K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

School of Management and Commerce

(SOMC)

Programme Handbook

(Programme Study and Evaluation Scheme)

Master of Business Administration in Analytics

(With Academic Support of IBM)

Programme Code: 57

TWO YEAR POST GRADUATE PROGRAMME

(with effect from 2024-25 session)

Approved in the 34th Meeting of Academic Council Held on 29 June 2024

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1. Preface:

The purpose of education is to create responsible global citizens who are empathetic and compassionate human beings. K R Mangalam University has committed itself to creating a learning culture where students get exposure to an education philosophy and system which leads them to their holistic development.

To ensure the courses are updated with the latest technological tools, all programs are equipped with technological interventions in the curriculum. A range of courses have been offered which use AI based technology to analyse business problems. Students learn to use analytical tools to decipher interpretations using data analysis and data visualization.

New courses including Customer Experience Management, Digital Transformation Management, Fin Tech, Innovations in Financial products and services, AI For Managers, Data Visualization Using Tableau and Power BI, Data Management Using SQL, Talent and Competency Management etc have been included in the curriculum to ensure students experience a unique multidisciplinary learning environment.

Students get a blend of experiential case based, problem based and project learning experience on campus.

At the end of the programme the students would be equipped to handle the challenges of the corporate world using technology and analytical tools.

2. Categories of Courses

- **Major**: The major would provide the opportunity for a student to pursue in-depth study of a particular subject or discipline.
- **Ability Enhancement Course (AEC):** Students are required to achieve competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills. The courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical

reading and expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity.

- **Skills Enhancement Courses (SEC)**: These courses are aimed at imparting practical skills, hands-on training, soft skills, etc., to enhance the employability of students.
- **Research Project / Dissertation**:

Students choosing a 2 Year Master of Business Administration-IBM are required to take up research projects under the guidance of a faculty member. The students are expected to complete the Research Project in the third semester. The research outcomes of their project work may be published in peer-reviewed journals or may be presented in conferences /seminars or may be patented.

3. University Vision and Mission

3.1 Vision

K.R. Mangalam University aspires to become an internationally recognized institution of higher learning through excellence in inter-disciplinary education, research, and innovation, preparing socially responsible life-long learners contributing to nation building.

3.2 Mission

- Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology
- Instill the notion of lifelong learning through stimulating research, Outcomes-based education, and innovative thinking
- Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries, and professional bodies.
- Enhance leadership qualities among the youth understanding ethical values and environmental realities.

4. About the School

The School of Management & Commerce takes pride in its professional and highly qualified intellectual capital, its faculty members. The school boasts of its modern infrastructure and latest technology and resources in the field of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Analytics, Economics, Entrepreneurship and International Business. The school aims at creating professionals who are committed to excellence in their personal and professional endeavour's by adopting the best of industry practices with a keen focus on research, training and consultancy programmes. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

5. School Vision and Mission

Vision of SOMC: To be a Top Business School in India recognized Globally for Excellence and Innovation in Management Education and Research.

Mission of SOMC:

The mission of the Business School is to

1. Nurture, Innovative and Ethical Leaders capable of managing change/
2. Leverage Technology developing proficiency in students, enabling them to thrive in dynamic business models.
3. Foster Research to advance the theory and practice of Management.
4. Develop compassionate and socially responsible business leaders.

6. About the Programme

6.1 Rationale

The MBA in Analytics, with academic support by IBM, is one of the most sought-after postgraduate programs globally. With countless MBA options available, this program stands out as it is designed in collaboration with the world's largest IT company, IBM. The IBM Career Education Program equips students with cutting-edge skills in emerging technologies through a multi-level partnership. MBA students will earn certificates from IBM, along with a globally recognized Artificial Intelligence Analyst certification, making them highly attractive to multinational companies worldwide. This program follows a Choice-Based Credit System (CBCS) and a Learning Outcome-Based Curriculum Framework (LOCF), ensuring a flexible, industry-relevant education tailored to meet the demands of today's business landscape

6.2 Objectives

i. To impart undergraduate, post graduate and doctoral education in identified areas of higher education.
ii. To undertake research programmes with industrial interface.
iii. To integrate its growth with the global needs and expectations of the major stake holders through teaching, research, exchange & collaborative programmes with Foreign, Indian Universities/Institutions and MNCs.
iv. To act as a nodal centre for transfer of technology to the industry.
v. To provide job oriented professional education to the students.

Credit

Credit refers to a unit of contact hours/ tutorial hours per week or 02 hours of lab/ practical work per week.

6.3 Programme Educational Objectives (PEO)

After the course the students will be able to:

PEO1: Develop technical skill and proficiency for better career and life-long learning.

PEO2: Design innovative solutions for business problems.

PEO3: Think creatively towards better and improved products and services.

PEO4: Act as responsible citizens with accountability towards all actions.

PEO5: Uphold universal human values and take morally upright decisions.

6.4 Programme Specific Outcomes (PSO)

PSO1: Demonstrating continuous improvement through constant learning.

PSO2: Exhibiting leadership abilities to develop & lead cross cultural teams.

PSO3: Diagnosing practical business challenges using technical skills in the domain of business analytics.

PSO4: Devising innovative product, process and market decisions using data analysis.

PSO5: Conducting business processes upholding business ethics & universal human values.

PSO6: Exhibiting responsibility towards environment, society & governance in all business operations.

6.5 Career Avenues:

An MBA in Analytics With the support of IBM opens diverse career avenues, including roles such as International Business Development Manager, Global Marketing Manager, and International Finance Manager. Professionals in these positions work on identifying global opportunities, crafting market-specific strategies, and managing international financial operations. Other options include Supply Chain Manager, overseeing logistics across borders, and International Trade Consultant, advising on trade regulations. Roles like Global Human Resources Manager and International Business Analyst involve managing multinational teams and analysing global market trends. Additionally, careers in export/import management, management consulting, or starting an international venture offer opportunities to leverage business acumen in a global context. Government or NGO advisor roles, corporate strategy

analysis, and cross-cultural training are also viable paths. These careers require strong analytical skills, cultural sensitivity, and strategic thinking to navigate the complexities of international business.

Duration : 2years (4 Semester)

6.6 Eligibility Criteria: Pass at graduation level (bachelor's degree) or equivalent with at least 50% marks in aggregate.

6.7 Eligibility Criteria for Award of Degree: Minimum 75% attendance and minimum 40% marks in subject

7. Students' Structured Learning Experience from Entry to Exit in the Programme

- **Education Philosophy and Purpose**:

  - **Learn to Earn a Living:**

    At KRMU we believe in equipping students with the skills, knowledge, and qualifications necessary to succeed in the job market and achieve financial stability. All the programmes are tailored to meet industry demands, preparing students to enter specific careers and contributing to economic development.

  - **Learn to Live:**

    The University believes in learners' holistic development, fostering critical thinking, creativity, emotional intelligence, and a deeper understanding of the world. Our aim is to nurture well-rounded individuals who can contribute meaningfully to society, lead fulfilling lives, and engage with the complexities of the human experience.

- **University Education Objective**:

- **Focus on Employability and Entrepreneurship through Holistic Education using Bloom's Taxonomy:** By targeting all levels of Bloom's Taxonomy—remembering, understanding, applying, analysing, evaluating, and creating—students are equipped with the

knowledge, skills, and attitudes necessary for the workforce and entrepreneurial success. At KRMU we emphasize on learners critical thinking, problem-solving, and innovation, ensuring application of theoretical knowledge in practical settings. This approach nurtures adaptability, creativity, and ethical decision-making, enabling graduates to excel in diverse professional environments and to innovate in entrepreneurial endeavours, contributing to economic growth and societal well-being.

