE Research Methods Database](#)
4. [ResearchGate](#)
5. [Google Scholar](#)
6. [Emerald Insight Research Resources](#)
7. [Springer Research Methods Resources](#)
8. [JSTOR Research Database](#)

Course Code	Course Title	L	T	P	S	C
MG25PG0115L	INDUSTRIAL RELATIONS AND LABOUR LAWS	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: The objective of the course is to provide an understanding of the legal framework and focuses on industrial relations importance. The student able to know the causes of industrial disputes and conflicts. As HR specialist while framing of HR policies and regulations this course helps.

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

- CO1.** Understand the concepts and significance of Industrial Relations
- CO2.** Examine industrial disputes and apply various dispute resolution techniques for effective conflict management.
- CO3.** Understand the legal framework in India
- CO4.** Analyze the laws relating to remuneration and their implications for employers and employees.
- CO5.** Evaluate the provisions and importance of social security laws and measures for employee welfare.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	2	3	2	2	1
CO2	3	3	2	2	3	2	2
CO3	2	2	1	3	1	3	1
CO4	2	3	1	3	2	3	1
CO5	2	2	2	3	2	3	1
Course Correlation Mapping	2	2	2	3	2	3	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INDUSTRIAL RELATIONS (09 Periods)

Concepts, Significance, trends in India. Trade Unionism – theory, policy, their influence on HRM, objectives and functions, structure, types, trade unions Act, 1926

Module 2: INDUSTRIAL DISPUTES & CONFLICTS (09 Periods)

Causes, Types, Consequences, Prevention, Settlement, Conciliation, Arbitration, Adjudication. Causes of Grievances & Disputes. Role IR Officer. Government Machinery for Industrial Relations. Industrial Disputes Act, 1947 - preventive and settlement machinery

Module 3: LEGAL FRAME WORK IN INDIA (10 Periods)

Evolution of labour laws in India – labour legislations – meaning, importance and relevance to HRM. Industrial employment (standing orders) Act, 1946 – Factories Act 1948

Module 4: LAWS RELATING TO REMUNERATION: (09 Periods)

Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965

Module 5: LAWS RELATING TO SOCIAL SECURITY (08 Periods)

Work men's compensation Act, 1923 –ESI Act, 1948-Employees provident fund and miscellaneous provisions Act, 1952– Maternity benefits Act, 1961 Payment of gratuity Act, 1972

Total Periods:45

EXPERIENTIAL LEARNING

1. Study a trade union operating in India and analyze its objectives, structure, functions, achievements, and challenges.
2. Examine the industrial relations practices of a manufacturing company and identify factors contributing to harmonious employer-employee relations.
3. Collect information on a recent industrial dispute in India and analyze its causes, consequences, and settlement process
4. Prepare a report on the role of a Conciliation Officer in resolving industrial disputes under the Industrial Disputes Act, 1947.
5. Design a grievance redressal mechanism for a medium-sized organization and explain its implementation process.
6. Conduct a checklist-based assessment of a factory's compliance with the provisions of the Factories Act, 1948.
7. Draft model standing orders for an organization covering employee conduct, attendance, leave, and disciplinary procedures.
8. Compare the wage structure of two organizations and evaluate compliance with the Minimum Wages Act, 1948.
9. Prepare a practical report showing the calculation of employee bonus under the

Payment of Bonus Act, 1965 using sample data.

10. Analyze the EPF contribution process for employees and employers and prepare a sample EPF calculation sheet.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Tripathi, P. C., & Reddy, P. N., Industrial Relations and Labour Laws, Sultan Chand & Sons, New Delhi, Latest Edition, 2021.
2. Kapoor, N. D., Mercantile Law, Sultan Chand & Sons, New Delhi, Latest Edition, 2023.
3. Singh, B. D., Industrial Relations and Labour Laws, Excel Books, New Delhi, Latest Edition, 2022.

REFERENCE BOOKS

1. Malik, P. L., Handbook of Labour and Industrial Law, Eastern Book Company, Lucknow, Latest Edition, 2023.
2. Srivastava, S. C., Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi, Latest Edition, 2022.
3. Taxmann Editorial Board, Labour Laws Manual with Labour Codes, Taxmann Publications, New Delhi, Latest Edition, 2024.

VIDEO LECTURES

1. <https://swayam.gov.in>
2. <https://epgp.inflibnet.ac.in>
3. <https://cec.nic.in>
4. <https://www.open.edu/openlearn>

WEB RESOURCES

1. <https://labour.gov.in?utm>
2. <https://eshram.gov.in?utm>
3. <https://www.ilo.org?utm>
4. <https://www.ilo.org?utm>

Course Code	Course Title	L	T	P	S	C
MG25PG0116L	KNOWLEDGE MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides an understanding of Knowledge Management concepts, strategies, and tools for creating, sharing, and utilizing knowledge in organizations. It emphasizes organizational learning, intellectual capital, talent management, and knowledge-based systems to enhance innovation, effectiveness, and competitive advantage.