- **Importance of Structured Learning Experiences: A** structured learning experience (SLE) is crucial for effective education as it provides a clear and organized framework for acquiring knowledge and skills. By following a well-defined curriculum, learners can build on prior knowledge systematically, ensuring that foundational concepts are understood before moving on to more complex topics. This approach not only enhances comprehension but also fosters critical thinking by allowing learners to connect ideas and apply them in various contexts. Moreover, a structured learning experience helps in setting clear goals and benchmarks, enabling both educators and students to track progress and make necessary adjustments. Ultimately, it creates a conducive environment for sustained intellectual growth, encouraging learners to achieve their full potential. At K.R. Mangalam University SLE is designed as rigorous activities that are integrated into the curriculum and provide students with opportunities to:
    - Demonstrate high level of academic attainment
    - Develop career goals
    - Develop personal/social goals
    -

7 Educational Planning and Execution

The program and course structure is finalised well in advance. The detailed credit distribution is defined as per the National Credit Framework given by UGC. Every faculty teaching a course must share Course Handouts which contain the details of pedagogy, session plan and teaching – learning activities that shall be carried out during the sessions.

8 Course Structure and Degree requirements

- Internships/Projects/Dissertations are an essential part of the learning process with significant number of credits attributed to them.
- Academic Support Services (Slow & Advanced Learners) – Students are identified as slow and advanced students after

their first internal assessment. Slow learners are given Tutorials, Remedial Classes and Practise sessions. Advanced learners are identified in the same way and are given advanced learning and research opportunities.

9 Student Support Services

- **Mentor-Mentee**: Every student is allotted a Mentor or ensuring that they get an opportunity to share their academic concerns and grievances. Mentor ensures that the issues raised by the student are resolved to the satisfaction of the student.
- **Counselling and Wellness Services**: To take care of the emotional needs of the students, there is a Counselling office where students can share their personal problems and get resolutions.

- **Career Services and Training** – Students undergo intensive Training for Placements including Resume Designing, Video Resume Creation, LinkedIn Profile Management, Mock GD and Mock PI. Corporate trainers involved in the process give intensive feedback to the students to help them improve their weaknesses.
- **The grading policies and procedures** for theory courses, practical courses, projects, internships, and dissertations are clearly outlined for each course. Assessment details are provided individually for all courses to ensure transparency and clarity in evaluation**.**
- **Feedback and Continuous Improvement Mechanisms** – continuous feedback is a part of the learning process, and faculty uses every class to monitor the learning of the students.
- **Academic Integrity and Ethics** - Academic integrity is one of the most essential aspects of the learning process. Every submission from the student is processed through Drill Bit to ensure its content is not plagiarized. The upper limit of copied content accepted as submissions is 10%. All submissions have plagiarism below 10%.

Scheme of Studies

Semester-I							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**
1	Major-I	MCSP826	Cyber Law and Governance	3	0	0	3
2	Major-II	MCMA701	Excel for Business	1	0	1	3
3	Major-III	MCMA703	Statistics for Business	3	0	0	3
4	Major-IV	MCMA705	Managerial Economics	3	0	0	3
5	Major-V	MCMA707	Financial Accounting for Management	3	0	0	3
6	Major-VI	MCMA709	Evolution of Management Theory	3	0	0	3
7	Major-VII	MCMA711	Behaviour in Organisations	3	0	0	3
8	Major-VIII	MCMA713	Marketing Management	3	0	0	3
9	AEC-I	AEC024	Oral Business Communication	3	0	0	3
10	SEC-I	SEC065	Innovation and Design Thinking	1	0	1	3
			Total	**26**	**0**	**2**	**30**
Semester-II							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**
1	Major-IX	MCMA702	Global Business Operations	3	0	0	3
2	Major-X	MCMA704	Research Methodology using R	1	0	1	3
3	Major-XI	MCMA706	Human Resource Management	3	0	0	3
4	Major-XII	MCMA708	Operations Management	3	0	0	3

5	Major-XIII	MCMA710	Management and Cost Accounting	3	0	0	3
6	Major-XIV	MCMA712	Introduction to Digital Marketing	1	0	1	3
7	Major-XV	MCMA714	Macro Economics	3	0	0	3
8	Major-XVI	MCSP827	Decision Science Tools in Business by IBM	1	0	1	3
9	AEC-II	AEC-II	Written Business Communication	3	0	0	3
10	SEC-II	SEC-II	Creating An Entrepreneurial Mindset	3	0	0	3
			Total	**24**	**0**	**3**	**30**
Semester-III							
S. No.	**Category of Course**	**Course Code**	**Course Title**	**L**	**T**	**P**	**C**
1	SIP	SIMC 801	Evaluation of Summer Internship Project Report	3	0	0	3
2	Major-XVII	MCMA801	Business Sustainability, Governance and Ethics	3	0	0	3
3	Major-XVIII	MCMA803	Corporate Finance	3	0	0	3
4	Major-XIX	MCMA805	General Awareness and Corporate Affairs	3	0	0	3
5	Major-XX	MCSP828	Data Visualisation using Tableau and Power BI	1	0	1	3
6	Major-XXI	MCSP829	Block chains and crypto currency	3	0	0	3
7	Major-XXII	MCSP831	Predictive Analytics	1	0	1	3
8	Major-XXIII		Elective – I	3	0	0	3
9	Major-XXIV		Elective – II	3	0	0	3
10			Elective – III	3			3

	Major-XXV				0	0	
11	Major-XXVI		Elective -IV	3	0	0	3
			TOTAL	**29**	**0**	**2**	**33**
Semester-IV							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**
1	Project	DIMC801	Capstone Project	0	0	0	3
2	Major-XXVII	MCMA802	Contemporary Issues in Strategic Management	3	0	0	3
3	Major-XXVIII	MCSP776	AI Applications in Business	1	0	1	3
4	Major-XIXXX	MCSP830	Managing big data	1	0	1	3
5	Major-XXX	MCSP832	Creating intelligent machines	1	0	1	3
6	Major XXXI	MCSP833	Enterprise Resource Management	1	0	1	3
7	Major-XXXII		Elective - V	3	0	0	3
8	Major-XXXIII		Elective - VI	3	0	0	3
9	Major-XXXVI		Elective - VII	3	0	0	3
10	Major-XXXV		Elective - VIII	3	0	0	3
			TOTAL	**19**	**0**	**4**	**30**

Total Credits: 123

Specialisation _ Human Resource (701-715)		
S. No	**Code**	**Course Titles**
1	MCSP701	Change, Conflict & Negotiation Management
2	MCSP702	Competency Development
3	MCSP703	Compensation and Reward Management
4	MCSP704	Emotional Intelligence at Workplace
5	MCSP705	HR Analytics
6	MCSP706	Human Resource Information Management Systems
7	MCSP707	Improving Managerial Talent & Creativity
8	MCSP708	Industrial Relations & Labour Laws
9	MCSP709	Strategic Human Resource Management
10	MCSP710	Organizational Psychology
11	MCSP711	Organizational Development

Specialisation _ Finance (716-730)		
S. No	**Code**	**Course Titles**
1	MCSP716	Behavioural Finance
2	MCSP717	Corporate Restructuring and Value Creation (focus on M&A)
3	MCSP718	Derivatives and Risk Management
4	MCSP719	Financial Analytics
5	MCSP720	FinTech
6	MCSP721	Innovation and Financial Services
7	MCSP722	International Financial Management
8	MCSP723	Project and Infrastructure Finance
9	MCSP724	Security Analysis and Portfolio Management
10	MCSP725	Taxation and Financial Planning
11	MCSP726	Corporate Valuation

Specialisation _ Marketing (731-741)		
S. No	Code	Course Titles
1	MCSP731	Customer Experience Management (Including Neuro Marketing)
2	MCSP732	Integrated Marketing Communication
3	MCSP733	Marketing Analytics
4	MCSP734	Marketing Research
5	MCSP735	Pricing Strategy
6	MCSP736	Product and Brand Management
7	MCSP737	Retail Marketing
8	MCSP738	Rural & Social Marketing
9	MCSP739	Sales & Distribution Management
10	MCSP740	Services Marketing
11	MCSP741	Sustainable Marketing

Specialisation _ International Business (746-760)		
S. No	**Code**	**Course Titles**
1	MCSP722	International Financial Management
2	MCSP746	Banking and Business laws for Overseas Operations
3	MCSP747	Corporate Governance and CSR (International context)
4	MCSP748	Cross cultural management
5	MCSP749	Documentation for global business
6	MCSP750	Geo - Political implications for Business
7	MCSP751	International Marketing
8	MCSP752	International Trade and Policy Framework
9	MCSP753	International Product Strategy
10	MCSP754	Supply Chain for Global Operations

Specialisation Operations Management (761-775)		
S. No	**Code**	**Course Titles**

1	MCSP761	Business Process Modelling
2	MCSP762	Lean Manufacturing
3	MCSP763	Logistics Management (Global Context)
4	MCSP764	Operations Strategy
5	MCSP765	Production Planning and Control
6	MCSP766	Project Management
7	MCSP767	Quality Management
8	MCSP768	Service Operations Management
9	MCSP769	Supply Chain Management
10	MCSP770	Technology Management

Specialisation _Information Technology (776-790)		
S. No	**Code**	**Course Titles**
1	MCSP777	Business Process Re-engineering
2	MCSP778	Client-Server architecture
3	MCSP779	Cloud Computing
4	MCSP780	Data Base Management Systems
5	MCSP781	Network Systems Foundation
6	MCSP782	Python & SQL in Business
7	MCSP783	Risk & Fraud Analytics
8	MCSP784	Software Architecture
9	MCSP785	Software Solutions for business Problems
10	MCSP786	Industry 5.0 and 4.0

Specialisation _ Entrepreneurship (791-805)		
S. No	**Code**	**Course Titles**
1	MCSP791	Corporate Entrepreneurship
2	MCSP792	Creating New Brands
3	MCSP793	Entrepreneurial Teams
4	MCSP794	Financial Strategies For Entrepreneurs
5	MCSP795	Innovative Business Models
6	MCSP796	Lean Start Ups (Eric Rice)
7	MCSP797	Social entrepreneurship
8	MCSP798	Strategic Entrepreneurship
9	MCSP799	Taxation and Financial Planning for Startups
10	MCSP800	Valuation of New Businesses

SEMESTER I

SEMESTER I					
Course Code: MCSP826	**Course Title: Cyber Law and Governance**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	DSE				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course will provides a comprehensive exploration of the legal frameworks, policies, and governance structures essential for managing and regulating cyberspace. As our reliance on digital technologies continues to grow, understanding the legal landscape surrounding cybersecurity and data privacy becomes increasingly crucial.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the basics of computer and cyber security, information technology law, and digital evidence, focusing on the core principles, terminologies, and foundational concepts.	L2
CO2	**Applying** IT laws, cyber security measures, and digital forensic techniques to identify, prevent, and address cyber threats, ensuring data protection and compliance with legal standards.	L3
CO3	**Analysing** different types of cyber crimes, security threats, and legal frameworks,	L4

	evaluating the implications for data protection and online security compliance.	
CO4	**Evaluating** the effectiveness of existing cyber laws, security policies, and investigative procedures, considering loopholes, challenges, and human rights issues in cyberspace.	L5
CO5	**Creating** comprehensive strategies for data protection, compliance with IT laws, and implementing robust cyber security measures in various contexts, including cloud computing and international perspectives.	L6

Course Content

Unit I:	**Basic Of Computer & Cyber Security**	**9 Hours**
Computers and its components, Application Software and System Software, Introduction to Operating System, Basics of Networks and internet, Types of Networks, Definition of Cyber Security Search Engines, E-mails and WWW', Internet working Devices, Internet Service Provider, IP Address, Working of Email System, Domain Name System, Blogs, Peer to Peer sharing, Cryptography, type, goals, PKI, Digital signatures and electronic signatures, Electronic Payment system and Taxation Computer & Cyber Security: Types of Attacks, Network Security, Overview of Security threats, Hacking Techniques, Password cracking, Insecure Network connections, Malicious Code, Concept of Fire Wall Security, Advance Computers, Network & Mobile Security Techniques		
Unit II	**Information Technology Law**	**12 Hours**
Evolution of the IT Act, Genesis and Necessity Salient features of the IT Act, 2000; various authorities under IT Act and their powers. ; Penalties & Offences, amendments Impact on other related Acts (Amendments to Indian Penal Code, Amendments to Indian Evidence Act, Amendments to Bankers Book Evidence Act, Amendments to Reserve Bank of India Act.) Cyber Space Jurisdiction (Jurisdiction issues under IT Act, 2000, Traditional Principals of Jurisdiction, Extra terrestrial Jurisdiction, Case Laws on Cyber Space Jurisdiction) E-commerce and Laws in India (Digital/ Electronic Signature in Indian Laws, E-Commerce; Issues and provisions in Indian Law, E-Governance; concept and practicality in India, E-Taxation issues in Cyberspace, E-Contracts and its validity in India, Cyber Tribunal & Appellate Tribunal, Cyber Regulations Copyright and WIPO Treaties, Concept of Patent Right, Relevant Provisions of Patent Act 1970)		

Sensitive Personal Data or Information (SPDI) in Cyber Law (SPDI Definition and Reasonable Security Practices in India, Reasonable Security Practices – International perspective) Cloud Computing & Law, Cyber Law : International Perspective		
Unit III	**Cyber Crime & Investigation Procedures**	**12 Hours**
Cyber Forensic and Computer Crimes and types, Crimes targeting Computers: Definition of Cyber Crime & Computer related crimes, Classification & Differentiation between traditional crime and cyber crimes. Cyber Criminal Mode and Manner of Committing Cyber Crime, Prevention of Cyber Crimes & Frauds Critical analysis & loop holes of The IT Act,2000 Cyber Crimes : freedom of speech in cyber space & human right issues Digital Forensics (Computer Forensics, Mobile Forensics, Forensic Tools, Anti-Forensics) Electronic/Digital Evidence laws & case Laws, International Organizations and Their Roles		
Unit IV	**Cyber & Cyber Security Law**	**12 Hours**
Cyber Law and its importance, Advantages of Cyber Law, Cybersecurity Law, Role of Cyber Laws in Cybersecurity's, Types of Cyber Laws, Cyber Security Laws and Regulations in India, Cyber Security Laws in the United States (US) Obligations of data fiduciary, Rights and Duties of data principal, Special Provisions, Data Protection Board of India; Power, Function and Procedure to be followed by Board, Appeal and Alternate dispute Resolution, Penalties and Adjudication.		

Learning Experience: This course will be delivered through interactive lectures, hands-on lab sessions, case studies, and practical assessments, providing a comprehensive understanding of computer and cyber security laws. Unit I will introduce basic concepts through lectures, followed by practical sessions on network security, email systems, and cryptography. In Unit II, group discussions and case studies will facilitate the understanding of IT law and its implications for e-commerce, digital signatures, and data protection. Units III and IV will emphasize cyber crime investigations and cyber law application, supported by digital forensic labs, role plays, and mock legal scenarios. Regular quizzes, tests, and real-world simulations will enhance learning outcomes and prepare students for practical challenges in cyber security.

Textbooks

1. "Cyber Law: Maximizing Safety and Minimizing Risk in Classrooms" by Aimee M. Bissonette and Douglas R. Bissonette.
2. "Cyber Law: A Legal Arsenal for Online Business" by Brett J. Trout

Suggested Readings

1. Cyber Law: The Law of the internet and Information Technology" By Jonathan Rosenoer
2. "Cyber Law: Cases and Materials" by Raymond S. R. Ku and Jacqueline D. Lipton.