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

- C01.** Understand the concepts of knowledge management and its role in knowledge economy and knowledge society.
- C02.** Analyse the organizational knowledge and knowledge creation processes for organizational effectiveness and knowledge based organizations
- C03.** Develop strategic approaches for knowledge management by assessing organizational knowledge assets.
- C04.** Formulate and implement Knowledge Management Strategies for knowledge sharing, mapping and technology enabled KM Systems
- C05.** Evaluate the role of knowledge management in talent identification, development and retention.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	2	2	2	2	-	2
C02	2	2	3	2	3	-	2
C03	3	2	2	2	-	-	3
C04	3	3	2	2	2	2	3
C05	3	3	2	3	3	2	3
Course Correlation Mapping	3	2	2	2	3	2	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO KNOWLEDGE MANAGEMENT (09 Periods)

Meaning, Significance, functions and Scope of Knowledge Management–Principles of Knowledge Management - Types of Knowledge - Knowledge Economy and Knowledge Society -Process of Knowledge Management - Factors influencing Knowledge Management - Barriers to Knowledge Management.

Module 2: MANAGING KNOWLEDGE FOR ORGANIZATIONAL EFFECTIVENESS (10 Periods)

Meaning and Types of Organizational Knowledge - Intellectual Capital and Organizational Learning - Knowledge Creation and Knowledge Innovation –Knowledge Life Cycle - Knowledge Conversion (Nonaka and Takeuchi model). Knowledge Based Organizations (KBOs) :Concept, Characteristics and Dimensions of HRM in KBOs - Performance Appraisal in KBOs–Emerging Roles and Challenges of HRM in KBOs

Module 3: KNOWLEDGE MANAGEMENT STRATEGIES (10 Periods)

Concept, nature and Types of Knowledge - Strategic role of knowledge in organisations- Knowledge Management Assessment – Importance, types and Methods of Knowledge Assessment –Aligning Knowledge Management Strategies with Organisational Goals. Knowledge Transfer and Knowledge Sharing Culture–Strategies for Enhancing Knowledge Flow - Knowledge Mapping - Knowledge Management Systems (KMS) – Role of IT in KMS

Module 4: PERSPECTIVES OF TALENT BY KNOWLEDGE MANAGEMENT (08 Periods)

Meaning and Importance of Talent management – Strategic role of Talent in Organisations - Relationship between Talent and Knowledge –Talent Assessment and Acquisition -Talent Development and Retention – Psychological and Behavioral Perspectives of Talent - Global Talent Perspectives – Employee Engagement and Talent Retention - Challenges in Managing Global Talent – Emerging Trends in Talent Management.

Module 5: PRACTICING KNOWLEDGE MANAGEMENT (08 Periods)

Knowledge Management Processes – Knowledge Management Approaches: Hansen-Earl's Seven Schools of Knowledge Management and Al version and Karreman's Knowledge Management- Technologies for Knowledge Management - Organizational Impacts of Knowledge Management on People, Processes, Products and Organizational Performance – KM in Manufacturing and Service Industry

Total Periods:45

EXPERIENTIAL LEARNING

1. Knowledge Audit and Knowledge Mapping Exercise: Students Identify and document explicit and tacit knowledge resources within an organization and prepare a knowledge map showing knowledge sources, flows, barriers, and sharing opportunities.

2. Case Study Analysis of a Knowledge-Based Organization (KBO) : Students Analyze a knowledge-driven organization to examine organizational knowledge, intellectual capital, knowledge creation, organizational learning, and HRM practices.
3. Talent Management and Competency Mapping Project: Students Prepare a competency map, talent acquisition plan, employee development strategy, and retention framework for a selected job role.
4. KM Tools and Technology Implementation Simulation: Students explore and demonstrate the use of KM tools and technologies and evaluate their impact on people, processes, products, and organizational performance.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Dalkir, K., Knowledge Management in Theory and Practice, 4th Edition, MIT Press, Cambridge, Massachusetts, 2023.
2. Jain, R. K., Knowledge Management: Strategies and Tools, Vayu Education of India, New Delhi, 2024.
3. Warier, S., Knowledge Management, Vikas Publishing House, New Delhi, 2021.

REFERENCE BOOKS:

1. Hislop, D., Bosua, R., & Helms, R., Knowledge Management in Organizations, 5th Edition, Oxford University Press, Oxford, 2024.
2. Mohiuddin, M., Al Azad, Md. S., & Ahmed, S. (Eds.), Recent Advances in Knowledge Management, Intech Open, London, 2022.
3. Bhatt, G. D., Knowledge Management in Organizations, Springer, Cham, Switzerland, 2018.

VIDEO LECTURES:

1. <https://hbsp.harvard.edu/cases/KM>
2. <https://open.umn.edu/opentextbooks/textbooks/KM>

WEB RESOURCES:

1. <https://kpmg.com/in/en/home/services/learning-academy/course-Knowledge-Management>
2. <https://www.citehr.com/>
3. <https://freevideolectures.com/course/4750/nptel-knowledge-management>
4. <https://kairntech.com/blog/articles/knowledge-management/>

Course Code	Course Title	L	T	P	S	C
MG25PG0117L	DIGITAL MARKETING	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course provides a comprehensive overview of digital marketing strategies and tools used in today's digital-first world. Students will learn how to effectively promote brands, products, and services through various digital channels such as search engines, social media, email, content marketing, influencer marketing, and mobile platforms.

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

- C01.** Understand the core concepts of Digital Marketing.
- C02.** Understand the basics of Mobile Marketing
- C03.** Apply SEO and SEM strategies to improve online visibility.
- C04.** Discuss E-mail marketing techniques
- C05.** Develop and present a comprehensive digital marketing strategies

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	2	-	2	-	-	2
C02	2	2	-	2	-	-	3
C03	3	3	-	2	2	1	3
C04	2	2	-	2	2	1	2
C05	3	3	2	3	3	2	3
Course Correlation Mapping	3	3	2	2	2	1	3

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION TO DIGITAL MARKETING (08 Periods)

Meaning of Digital Marketing, Differences from Traditional Marketing, Return of Investments on Digital Marketing vs. Traditional Marketing, E Commerce, Tools used for successful marketing, SWOT Analysis of Business for Digital Marketing, Meaning of Blogs, Websites, Portal and Their Differences, Visibility, Visitor Engagement, Conversion Process, Retention, Performance Evaluation.