Open Educational Resources (OER)

1. https://www.knowledgehut.com/blog/security/cyber-security-laws
2. https://www.meity.gov.in/writereaddata/files/Digital%20Personal%20Data%20Protection%20Act%202023.pdf
3. https://prsindia.org/billtrack/digital-personal-data-protection-bill-2023

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCMA701	**Course Title:** **MS Excel for Business**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major-II				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will understand the core functionalities of MS Excel, including creating, managing, and formatting worksheets. They will apply data visualization techniques to generate clear insights through charts and pivot tables, and analyze complex datasets using advanced functions like VLOOKUP, INDEX, and MATCH. The course will also enable students to evaluate financial scenarios using functions like PV, FV, and IRR, facilitating real-world financial decision-making. By the end, students will be able to create effective Excel models for data analysis, visualization, and financial management.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental features of MS Excel, including worksheet management, data organization, and basic functions.	L2
CO2	**Applying** advanced functions like VLOOKUP, HLOOKUP, and INDEX to efficiently retrieve data and customize validation rules.	L3

CO3	**Analysing** data through charts, pivot tables, and slicers to identify patterns, trends, and anomalies for better data interpretation.	L4
CO4	**Evaluating** financial scenarios by using financial functions such as PV, FV, NPV, and IRR to assess business decisions.	L5
CO5	**Creating** comprehensive Excel models by integrating visualization, advanced functions, and financial analysis for decision-making.	L6

Course Content

Unit I:	**Basics of MS Excel**	**8 Hours**
Features of MS Excel, Worksheets and Workbooks: Labelling and Naming Worksheets and Workbooks, Adding, Deleting and Saving Worksheets and Workbooks, Reposition Worksheets, Inserting, Deleting, and Renaming Worksheets, Copy Worksheets, Printing a Workbook, Formatting a Worksheet, Adding Elements to a Workbook, Protecting Worksheet and Workbook. Creating a Table, Sorting Data into a Table, Data Validation, insert function, Use relative References, Mathematical Functions, Statistical Functions, Date & Time Functions.		
Unit II	**Data Visualization through MS Excel**	**7 Hours**
Charts: Chart elements: Titles, legend, data labels, creating a New Chart, Formatting the Chat, Types of charts, Using Chart Templates. PivotTables: Creating a PivotTable, Filtering and Sorting a PivotTable, Using Slicers to manipulate PivotTables, Creating a PivotChart		
Unit III	**Advanced Functions and Data Validation**	**8 Hours**
VLOOKUP, HLOOKUP, INDEX, MATCH for advanced data retrieval; Data Validation Rules - Creation & Customisation; Conditional Formatting - Highlighting trends, patterns, and anomalies in data.		
Unit IV	**Financial Functions in MS Excel**	**7 Hours**
Introduction to Financial Functions, Present Value (PV), Future Value (FV), Payment Calculation (PMT), Net Present Value (NPV), Internal Rate of Return (IRR), Straight-Line Depreciation (SLN), Declining Balance Depreciation (DB), Cash Flow Analysis, Practical Applications of Financial Functions		

Learning Experience: The learning process for this course combines instructor-led classes, hands-on practical's, quizzes, and assessments, making it highly interactive and effective. Initial classes will cover MS Excel basics, including workbook management and data organization, with practical exercises reinforcing each concept. In data visualization sessions, students will engage in labs to create and format charts and pivot tables.

Advanced functions and data validation techniques will be taught through case-based exercises. Financial functions will be explored using real-world scenarios, enhancing problem-solving skills. Frequent quizzes and tests will track progress, ensuring students develop robust Excel skills for business applications.

Textbooks

1. Paul McFedries - Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365) - 1st Edition - Pearson Education.
2. Wayne Winston - Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365) - 7th Edition - Microsoft Press.
3. Glyn Davis & Branko Pecar - Business Statistics Using Excel - 2nd Edition - Oxford University Press

Open Educational Resources (OER)

1. https://www.coursera.org/learn/advanced-excel/
2. https://excelgraduate.com/advanced-excel/
3. https://www.coursera.org/programs/excel-skills-for-business-specialization-r62pz/learn/excel-advanced?specialization=excel

Evaluation Scheme

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External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCMA703	**Course Title: Statistics for Business**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				

Pre-Requisites/Co-Requisites	Basics of Mathematics and Statistics

Course Perspective

The Statistics for Business course offers a practical approach to applying statistical methods in the workplace. It covers data collection, analysis, and interpretation, equipping students with skills to make informed business decisions. The course introduces basic probability concepts, emphasizing measuring and modelling uncertainty, and explores various data distributions. Students will learn to apply statistical techniques, including the Linear Regression Model, to analyse real-world business scenarios. By integrating statistical tools with decision-making processes, the course prepares learners to utilize data-driven insights to solve business challenges and optimize outcomes, fostering a quantitative mindset for effective problem-solving.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the basic concepts of statistics and the measurement of central tendency and dispersion. Also understand the data visualization and presentation.	L2
CO3	**Applying** probability concepts and various data distributions to solve business-related problems.	L3
CO4	**Analysing** statistical data using techniques such as hypothesis testing and regression analysis to inform business decisions in the field of business management.	L4
CO5	**Evaluating** ddifferent statistical models to assess their effectiveness in forecasting and decision-making processes	L5
CO6	**Creating** data-driven strategies based on statistical analysis for optimizing business operations and decision-making in business management.	L6

Course Content

Unit I	**Data and Types of Descriptive Analysis**	**12 Hours**
Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Quantitative and Qualitative Data, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages, Application of Central tendency and Variance Measures in Finance and Economics.		
Unit II	**Correlation and Regression Analysis**	**10 Hours**
Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation – Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and		

significance, Regression vs. Correlation, Simple Regression model: Linear Regression, R-square and MSE in Regression, Geometric Interpretation of Regression., Application of Correlation and Regression in Finance and Economics		
Unit III	**Random Variable Analysis**	**10 Hours**
Probability: Meaning and types, Conditional probability, Bayes' theorem, Random Variable: discrete and continuous. Probability Distribution: This means the characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, and Central limit theorem.		
Unit IV	**Introduction to Estimation and Hypothesis Testing**	**13 Hours**
Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Null and Alternate Hypothesis, Parametric and Non-Parametric tests, One Tail and Two tail tests, Chi-Square test, Level of Significance, Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.		

Learning Experience

The course will employ diverse teaching methods to enhance student engagement and learning. Interactive lectures, incorporating presentations and Q&A sessions, will facilitate a deeper understanding of core concepts while maintaining active student participation. Hands-on learning through practical exercises will reinforce theoretical knowledge. To simplify complex ideas, real-world cases will be adapted and discussed, making the content more relatable. Digital media resources such as video tutorials and podcasts will cater to various learning styles, and a Learning Management System (LMS) will be used to share course materials and assignments. Continuous and formative assessments, including quizzes and class discussions, will provide timely feedback on student progress. Additionally, the course instructor will offer extra support and feedback during scheduled office hours to address individual learning needs. Together, these strategies will ensure a comprehensive and engaging learning experience.

Textbooks

1. Levin, R. and Rubin, D., Statistics for Management, Pearson India.

Suggested Readings

1. Keller, G., Statistics for Management and Economics, Cengage Learning, New Delhi.
2. Stine, R. and Foster, D., Statistics for Business (Decision making and Analysis). Pearson India.
3. Levine, D., Stephan, D.,& Szabat, K., Statistics for Managers using MS Excel, Pearson India.

Open Educational Resources (OER)

1. *NPTEL, Swayam, Course Era*

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: **MCMA705**	**Course Title: Managerial Economics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Managerial Economics**				

Course Perspective

This course is designed to connect economic theory with practical business decision-making. It equips students with essential analytical tools and frameworks to tackle complex business challenges using economic principles. Focusing on economic concepts—such as demand analysis, production and cost functions, and pricing strategies—the course applies these theories to real-world scenarios. By blending economic theory with managerial practice, students learn to make informed decisions that optimize resource allocation, improve firm performance, and adapt to external market changes. This course lays a solid foundation for advanced studies in finance, marketing, and strategy, empowering future managers with the economic insights necessary to succeed in a competitive global landscape.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the core concept of Managerial Economics.	L2
CO2	**Applying** the relationship between demand analysis and consumer behavior, including utility and preferences	L3
CO3	**Applying** demand functions and cost concepts to make informed managerial decisions regarding pricing and resource allocation	L3
CO4	**Analysing** various market structures and their implications for pricing strategies.	L4
CO5	**Evaluating** business strategies based on economic principles and market conditions.	L5

Course Content

Unit I	**Introduction**	**11 Hours**
Relationship with other disciplines (Economics, Accounting, Finance, etc.) Basic Economic Concepts: Opportunity Cost, Marginal Analysis, and Time Value of Money, Managerial economics and economic theory, Objectives of the Firm: Profit Maximization vs. Wealth Maximization, Basic model of the firm, Types of business decisions, Managerial decision making		

process, Economic Principles Relevant to Managerial Decisions, Marginality and incremental Analysis.		
Unit II	**Demand analysis and theory of consumer's choice**	**11 Hours**
Demand and Demand Function, Individual Demand. Demand Function. Law of Demand, Market Demand Function. Inverse demand function. Relationship between Demand Function and Demand Curve, the Concept of Utility, Law of Diminishing Marginal Utility; Consumer's Equilibrium: Principle of Equi-marginal Utility, Consumer Preferences. Indifference Curve Approach, Marginal Rate of Substitution. Properties of Indifference Curves, Budget Line or Budget Constraint, Demand for Complementary and Substitute Goods, Demand Forecasting: Qualitative and Quantitative Methods, Slutsky Substitution Effect, Revealed Preference Theory of Demand		
Unit III	**Theory of production and cost analysis**	**11 Hours**
Returns to a Variable Factor, Production Function with Two Variable Inputs: Isoquants. Marginal Rate of Technical Substitution. Isoquants of Perfect Substitutes and Complements, Iso-Cost Line. Least-Cost Combination of Factors, Returns to Scale, The Concepts of Cost: Cost Functions, Relationship Between Marginal Cost and Marginal Physical Product. Derivation of Short-Run Average and Marginal Cost Curves from their Total Cost Curves. Theory of Long-Run Costs: Long-Run Average Cost Curve. Long-Run Average Cost Curve in Case of Constant Returns to Scale. Minimum Efficient Scale. Explanation of the U-shape of the Long-Run Average Cost Curve: Long-Run Marginal Cost Curve. Relationship between STC and LTC and between LAC and SAC Curves.		
Unit IV	**Market structures & pricing under different markets**	**12 Hours**
Market Structures and Concepts of Revenue for a Firm, Perfect Competition, Monopoly (and its regulatory control), Price Discrimination in Monopoly, Measurement of the Degree of Monopoly Power, Price and Output under Bilateral Monopoly, Monopolistic Competition, and Oligopoly: Classical Models of Oligopoly, Price rigidity: Kinked Demand Curve Model, Collusive and Non-collusive Oligopoly, price leadership, non-price competition: Advertising expenditure, Dumping and Cartels.		

Learning Experience: The learning experience in this Managerial Economics course provides students with a thorough understanding of the application of economic principles in real-world business contexts. By exploring the scope and methodology of economics, students gain foundational knowledge of economic theories and analytical techniques crucial for Analysing various economic phenomena. The course examines demand analysis and consumer choice, focusing on how preferences and constraints influence demand and decision-making. Additionally, the theory of production and cost analysis highlights efficient input-output conversion

and cost management for maximizing profitability. Students also study market structures and pricing strategies across different competitive environments—perfect competition, monopolistic competition, oligopoly, and monopoly—enhancing their ability to make informed strategic decisions. Collectively, these topics equip students with essential tools for navigating complex economic and business landscapes.

Textbooks

1. Koutsoyiannis, A. Modern Microeconomics (2nd ed.). Palgrave, McMillan
2. Salvatore, D. Managerial Economics (8th ed.). Oxford University Press.
3. Geetika, Ghosh P., & Roy Chowdhury, P. Managerial Economics (3r ed.). Mc Graw Hill Education.

Suggested Readings

1. Managerial Economics: Theory, Applications, and Cases" by William F. Samuelson and Stephen G. Marks (10th Edition) Wiley Publications
2. Managerial Economics and Business Strategy" by Michael Baye and Jeff Prince (10th Edition) McGraw-Hill Education
3. Dwivedi, D.N.; Managerial Economics, (11th Edition) Vikas Publishing House

Open Educational Resources (OER)

1. http://nptel.ac.in/courses/110/104/110104024/
2. http://swayam.gov.in/nd1_noc20_mg55/preview
3. http://openstax.org/details/books/principles-microeconomics-2e
4. http://ocw.mit.edu/courses/economics/14-01sc-principles-of-microeconomics-fall-_2011/
5. http://www.khanacademy.org/economics-finance-domain/microeconomics

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks

II) Internal Marks (Theory): -Mid-Term Exam					20 Marks
External Marks (Theory): -End-Term Examinations					50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.					
SEMESTER I					
Course Code: MCMA707	**Course Title: Financial Accounting for Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**1**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial accounting**				

Course Perspective

This course provides a comprehensive introduction to the principles and practices of financial accounting. Students will gain a solid foundation in basic accounting concepts, the recording and reporting of business transactions, depreciation and inventory valuation, and accounting for non-profit organizations. Contemporary issues in accounting will also be explored, equipping students with the knowledge to navigate both traditional and modern accounting challenges.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamentals of accounting and accounting standards (GAAP, IAS, IFRS, IAS and reporting IndAS).	L2
CO2	**Applying** accounting process from recording of transactions to preparation of final accounts.	L3

CO3	**Analysing** and interpreting financial statement using various tools such as comparative and common size statement, ratio analysis and cash flow analysis.	L4
CO4	**Analysing** the accounting principles for non-profit organizations, including the treatment of subscriptions and the preparation of receipts, payment accounts, and balance sheets.	L4
CO5	**Evaluating** contemporary issues in accounting, such as Human Resource Accounting and Sustainability Reporting, assessing their impact on financial practices and corporate responsibility.	L5

Course Content

Unit I	**Introduction and Conceptual Framework**	**12 Hours**
Basics of Accounting, Financial accounting principles**:** Meaning and need; Concepts and Conventions of Accounting, Accounting Systems, Measurement of Business income, Revenue recognition, Introduction to Generally Accepted Accounting Principles (GAAP*),* ***Accounting standards*****:** Overview of IAS, IFRS. AS and Ind AS.		
Unit II	**Recording of Business Transaction & Preparation of Final Accounts**	**12 Hours**
Journal, Cash Book, Ledger, Depreciation, Trial Balance, Rectification of errors, Preparation of Final Accounts: (with adjustments) with Tally.		
Unit III	**Cash Flow Statement, Inventory Valuation and Intangible Assets Accounting**	**12 Hours**
Financial Statements and analysis: Forms and nature of financial statements; Uses and Limitations, types and tools of analysis; Comparative Financial Statements; Common – Size Statements; Trend Percentages and Ratio Analysis. ***Accounting Ratios***- Classification; Profitability ratios; Turnover Ratios; Solvency Ratios' Analysis of Capital Structure; Ratios as Predictors of insolvency; Significance Limitations and interpretation of Ratio Analysis.		
Unit IV	**Cash Flow Statement, Inventory Valuation and Intangible Assets Accounting**	**9 Hours**
Non-Profit Organization Accounting: Basic Concepts, Treatment of Subscription and Preparation of Receipts & Payment Accounts and Balance Sheet. ***Introduction to Contemporary issues in Accounting*** – Human Resource Accounting, Inflation Accounting, Business Responsibility & Sustainability Reporting (BRSR), Green Washing, Accounting for CSR		

Learning Experience: The learning experience will include interactive lectures with real-world examples to make accounting concepts engaging. Students will gain hands-on practice through practical exercises and accounting software tools. Group activities and case studies will enhance collaborative problem-solving skills. Regular quizzes and assignments will reinforce learning, while guest lectures from industry experts will provide current insights. Opportunities for self-reflection and feedback will help students assess their progress and improve their understanding.