Module 2: MOBILE MARKETING (08 Periods)

Meaning, types & Evolution, Mobile – market size and rate of growth, Mobile applications, Types of Mobile Marketing, Advantages and Disadvantages of Mobile marketing, Performance Marketing: definition, benefits.

Module 3: SEARCH ENGINE OPTIMIZATION (SEO) (10 Periods)

On page Optimization Techniques, Off Page Optimization Techniques, Preparing Reports, Creating Search Campaigns, Creating Display Campaigns. Social Media Optimization (SMO): Introduction to Social Media Marketing, Advanced Facebook Marketing,

Module 4: EMAIL MARKETING (09 Periods)

Email Marketing: Need for Emails, Types of Emails, options in Email advertising, Do's and Don'ts of an email marketing campaign, Introduction to E-mail marketing tool- Mailchimp.

Module 5: PRESENT A COMPREHENSIVE DIGITAL MARKETING STRATEGY (10 Periods)

Word press Blog Creation, Twitter Marketing, LinkedIn Marketing, Instagram Marketing, social media Analytical Tools. Pay Per Click, Google AdWords, Display Advertising Techniques, Report Generation

Total Periods:45

EXPERIENTIAL LEARNING

1. Develop and execute a social media marketing campaign for a local business or university event.
2. Create and optimize a Google Ads campaign to improve online visibility and conversions.
3. Conduct an SEO audit of a company website and recommend optimization strategies.
4. Design and publish digital content (blogs, videos, infographics) for brand promotion.
5. Analyze website traffic and user behavior using Google Analytics.
6. Develop and implement an email marketing campaign and evaluate its effectiveness.
7. Perform a comparative analysis of digital marketing strategies used by leading brands.
8. Create a digital marketing plan for a startup or MSME and present recommendations.
9. Manage product listings and promotional activities on an e-commerce platform.

- 10.** Use AI-powered marketing tools to create content and assess campaign performance.
- 11.** Evaluate influencer marketing campaigns and measure their impact on brand engagement.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Chaffey, D., Ellis-Chadwick, F., & Abed-Rabbo, M. Digital Marketing (9th Edition). Pearson Education, 2025.
2. Hanlon, A. Digital Marketing: Strategy, Planning & Disruption (3rd Edition). SAGE Publications, 2025.
3. Heinze, A., Fletcher, G., Cruz, A., & Fenton, A. Digital and Social Media Marketing: A Results-Driven Approach (3rd Edition). Routledge, 2025.
4. Sachdev, R. Digital Marketing (2nd Edition, 2025 Release). McGraw-Hill Higher Education, 2025.

REFERENCE BOOKS:

1. Kotler, P., Kartajaya, H., & Setiawan, I. Marketing 6.0: The Future Is Immersive. Wiley India, 2025.
2. Swaminathan, V. Hyper-Digital Marketing: Six Pillars of Strategic Brand Marketing in an AI-Powered World. Palgrave Macmillan, 2025.
3. Hutson, J., & Smith, A. NextGen Digital Marketing in the Age of AI. IGI Global Scientific Publishing, 2026.

VIDEO LECTURES:

1. https://onlinecourses.nptel.ac.in/noc24_cs65/preview
2. <https://nptel.ac.in/courses/106106361>

WEB RESOURCES:

1. <https://www.coursera.org/learn/SCHOOLS-of-digital-marketing-and-e-commerce>
2. <https://online.hbs.edu/courses/digital-marketing/>
3. <https://open.umn.edu/opentextbooks/textbooks/1602>

Course Code	Course Title	L	T	P	S	C
MG25PG0118L	STRATEGIC MANAGEMENT	3	-	-	-	3
Pre-Requisite						
Anti-Requisite						
Co-Requisite						

COURSE DESCRIPTION: Strategic management is a comprehensive and dynamic field that focuses on the formulation, implementation, and evaluation of strategies to help organizations achieve their long-term objectives and gain a sustainable competitive advantage.

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

- C01.** Understand the Strategic Management Process
- C02.** Apply analytical tools for Strategic decision-making
- C03.** Formulate effective Business strategies
- C04.** Execute and align strategies within the organizations
- C05.** Evaluate and adapt Strategies in dynamic environments

CO-PO- Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	1	3	-	1	2	-
C02	-	3	-	-	3	2	-
C03	1	3	3	2	2	2	-
C04	-	-	1	-	-	2	2
C05	1	1	-	1	2	-	2
Course Correlation Mapping	2	2	3	2	2	2	2

Correlation Levels: **3: High; 2: Medium; 1: Low**

COURSE CONTENT

Module 1: INTRODUCTION TO STRATEGIC MANAGEMENT

(09 Periods)

Introduction- Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage

Module 2: STRATEGIC ANALYSIS AND CHOICE

(09 Periods)

Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix, Market Life Cycle Model - and Organisational Learning, and the Experience Curve

Module 3: STRATEGY FORMULATION

(09 Periods)

Strategy Formulation: Formulation of strategy at corporate, business and functional levels. Strategy Alternatives:- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.