Textbooks:

1. R. Narayanaswamy. "Financial Accounting: A Managerial Perspective", PHI Learning Pvt. Ltd.
2. Maheshwari, S. N. Financial Accounting. 6th ed., Vikas Publishing House

Suggested Readings:

1. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. Accounting: Text and Cases (13th ed.). McGraw-Hill Education.
2. Grewal, T. S. Double Entry Book Keeping: Financial Accounting for Class 12. Sultan Chand & Sons.
3. Monga, J. R. Financial Accounting: Concepts and Applications. Mayur Paperback.

Open Educational Resources (OER)

1. OpenStax Financial Accounting Textbook
2. MIT OCW Financial Accounting Course
3. Coursera Financial Accounting Course
4. Saylor Academy Financial Accounting Course

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCMA709	**Course Title: Evolution of Management Theory**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	General Management				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Management**				

Course Perspective

This course introduces students to essential management principles and their evolution, from classical theories like Taylor's Scientific Management to modern approaches by thinkers like Peter Drucker and Michael Porter. Students will explore managerial roles, skills, and functions, gaining insights into practical applications such as Total Quality Management, Lean Management, and Business Process Re-engineering. The course equips students to analyze organizational dynamics and adapt to emerging trends, preparing them for leadership, management, or entrepreneurial roles. It provides a strong foundation for understanding contemporary management practices and driving organizational success in today's competitive environment.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of management and its theories.	L2
CO2	**Applying** classical, neo-classical and modern management theories to real-world scenarios**.**	L3

CO3	**Analysing** management theories and their relevance to contemporary organizational challenges.	L4
CO4	**Evaluating** the contributions of key management thinkers in shaping current management practices.	L5
CO5	**Evaluating** emerging trends in management to assess their effectiveness in enhancing organizational performance.	L5

Course Content

Unit I	**Introduction**	**11 Hours**
Definition, nature, and features of Management, Management as an art, a Science and a profession, Levels of Management, Skills & Roles of a manager, Classification & Description of Managerial functions		
Unit II	**Classical and Neo-Classical Management Theories**	**11 Hours**
Classical Theories: Max Webers Bureaucratic model, Frederick W. Taylor's Scientific Management, Henry Fayol's Administrative Management Theory. **Neo classical theories**: Human Relations Movement: Elton Mayo & Human Relations approach, Mary parker Follett and Professionalization of Management Behavioral Sciences Movement: Abraham Malow's Need Hierarchy Theory, McGregor's X & Y theory, Rensis Likert's Linking Pin, Chester Barnard's Social Systems Approach		
Unit III	**Modern Management Theories and Contemporary Approach to Management**	**12 Hours**
Quantitative/ Management Science Approach, Systems Approach, Contingency/ Situational Approach, Contemporary Approach to Management: Contributions of Peter Drucker, Michael Porter, C.K. Prahalad, Tom Peter, Igor Ansoff, Henry Mintzberg.		
Unit IV	**Emerging Trends in Management**	**11 Hours**
Business Process Re – engineering, Benchmarking, Knowledge management, Total Quality Management, Just-in-Time Management & Kanban, Six Sigma, Lean Management, Kaizen, Organisational Ecology Theory.		

Learning Experience: The learning experience in this Management Theories course is designed to be highly experiential and participatory, ensuring that students actively engage with the material and apply their learning in practical contexts. Instruction will combine lectures with interactive discussions, case studies, and real-world problem-solving exercises. Students will engage in hands-on learning through assignments that require them to apply management theories to analyze case studies, develop solutions, and improve organizational practices. Group activities and peer reviews will foster collaboration, allowing students to learn from each other and refine their understanding of the course material. Assessments will include a mix of quizzes, case study analyses, and project-based assignments, ensuring a comprehensive evaluation of student learning. The course instructor will readily provide additional support and feedback, encouraging students to seek help as needed. This approach will help students grasp the theoretical aspects of management and empower them to apply these concepts effectively in their future careers.

Textbooks

1. R.S. Gupta, B.D. Sharma & N.S. Bhalla, Principles and Practices of Management. 9th Edition. Kalyani publishers.
2. Robbins, Fundamentals of Management, 9th Edition, Pearson Education India.

Suggested Readings

1. C.B. Gupta, Management Theory and Practice.21st Ed. Sultan Chand & sons.
2. Harold Koontz & Heinz Weihrich. Essentials of Management. 7th Ed. McGraw Hill.
3. LM Prasad, Principles and Practice of Management. 7th Ed. Sultan Chand & sons.

Open Educational Resources (OER)

1. https://theintactone.com/2018/05/17/mpob-u1-topic-2-evolution-of-management/
2. https://kanchiuniv.ac.in/coursematerials/T1MC1%20Pronciples%20of%20management.pdf

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks)	30 Marks

(All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCMA711	**Course Title: Behaviour in Organisations**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basics of Management**				

Course Perspective

This course on Organizational Behavior (OB) is integral to students' academic and professional development, providing essential knowledge and skills for understanding and improving workplace dynamics. By exploring the foundational concepts of OB, including emotional intelligence and the scope of individual and group behavior, students gain a comprehensive understanding of how personal and collective behaviors influence organizational effectiveness. The practical application of this course is evident in real-world scenarios such as team management, organizational restructuring, and enhancing employee satisfaction. For instance, a manager who understands team dynamics and conflict resolution will be better equipped to lead diverse teams and drive organizational success. Overall, this course equips students with the skills to analyze and improve organizational effectiveness, making them valuable assets in any professional setting.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept and scope of organization behaviour.	L2
CO2	**Applying** the concepts of individual differences, values, and attitudes to influence perception, personality, and behavior in different organizational settings.	L3
CO3	**Analysing** strategies to develop self-directed work teams and virtual teams.	L4
CO4	**Analysing** the sources and different conflict management techniques to enhance team cohesion and effectiveness.	L4
CO5	**Evaluating** different organizational structures and designs, assessing their effectiveness in supporting organizational work and culture.	L5

Course Content

Unit I	**Foundation and background of OB**	**12 Hours**
Concept, nature & scope of OB, Foundations of OB, challenges & opportunities, emotional intelligence at workplace.		
Unit II	**Individual behavior and processes**	**13 Hours**
Individual differences–values and attitudes; Perception concept, process and applications; Personality-concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.		
Unit III	**Interpersonal and team processes**	**10 Hours**
Group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment-concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics.		
Unit IV	**Organizational processes and structure**	**10 Hours**

Organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

Learning Experience: This course is interactive and practical, combining lectures and hands-on activities. Lectures will introduce foundational OB concepts, while case studies and real-world scenarios will help students apply them. Group work will explore interpersonal dynamics, team processes, and conflict management, promoting collaboration. Role-playing exercises will allow students to practice emotional intelligence and conflict resolution in simulated environments. Technology, such as interactive simulations and online platforms, will enhance participation. Assignments, including reflections and group projects, will apply OB theories to real-world challenges, supported by field observations, professional interviews, peer reviews, and instructor feedback.

Textbooks

1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

Suggested Readings

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.
2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.
3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.

Open Educational Resources (OER)

1. https://www.pockethrms.com/blog/workforce-diversity/
2. Students are encouraged to explore online resources such as Cousera for additional learning materials on organization behavior.