Module 4: STRATEGY IMPLEMENTATION

(09 Periods)

Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation

Module 5: STRATEGY EVALUATION AND CONTROL

(09 Periods)

Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context

Total Periods: 45

EXPERIENTIAL LEARNING

1. Conduct a comprehensive strategic analysis using SWOT, PESTLE, Porter's Five Forces, and Value Chain frameworks. Findings are presented in a strategic review report.
2. Analyze real-world strategic success and failure cases of companies and propose alternative strategic actions based on environmental and competitive factors.
3. Teams prepare a three- to five-year strategic plan for a startup, SME, or existing company, including vision, mission, objectives, strategic initiatives, and implementation roadmap.
4. Conduct primary and secondary research to assess market trends, customer

preferences, and competitive dynamics, and formulate strategic recommendations based on findings.

5. Develop a Balanced Scorecard for an organization by identifying strategic objectives, key performance indicators (KPIs), targets, and strategic initiatives.
6. Work with a local business or startup to identify strategic challenges and provide actionable solutions for growth, market penetration, or operational improvement.
7. Examine how a selected organization implements its strategy, identify gaps between formulation and execution, and suggest corrective measures.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Kazmi, A., Strategic Management and Business Policy, McGraw Hill Education India, 5th Edition, 2024
2. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E., Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Pearson Education, 16th Edition, 2024.

REFERENCE BOOKS

1. Fred R. David, Forest R. David, and Meredith E. David, Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Pearson Education, 18th Edition, 2026.
2. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, and Jeffrey S. Harrison, Strategic Management: Competitiveness and Globalization, Cengage Learning, 14th Edition, 2024
3. Frank T. Rothaermel, Strategic Management, McGraw Hill Education, 6th Edition, 2025.

WEB RESOURCES

- [Harvard Business Review Strategy Section](#)
- [McKinsey Strategy & Corporate Finance Insights](#)
- [Strategic Management Society](#)
- [World Economic Forum Reports](#)

VIDEO LECTURES

- [NPTEL Strategic Management Course](#)
- [SWAYAM Strategic Management Courses](#)
- [MIT OpenCourseWare Strategy Resources](#)

Course Code	Course Title	L	T	P	S	C
MG25PG0119L	STRATEGIC FINANCIAL MANAGEMENT	3	-	-	-	3
Pre-Requisite	Financial Accounting for Managers					
Anti-Requisite						
Co-Requisite						

COURSE DESCRIPTION: This course will provide the concepts of financial management from strategic perspective and familiarize various techniques and Models of Strategic Financial Management.

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

- C01.** Understand the concept of Strategic financial decision making and Financial planning
- C02.** Discuss the concept of risk in investment decisions and techniques of risk analysis
- C03.** Understand the terms used in Corporate restructuring and various types in it.
- C04.** Understand the importance of leasing and venture capital financing investments.
- C05.** Gain the knowledge on international sources of finance and various instruments used

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	2	1	2	2	1	1
C02	3	3	1	2	1	2	1
C03	2	2	1	3	2	2	1
C04	3	2	1	2	1	1	2
C05	2	2	1	3	2	1	2
Course Correlation Mapping	3	2	1	2	2	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: FINANCIAL POLICY AND CORPORATE STRATEGY (08 Periods)

Meaning of Financial Strategy, Functions of Strategic Financial Management, Strategies at Different Hierarchy Levels, Financial Policy and Strategic Management. Corporate Financial Planning, Benefits of Strategic Planning, Financial Planning and Forecasting, Making an organization financially sustainable.

Module 2: INVESTMENT DECISIONS UNDER RISK AND UNCERTAINTY (10 Periods)

Meaning and Sources of Risk, Measure of Risk, Methods of Incorporating risk into Capital budgeting – Certainty Equivalent Method, Risk-Adjusted Discount Rate, Sensitivity Analysis, Scenario Analysis, Decision Tree Analysis. Capital Budgeting Decisions under Inflation and Capital Rationing.

Module 3: CORPORATE RESTRUCTURING (10Periods)

Meaning and Reasons for Corporate restructuring, Types of Corporate Restructuring, Operational Vs Financial Restructuring. Mergers (Amalgamation) and Acquisitions, Types of Mergers, Reasons for Mergers and Benefits of Mergers. Business Alliance, Types of Alliances. Leveraged Buyout (LBO).

Module 4 LEASE FINANCING AND VENTURE CAPITAL (09 Periods)

Meaning, Types, Advantages and Disadvantages of Leasing. Legal aspects of Leasing and Evaluation of Leasing. Venture Capital, Methods of Venture Capital, Factors Determining Venture Capital investment, Valuation of Methods, Issues of Venture Capital Industry.

Module 5 INTERNATIONAL FINANCE (08 Periods)

Concept of International Finance – Instruments of International Finance- Euro bonds, Foreign Bonds, Fully hedged bonds, Floating Rate Bonds, Euro Commercial Papers. External Commercial Borrowings (ECBs), Foreign Direct Investment (FDI) and Foreign Institutional Investments (FIIs). International Financial Instruments – Foreign Currency Convertible Bonds (FCCBs), Global Depository Receipts (GDRs), Euro Convertible Bonds (ECBs), American Depository Receipts (ADRs), Indian Depository Receipts (IDRs).