Evaluation Scheme

Evaluation Components	Weightage

Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER I					
Course Code: **MCMA713**	**Course Title: Marketing Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Marketing**				

Course Perspective

This marketing course is designed to provide students with a thorough understanding of marketing principles and their practical implications in today's dynamic business environment. By exploring fundamental concepts such as market segmentation, targeting, and positioning, students will develop the skills necessary to create effective marketing strategies. The course covers essential topics including product development, pricing strategies, promotion mix, and distribution channels, enabling students to analyze and implement comprehensive marketing plans. Additionally, students will examine consumer behavior and emerging trends like digital marketing and neuromarketing, fostering innovative thinking and adaptability. Ultimately, this course equips students to apply marketing theories and practices to real-world challenges, enhancing their effectiveness in driving organizational success and customer engagement.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the core concept of Marketing Management.	L2

CO2	**Applying** the product development process and product lifecycle concepts to make informed decisions regarding product strategy and branding.	L3
CO3	**Analysing** pricing strategies and policies, assessing the determinants of price to formulate effective pricing decisions.	L4
CO4	**Evaluating** the elements of the promotion mix and designing effective marketing communication strategies to engage target audiences	L5
CO5	**Evaluating** consumer behavior and customer experience management, integrating insights from emerging trends like digital marketing and neuromarketing to enhance marketing strategies.	L5

Course Content

Unit I	**Introduction**	**13 Hours**
Marketing Meaning, core concepts, nature and scope of marketing; marketing philosophies; concept of marketing myopia & marketing mix; understanding marketing environment; industrial environment – Porter's Five Forces Model, Models of consumer and organizational buying, buying decision process; market segmentation, targeting, and positioning.		
Unit II	**Product & Pricing Strategies**	**11 Hours**
Product: concept; new product development process; product levels; product classifications; introduction of product mix, major product decisions; branding, packaging, and labeling; product differentiation; product life cycle. **Price:** Concept of price and pricing, applications of pricing; determinants of price; pricing process, important pricing strategies and policies.		
Unit III	**Promotion & Channels of Distribution**	**12 Hours**
Promotion (communication): Developing effective communications; characteristics of the marketing communications mix; factors in setting the marketing communications mix; elements of promotion mix - advertising, personal selling, publicity, PR, and sales promotion. **Place (Channel of Distribution):** Nature, functions, and types of distribution channels; channel functions and flows; channel intermediaries, channel levels; channel-design decisions; channel conflict, coordination, and competition.		

Unit IV	Consumer Behavior & Introduction to New Trends in Marketing	09 Hours
Consumer Behavior, Customer Experience Management, Customer Lifetime Value, Introduction to Marketing Research, Emerging trends and issues in marketing - consumerism, rural marketing, social marketing; direct and interactive marketing; green marketing; Digital Marketing; Neuromarketing		

Learning Experience: The learning experience for this Marketing course is designed to be engaging and practical, combining theoretical knowledge with real-world applications. Students will participate in interactive lectures, case studies, and group discussions to deepen their understanding of marketing concepts. Hands-on projects will allow them to apply marketing strategies in simulated environments, fostering critical thinking and problem-solving skills. Guest lectures from industry professionals will provide insights into current marketing trends and practices. Additionally, students will conduct research on consumer behavior and emerging marketing trends, enhancing their analytical skills. Assessments will include quizzes, presentations, and collaborative projects, promoting teamwork and effective communication. This comprehensive approach will prepare students to navigate the dynamic marketing landscape effectively.

Textbooks

1. Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).Marketing management (16thed.). New Delhi: Pearson

2. Kurtz, D. L., & Boone, L. E.(2013), Principles of contemporary marketing (16th ed.). New Delhi: Cengage Learning IndiaDwivedi, D.N.; Managerial Economics, Vikas Publishing House.

3. Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). Marketing (14thed.). New Delhi: Tata McGraw-Hill

Suggested Readings

1. Kumar, A., &Meenakshi, N.(2011). Marketing management (2nded.). New Delhi: Vikas Publishing House.

2. Ramaswamy, V. S., &Namakumari, S. (2013). Marketing management: Global perspective Indian context (5thed.). New Delhi: McGraw Hill Education (India) P. Ltd.

3. Kumar, S. R. (2012). Case studies in marketing management. New Delhi: Pearson

Open Educational Resources (OER)

1. https://openstax.org/books/principles-marketingc
2. https://www.saylor.org/courses/bus203/
3. https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-i-spring-2011/lecture-notes/
4. https://www.coursera.org/learn/digital-marketing

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: AEC024	**Course Title: Oral Business Communication**	**L**	**T**	**P**	**C**
Version	1	**0**	**0**	**3**	**3**
Category of Course	Ability Enhancement Course				
Total Contact Hours	45 Hours				
Pre-Requisites/Co-Requisites					

Course Perspective

This course provides students with the skills and confidence needed for effective oral communication in business and professional environments. Through a comprehensive approach to both informal and formal speech, public speaking, and interview techniques, students learn to communicate clearly, accurately, and persuasively. The curriculum emphasizes understanding and application of key linguistic elements, from vocabulary and pronunciation to non-verbal cues, which are essential for successful communication in diverse workplace interactions. By fostering self-awareness and adaptability, the course prepares students to handle various professional scenarios, helping them become articulate and effective communicators within a globalized business context.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Remembering** fundamental principles of effective communication in both formal and informal settings.	L1
CO2	**Understanding** the way to communicate effectively and appropriately in various contexts.	L2
CO3	**Applying** skills to deliver engaging presentations that captivate and inform the audience.	L3
CO4	**Applying** active listening techniques to improve understanding and enhance collaborative discussions.	L3

CO5	**Analysing** the persuasive communication strategies to effectively influence and motivate the audience.	L4

Course Content

Unit I	**Informal Speech**	**8 Hours**
Vocabulary for Regular Use such as Travel, Shopping, Weather, etc.; Phrasal verbs and Collocations in Daily Conversations; Identify Root Words, Suffixes and Prefixes; Synonyms and Antonyms; Portmanteau Words and Transitional Words; Idioms		
Unit II	**Formal Speech**	**8 Hours**
Pronunciation Matters; Commonly Mispronounced Words; Accuracy, Tone and Pitch; Learning to Introduce Oneself Effectively in Formal and Informal Event; Conveying Opinions and Making Plans; Initiating Discussions		
Unit III	**Public Speaking**	**8 Hours**
Everyday conversations such as Workplace Interactions, Travelling, Communicating with Friends, etc.; Engaging with Audience; Speaking with Intention; Eye Contact and Body Language; Releasing Stress and Grounding; Identifying Emphasis and Articulation		
Unit IV	**Interviews**	**8 Hours**
Preparation, Types of Interviews, Interview Etiquette, Behavioral Questions, Technical Questions, Salary Negotiation, Follow-Up, Common Mistakes to Avoid, Remote Job Interviews		

Learning Experience

Throughout the course, students will engage in practical, interactive activities that reinforce oral communication skills, such as delivering presentations, role-playing interviews, and participating in group discussions. Each unit provides hands-on exercises that enable students to practice vocabulary, pronunciation, and body language, with constructive feedback to promote improvement. Emphasis on real-world application allows students to gradually build confidence, manage stress, and develop personal communication strengths, all within a supportive learning environment. By the end of the course, students will have refined their verbal and

non-verbal communication skills, gaining valuable experience that directly applies to professional settings.

Textbook [TB]:

1. Kumar, Sanjay and Pushplata. *Communication Skills*. Oxford University Press, 2015.

Reference Books/Materials

1. Mitra, Barun K. *Personality Development and Soft Skills*. Oxford University Press, 2012.
2. Tickoo, M.L., A. E. Subramanian and P. R. Subramaniam. *Intermediate Grammar, Usage and Composition.* Orient Black swan, 1976.
3. Bhaskar, W.W.S., AND Prabhu, NS., "English Through Reading", Publisher: MacMillan,1978
4. Business Correspondence and Report Writing" -Sharma, R.C. and Mohan K. Publisher: Tata McGraw Hill1994
5. Communications in Tourism & Hospitality- Lynn Van Der Wagen, Publisher: Hospitality Press
6. How to win Friends and Influence People by Dale Carnegie, Publisher: Pocket Books
7. Body Language by Allan Pease, Publisher Sheldon Press

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

SEMESTER I					
Course Code: SEC065	**Course Title: Innovation and Design Thinking**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Skill Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basic Knowledge of the design process				

Course Perspective

The Innovation and Design Thinking course provides a structured introduction to the principles and practices of design thinking as an essential problem-solving approach. It emphasizes the stages of empathizing, ideating, prototyping, and testing to develop innovative solutions. Through a blend of theory, practical tools, and hands-on exercises, students explore transforming user insights into actionable design concepts. This course empowers students to apply design thinking across various domains, equipping them with a versatile framework to approach complex challenges and promote user-centered innovation.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the concept of Innovation and design thinking	L2
CO2	**Applying** empathy techniques and tools to enhance the design thinking process effectively	L3