Total Periods: 45

EXPERIENTIAL LEARNING

1. Select a listed company and analyze its financial policies, strategic objectives, annual reports, and sustainability initiatives. A brief report highlighting the linkage between financial strategy and corporate strategy is submitted.
2. Analyze a real-world merger or acquisition (e.g., Tata-Corus, HDFC-HDFC Bank) and assess its objectives, synergies, financial impact, and post-merger performance. Findings are presented in the groups.
3. Examine the use of ADRs, GDRs, FCCBs, ECBs, and FDI by Indian companies. They prepare a comparative analysis of international financing options and their impact on global business expansion.

(This is an indicative. The Course Instructor may modify the activities, and the same

shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Jakhotiya, G. P, *Strategic financial management*. Vikas Publishing House, 2010.
2. Kishore, Ravi M, *Strategic Financial management*. Taxmann Publications, 2011.
3. Prasanna Chandra, *Strategic Financial Management*, Tata-McGraw Hill Publishing Company, New Delhi, 2022.

REFERENCE BOOKS:

1. Donald DePamphilis, *Mergers, Acquisitions and Other Restructuring Activities*, Academic Press (Elsevier), 2024
2. Eugene F. Brigham & Michael C. Ehrhardt, *Financial Management: Theory and Practice*, Cengage Learning, 2023.
3. P. G. Apte & Sanjeevan Kapshe, *International Financial Management*, McGraw Hill Education (India) Pvt. Ltd., 2022

VIDEO LECTURES:

1. <https://nptel.ac.in?utm>
2. <https://ocw.mit.edu?utm>
3. <https://corporatefinanceinstitute.com/resources/?utm>

WEB RESOURCES:

1. <https://www.icsi.edu/WebModules/Financial%20and%20Strategic%20Management.pdf>
2. <http://thuvienso.bvu.edu.vn/bitstream/TVDHBRVT/15223/1/Strategic-Financial-Management.pdf>

Course Code	Course Title	L	T	P	S	C
MG25PG0120L	INVESTMENT AND WEALTH CREATION MANAGEMENT	3	-	-	-	3
Pre-Requisite	-					
Anti-Requisite	-					
Co-Requisite	-					

COURSE DESCRIPTION: This course develops an understanding of meaning of investment and its avenues - Real Assets and Financial Assets. Bond Evaluation Risk and Return Analysis of stocks. Fundamental Analysis and Technical Analysis. Portfolio Risk and return and portfolio selection – Portfolio Evaluation and Revision.

COURSE OUTCOMES: This course aims at giving in-depth knowledge on investment and portfolio selection and evaluation. The student will be able to

- C01.** Understand basic Knowledge on various investment avenues
- C02.** Examine bond evaluation process
- C03.** Analyze the stock market by Fundamental Analysis and Technical Analysis
- C04.** Evaluate the Portfolio Selection
- C05.** Appraise the evaluation of mutual funds and Revision

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
C01	3	2	1	2	1	1	-
C02	3	3	-	2	-	2	-
C03	3	3	-	2	1	2	2
C04	3	3	1	2	2	2	2
C05	3	3	1	2	2	2	2
Course Correlation Mapping	3	3	1	2	2	2	2

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION

(10 Periods)

Investment: Meaning – Features – Speculation and Gambling – Investment objectives – Investment Process – Investment avenues – Real Assets – Financial Assets – GDR – ADR – IDR – Financial Markets – Money Market – Capital Market.

Module 2: RISK - RETURN AND BOND EVALUATION

(10 Periods)

Risk – Return Framework: Meaning of Risk and Return – Measurement of Return – Risk – Systematic and Unsystematic Risk – Risk Measurement – Estimation of Beta (Theory and Case Studies) Bond Characteristics, Prices, Yields, Ratings, Rating Procedure –Yield Curve– Determinants of interest Rates, Interest Rate Risk –Duration and Bond Portfolio Immunization (Theory and Case Studies)

Module 3: FUNDAMENTAL AND TECHNICAL ANALYSIS

(10 Periods)

Fundamental Analysis: Meaning – Importance – Objectives – Economic Analysis – Industry Analysis – Company Analysis. Technical Analysis – Meaning – Dow Theory – Difference between Fundamental Analysis and Technical Analysis. Efficient Market Theory: Weak form – Semi-strong form – Strong form – Valuation of Equity. (Theory and Case Studies)

Module 4: SECURITY AND PORTFOLIO ANALYSIS

(10 Periods)

Portfolio – Approaches in construction of portfolio – determination – portfolio risk and return analysis – selection – Markowitz Model – simple diversification – Efficient Frontier – The Sharpe Index Model – Single Index – Optimal Portfolio – Capital Asset Pricing Model Theory – Capital Market Line – Security Market Line – Arbitrage Pricing theory (Theory and Case Studies).

Module 5: PERFORMANCE EVALUATION

(05 Periods)

Mutual Funds – Meaning – Structure of Mutual Funds – Classification of Mutual Funds – Exchange Traded Funds – Evaluation of Portfolios – Sharpe – Treynor and Jensen – Portfolio Revision – Need and its strategies (Theory and Case Studies).

Total Periods:45

EXPERIENTIAL LEARNING

1. Analysis of real-life financial planning and wealth management cases including SEBI enforcement orders, IRDAI grievance redressal decisions, and global portfolio failures (e.g., Archegos, 2021). Students prepare structured case reports.
2. Students visit banks (SBI, HDFC), NBFCs, or insurance companies to interview relationship managers on client profiling, asset allocation models, and retirement products. A field visit report with observations and analysis is submitted.
3. Individual assignments covering household budget preparation, risk profiling using CRISIL/FinaMetrica tools, and income tax computation using current AY slabs. Each assignment is submitted with supporting calculations.
4. Structured group discussions on contemporary topics: 'NPS vs ULIP for a 30-year-old',

'Gold vs Equity in Indian portfolios', and 'Impact of RBI rate decisions on wealth management strategies'. Each group submits a summary note.

5. Invited sessions by SEBI-registered Investment Advisers (RIAs), Certified Financial Planners (CFP), and National Insurance Academy (NIA) faculty on practical wealth management, insurance planning, and retirement advisory.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P., Investments, McGraw Hill Education, 13th Edition, 2024.
2. Reilly, F. K., & Brown, K. C., Investment Analysis and Portfolio Management, Cengage Learning, 12th Edition, 2023.
3. Chandra, P., Investment Analysis and Portfolio Management, McGraw Hill Education, 6th Edition, 2024.

REFERENCE BOOKS:

1. Kevin, S., Security Analysis and Portfolio Management, PHI Learning, 3rd Edition, 2022.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., 2nd Edition, 2015.
3. Fischer, D. E., & Jordan, R. J., Security Analysis and Portfolio Management, Pearson Education, 6th Edition, 2011.
4. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N., Modern Portfolio Theory and Investment Analysis, Wiley, 9th Edition, 2014.
5. Fabozzi, F. J., Fixed Income Analysis, Wiley Finance, 4th Edition, 2022.

VIDEO LECTURES:

1. NPTEL – *Investment Analysis and Portfolio Management* – IIT Faculty Lectures
<https://nptel.ac.in/courses>
2. NPTEL – *Security Analysis and Portfolio Management*
<https://www.youtube.com/@nptelhrd>
3. Mod-01 Lec-01 – Introduction to Investment Management
<https://www.youtube.com/watch?v=tzasFmP1CpA>

WEB RESOURCES:

1. NSE India – Investor Education and Market Learning Resources
<https://www.nseindia.com/learn>
2. Bombay Stock Exchange (BSE) – Investor Awareness Resources
<https://www.bseindia.com>
3. Securities and Exchange Board of India (SEBI) – Investor Education Portal
<https://investor.sebi.gov.in>

Course Code	Course Title	L	T	P	S	C
MG25PG0121L	CUSTOMER RELATIONSHIP MANAGEMENT	3	-	-	-	3

Pre-Requisite -

Anti-Requisite -

Co-Requisite -

COURSE DESCRIPTION: This course deals with familiarizing the students with emerging trends in customer relations in the Indian Business and effectively managing the relations to increase customer loyalty.

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

- CO1.** Explain the role of customer relationships in creating and enhancing business opportunities.
- CO2.** Apply Customer Relationship Management (CRM) concepts across different business markets and sectors.
- CO3.** Demonstrate the use of appropriate technological tools and platforms for effective CRM implementation
- CO4.** Develop and implement customer-centric marketing strategies to enhance customer value and organizational performance.
- CO5.** Evaluate the impact of various marketing and communication channels on CRM effectiveness and customer engagement.

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	1	1	2	1	3
CO2	3	3	2	2	2	1	3
CO3	3	3	1	1	2	1	3
CO4	3	3	3	2	3	2	3
CO5	3	3	2	2	2	2	3
Course Correlation Mapping	3	3	2	2	2	1	3

Correlation Levels: 3:High; 2:Medium; 1:Low

COURSE CONTENT

Module 1: INTRODUCTION TO CUSTOMER RELATIONSHIP MANAGEMENT (09Periods)

CRM- meaning definition - importance - Features of good CRM programme - Implementing CRM initiatives - Role of CRM in improving Customer relationships - Advantages of CRM - Steps for successful CRM - CRM system, selection and implementation process.

Module 2: UNDERSTANDING CUSTOMER SERVICES (09Periods)

Service quality themes in CRM - CRM in services (Hospitality, Telecom, Banking, Airlines, Insurance, travel and tourism, Transportation and Logistics)- CRM in product markets.

Module 3: EVALUATING TECHNOLOGY FOR CRM (10Periods)

Components of ECRM solutions - Data mining and CRM - Campaign management- Sales force automation- Customer service and support- Evaluating technological Solutions for CRM.

Module 4: CRM STRATEGY AND BUDGETING (09 Periods)

Defining CRM strategy - CRM implementation Road map - Customer centric marketing and processes - Issues in implementing a technology solution for CRM -Budgeting for attraction VS retention-Customer retention plans- Evaluating retention programmes.

Module 5: EMERGING TRENDS IN CRM (08 Periods)

Importance of channels for CRM -Role of traditional channels in CRM-Key factors affecting CRM- Major challenges facing CRM through traditional channels - Emerging channel trends that impact CRM - Recent opportunities and challenges for CRM.

Total Periods:45

EXPERIENTIAL LEARNING

1. CRM Software Hands-on Training

Students work with CRM platforms such as CRM simulators or free CRM tools.

Create customer profiles, manage leads, track customer interactions, and generate reports.

Learning Outcome: Develop practical skills in using CRM technologies and customer databases.

2.

Customer Satisfaction Survey Project

Design and administer a customer satisfaction questionnaire for a retail store, bank,

hospital, or service organization.

Analyze customer feedback and recommend CRM improvement strategies.

3. Learning Outcome: Understand customer expectations and relationship-building techniques. Customer Journey Mapping

Select a company and map the customer journey from awareness to loyalty.

Identify customer touchpoints, pain points, and opportunities for relationship

4. enhancement.

Learning Outcome: Analyze customer experience and engagement processes.

CRM Case Study Analysis

Study CRM success and failure cases from industries such as banking, retail, hospitality, and e-commerce.

5. Evaluate customer retention and loyalty-building strategies.

Learning Outcome: Apply CRM concepts to real-world business situations.

Loyalty Program Evaluation

Compare customer loyalty programs of different organizations.

Analyze their effectiveness in customer acquisition, retention, and engagement.

6. Learning Outcome: Assess the role of loyalty programs in CRM success.

Social Media CRM (SCRM) Project

Analyze how organizations use social media platforms for customer interaction and complaint resolution.

7. Evaluate customer engagement strategies and response effectiveness.

Learning Outcome: Understand the integration of digital channels with CRM.

Service Recovery Role Play

Simulate customer complaints and service failure situations.

8. Practice customer communication, conflict resolution, and service recovery techniques.

Learning Outcome: Develop customer handling and relationship management skills.

Industry Interaction and CRM Audit

9. Visit a bank, retail store, telecom company, or service organization.

Study customer relationship practices and prepare a CRM audit report.

Learning Outcome: Gain industry exposure to CRM implementation.

Customer Data Analytics Project

10. Analyze customer transaction data, buying patterns, and customer segmentation.
Recommend personalized marketing and retention strategies.

Learning Outcome: Apply analytical tools for CRM decision-making.

Development of a CRM Strategy Plan

Students work in teams to design a CRM strategy for a startup or existing business.

Include customer acquisition, retention, communication, and loyalty initiatives.

Learning Outcome: Integrate CRM concepts into strategic business planning.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

TEXT BOOKS:

1. Kumar, V., & Reinartz, W., Customer Relationship Management: Concept, Strategy, and Tools, Springer, 4th Edition, 2023.
2. Buttle, F., & Maklan, S., Customer Relationship Management: Concepts and Technologies, Routledge, 4th Edition, 2023.
3. Peppers, D., & Rogers, M., Managing Customer Relationships: A Strategic Framework, Wiley, 3rd Edition, 2022.
4. Payne, A., & Frow, P., Strategic Customer Management: Integrating Relationship Marketing and CRM, Cambridge University Press, 2023.

REFERENCE BOOKS:

1. Kotler, P., Keller, K. L., Chernev, A., & Sheth, J., Marketing Management, Pearson Education, 17th Edition, 2024.
2. Chaffey, D., & Ellis-Chadwick, F., Digital Marketing: Strategy, Implementation and Practice, Pearson Education, 9th Edition, 2024.
3. Strauss, J., Frost, R., & Sinha, N., E-Marketing, Pearson Education, 9th Edition, 2023.
4. Winer, R. S., Customer-Based Marketing: Strategy and Management, Pearson Education, 2023.
5. Baran, R. J., Galka, R. J., & Strunk, D. P., Customer Relationship Management: The SCHOOL of Contemporary Marketing Strategy, Routledge, 3rd Edition, 2022.

VIDEO LECTURES:

1. <https://swayam.gov.in?utm>
2. <https://www.edx.org?utm>

WEB RESOURCES:

1. <https://www.salesforce.com/resources?utm>
2. <https://hbr.org/topic/customer-relationships?utm>
3. <https://www.ama.org?utm>

Course Code	Course Title	L	T	P	S	C
MG25PG0122L	DESIGN THINKING FOR BUSINESS	3	-	-	-	3

Pre-Requisite

Anti-Requisite

Co-Requisite

COURSE DESCRIPTION: The objective of the course is to inculcate the fundamental concepts of design thinking, imparting creativity and problem-solving ability, and conceptualize, design and demonstrate innovative ideas using prototypes

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

- CO1.** Understand the importance of design thinking
- CO2.** Demonstrate the critical theories of design, systems thinking, and design methodologies
- CO3.** Create great designs, and communicate with high emotional and intellectual impact
- CO4.** Understand the diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices
- CO5.** Develop projects in interdisciplinary domain and address social concerns with innovative approaches

CO-PO Mapping Table:

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	1	1	-	1	-
CO2	1	-	2	1	1	1	-
CO3	1	2	1	1	1	1	1
CO4	2	1	1	1	1	2	1
CO5	1	1	1	1	1	1	1
Course Correlation Mapping	1	1	1	1	1	1	1

Correlation Levels: 3: High; 2: Medium; 1: Low

COURSE CONTENT

Module 1: INTRODUCTION

(09 Periods)

Traditional design, Design thinking, Existing sample design projects, Study on designs around us, Compositions/structure of a design,

Module 2: DESIGN PROCESS

(09 Periods)

Innovative design: Breaking of patterns, Reframe existing design problems, Principles of creativity Empathy: Customer Needs, Insight-leaving from the lives of others/standing on the shoes of others, Observation

Module 3: DESIGN TEAM

(09 Periods)

Team formation, Conceptualization: Visual thinking, Drawing/sketching, New concept thinking, Patents and Intellectual Property, Concept Generation Methodologies, Concept Selection, Concept Testing

Module 4: PROTOTYPING

(09 Periods)

Opportunity identification Prototyping: Principles of prototyping, Prototyping technologies, Prototype using simple things, Wooden model, Clay model, 3D printing; Experimenting/testing.

Module 5: PRODUCT DESIGN

(09 Periods)

sustainable product design, Ergonomics, Semantics, Entrepreneurship/business ideas, Product Data Specification, Establishing target specifications, Setting the final specifications. Design projects for teams

Total Periods:45

EXPERIENTIAL LEARNING

1. Discuss any new product with regard to the design thinking process that has been recently introduced
2. Collect a case study on design thinking's importance and present it in the class.
3. Present a video presentation where design thinking is animated and explain the key points in the video.
4. Propose a new prototype of an old product whichever you feel needs an improvement in the product.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

1. Brown, T., Change by Design: How Design Thinking Creates New Alternatives for Business and Society, Harper Business, Revised Edition, 2024.
2. Ulrich, K. T., Eppinger, S. D., & Yang, M. C., Product Design and Development, McGraw Hill Education, 8th Edition, 2024.

REFERENCE BOOKS:

1. Kelley, T., & Kelley, D., Creative Confidence: Unleashing the Creative Potential Within Us All, Currency Publishers, Updated Edition, 2024.
2. Norman, D. A., The Design of Everyday Things, Basic Books, Revised and Expanded Edition, 2024.
3. Pressman, A., Design Thinking: A Guide to Creative Problem Solving for Everyone, Routledge, 2nd Edition, 2024.

VIDEO LECTURES:

1. <https://nptel.ac.in/courses>
2. <https://dschool.stanford.edu>

WEB RESOURCES:

1. <https://www.ideo.com/pages/design-thinking>
2. <https://dschool.stanford.edu/resources>
3. <https://www.wipo.int>
4. <https://ultimaker.com/learn>
5. <https://www.tinkercad.com>

Pre-Requisite	-
Anti-Requisite	-
Co-Requisite	-

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

- ### CO-PO Mapping Table:

Correlation Levels: **3:High;** **2:Medium;** **1: Low**

COURSE CONTENT

Module 1: INTRODUCTION TO SUSTAINABILITY (06 Periods)

Meaning, Evolution and Importance of Sustainability – Principles of Sustainable Development – Sustainability and Triple Bottom Line (People, Planet, Profit) – UN Sustainable Development Goals - Emerging Trends in Sustainability.

Module 2: THE FUNDAMENTALS OF ESG (06 Periods)

Meaning and Scope of ESG (Environmental, Social, and Governance) - Components of ESG – Benefits and Challenges of ESG adoption – ESG Integration Framework – ESG Metrics – Monitoring and Benchmarking.

Module 3: SOCIAL SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY (06 Periods)

Concept and Importance of Social Sustainability – Social Dimensions of ESG - Human Rights and Business – Employee Welfare and Workplace Safety. Meaning and Importance of Corporate Social Responsibility – ESG and Corporate Social Responsibility - CSR Framework in India.

Module 4: CORPORATE GOVERNANCE AND ESG REPORTING (06 Periods)

Meaning of Corporate Governance – CG Models – CG Principles and Best Practices – ESG Indicators and Metrics – ESG Ratings and Rankings - ESG Risk Management - ESG Report Analysis of Listed Companies.

Module 5: INNOVATION FOR SUSTAINABILITY AND FUTURE OF ESG (06 Periods)

Concept of Innovation for Sustainability – Sustainable Finance - Green Bonds and Sustainable Instruments – Sustainable Supply Chain Management - Sustainable AI Strategies - ESG and Digital Transformation – Future Challenges and Opportunities in ESG.

Total Periods:30

EXPERIENTIAL LEARNING

- 1 **SDG Mapping Exercise:** Students identify and map sustainability practices of their college, local businesses, or NGOs against the 17 SDGs.
- 2 **Community Service Project:** Participate in village adoption, literacy, environmental awareness, or livelihood initiatives. Prepare a report.
- 3 **Case Study Analysis:** Study sustainability initiatives of companies such as Tata Group, Infosys, or Unilever and submit a report.
- 4 **Industry Interaction Session** with ESG professionals or sustainability officers.

(This is an indicative. The Course Instructor may modify the activities, and the same shall be reflected in the Course Handout.)

RESOURCES

TEXT BOOKS:

- 1 Bansal, P. & Des Jardine, M. Business Sustainability: Essentials for Business Management, Routledge Publications, 2014.
- 2 [Tracy Dathe](#), [René Dathe](#), [Isabel Dathe](#), [Marc Helmold](#), Corporate Social Responsibility (CSR), Sustainability and Environmental Social Governance (ESG), [Springer International Publishing](#), First Edition, 2022.

REFERENCE BOOKS:

- 1 Schoenmaker, D. & Schramade, W. *Principles of Sustainable Finance*. Oxford University Press, First Edition, 2021.
- 2 Epstein, M. J. & Buhovac, A. R., *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic Impacts*. Berrett-Koehler Publishers, 2nd Edition, 2014.
- 3 Elkington, J. *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Capstone Publishing, First Edition, 1997.

VIDEO LECTURES:

- 1 <https://www.pwc.in/consulting/esg-consulting/videos.html>
- 2 https://www.youtube.com/watch?v=1-Ct_53XKYY
- 3 <https://www.youtube.com/watch?v=bXhQQzvn6z4>

WEB RESOURCES:

- 1 <https://www.udemy.com/topic/esg/>
- 2 <https://www.ibrc.indiana.edu/ibr/2011/spring/article2.html>
- 3 <https://sdgs.un.org/goals>
- 4 <https://www.indialawoffices.com/legal-articles/esg-in-india-guidance-on-current-status>
- 5 <https://dn721609.ca.archive.org/0/items/BusinessMoneyBooksarchive/Cannibals%20With%20Forks%20-%20The%20Triple%20Bottom%20Line%20of%2021st%20Century%20Business.pdf>