CO3	**Analysing** Analyze the challenges and strategies in the ideation phase, utilizing techniques to generate innovative ideas	L4
CO4	**Evaluating** various prototyping methods and their applicability	L5
CO5	**Evaluating** the overall impact of innovation and design thinking on problem-solving and innovation	L5

Course Content

Unit I:	**Introduction**	**5 Hours**
Design Thinking Process: Types of the thinking process, Common methods to change the human thinking process, Design thinking: Definition, Origin of design thinking, Importance of design thinking, Design vs Design thinking, Problem-solving, the need of design thinking; An approach to design thinking, Design thinking Process model, Design thinking tools		
Unit II	**Empathize and design**	**8 Hours**
Design thinking phases, how to empathize, Role of empathy in design thinking, the purpose of empathy maps, Things to be done prior to empathy mapping, Activities during and after the session, Understanding empathy tools: Customer Journey Map, Personas.		
Unit III	**Ideation**	**12 Hours**
Challenges in idea generation, Visualize, Empathize, and Ideate method, Importance of visualizing and empathizing before ideating, Applying the method, Create Thinking, Generating Design Ideas, Lateral Thinking, Analogies, Brainstorming, Mind mapping, National Group Technique, Synectic, Development of work, Analytical Thinking, Group Activities. Ideation Tools: How Might We? (HMW), Storyboard, Brainstorming. What is design innovation? A mindset for innovation, and asking, "What if?" asking "What wows?" and "What works?".		
Unit IV	**Prototype**	**15 Hours**
What is a prototype? - Prototyping as a mindset, prototype examples, prototyping for products; Why prototype? Fidelity for prototypes, Process of prototyping- Minimum viable prototype. Prototyping for digital products: What's unique for digital products, Preparation; Prototyping for physical products: What's unique for physical products, Preparation; Testing prototypes with users.		

Learning Experience: The learning experience in this course combines interactive lectures, collaborative group activities, and hands-on workshops. By engaging in exercises like empathy mapping, brainstorming,

and prototyping, students gain a deeper understanding of each phase in the design thinking process. They will work with real-world case studies and participate in iterative design sessions, encouraging them to adopt a flexible, solution-oriented mindset. This immersive approach helps students develop practical skills to apply design thinking effectively in real-world contexts.

Textbooks

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and

2. Inspires Innovation, HarperCollins Publishers Ltd.

Suggested Readings

1. Kelley, T. & Kelley, D. (2013). Creative Confidence: Unleashing the Creative Potential Within Us All. Crown Business
2. Liedtka, J. & Ogilvie, T. (2011). Designing for Growth: A Design Thinking Tool Kit for Managers. Columbia Business School Publishing.

Open Educational Resources (OER)

1. https://ocw.mit.edu/
2. https://dschool.stanford.edu/resources/virtual-crash-course

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II

SEMESTER II					
Course Code: MCMA702	**Course Title Global Business Operations**	**L**	**T**	**P**	**C**
Version	1	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45 Hours				
Pre-Requisites/Co-Requisites	**Students should have a foundational understanding of business and economics, including basic finance and international business concepts.**				

Course Perspective

The Global Business Operations course provides students with key skills in managing international markets, supply chains, and cross-cultural business environments. It is vital for careers in global business, consulting, and entrepreneurship, offering practical knowledge of risk management and strategic decision-making. Students learn to navigate real-world challenges such as market expansion and global logistics. This course prepares them to excel in multinational operations and international trade.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the foundational concepts of globalization, international trade theories, and global business dynamics.	L2
CO3	**Applying** international trade theories to assess market entry strategies and the impact of trade barriers.	L3
CO4	**Analysing** cross-cultural management practices, including leadership, negotiation, and diversity management in global contexts.	L4

CO5	**Evaluating** global supply chain strategies and managing risks in procurement, logistics, and inventory management.	L5
CO6	**Creating** financial strategies for trade finance and global risk management, incorporating hedging and regulatory compliance.	L6

Course Content

Unit I	**Introduction to Global Business Operations**	**10 Hours**
Globalization, international trade theories, global business environment, drivers of globalization, multinational enterprises, global markets, market entry strategies, global value chains, global vs. local marketing, international product lifecycle, trade barriers, technology in global operations, CSR in global business, government's role, future of global business.		
Unit II	**Cross-Cultural Management and Global Strategy**	**10 Hours**
Culture in business, Hofstede's theory, Trompenaars' dimensions, high/low-context cultures, cross-cultural communication, managing diversity, cross-cultural leadership, conflict resolution, global HRM, cross-cultural negotiation, global M&A culture, talent management, corporate culture, strategic alliances, ethics in cross-cultural management.		
Unit III	**Global Supply Chain Management & Operations**	**10 Hours**
Supply chain overview, supply chain design, global procurement, global logistics, inventory management, supply chain technology, supplier relationship management, risk management, lean supply chain, 3PL/4PL, freight forwarding, trade agreements, green supply chains, warehousing, blockchain in supply chains.		
Unit IV	**International Trade Finance and Global Risk Management**	**15 Hours**
Trade finance concepts, payment methods, international banking, currency risk hedging, export credit agencies, financing supply chains, political/economic risks, currency fluctuations, financial markets, foreign direct investment, credit risk, global insurance, regulatory compliance, transfer pricing, political risk management.		

Learning Experience

In this course, students will gain a comprehensive understanding of global business dynamics, including the impact of globalization, international trade theories, and market entry strategies. They will develop practical skills in cross-cultural management, learning to navigate diverse business environments and enhance team collaboration. Students will also acquire expertise in designing and managing global supply chains, optimizing procurement and logistics processes. The course will cover financial aspects of international trade and risk management, equipping students to handle global financial challenges effectively. Finally, students will apply their knowledge to create strategic solutions for complex global business issues, integrating CSR and technology considerations.

Textbooks

1. **International Business: Competing in the Global Marketplace"** by Charles W. L. Hill and G. Tomas M. Hult (McGraw-Hill)
2. **International Business"** by Charles W. L. Hill and G. Tomas M. Hult (McGraw-Hill)
3. **Global Marketing"** by Warren J. Keegan and Mark C. Green (Cengage Learning)

Suggested Readings

1. **International Business"** by Justin Paul (PHI Learning)
2. **Global Operations and Supply Chain Management"** by John Mangan, Chandra Lalwani, Tim Butcher, and Ray Freeman (Wiley)

Open Educational Resource (OER)

1. **Harvard Business Review (HBR)** https://hbr.org/
2. *NPTEL, Swayam, Course Era*

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks

II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCMA704	**Course Title: Research Methodology Using R**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	Basics of Research Methodology, Mathematics and Statistics				

Course Perspective

The "Research Methodology with R" course equips MBA students with essential skills in business research and data analysis using R. It covers research designs, hypothesis formulation, sampling techniques, and ethical considerations. Students learn data management, descriptive analysis, and visualization techniques through hands-on experience in R. The course progresses to inferential statistics, predictive modelling, hypothesis testing, regression analysis, and time series forecasting. The final unit includes multivariate analysis, structural equation modelling, big data analytics, and research report writing. Practical projects enable students to apply their skills to real-world problems, fostering data-driven decision-making and comprehensive research reporting.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the basic concepts of research methodology, identification of research problems and formulation of Hypothesis.	L2

CO3	**Applying** R software with primary and secondary data for visualisation and presentation it with various statistical tools.	L3
CO4	**Analysing** statistical data using R software for testing hypothesis and analysing the results for various econometric models in the field of business management.	L4
CO5	**Evaluating** ddifferent statistical models to assess their effectiveness in forecasting and decision-making processes.	L5
CO6	**Creating** practical projects and research reports in various business management fields like marketing finance HR operations and economics etc.	L6

Course Content

Unit I	**Advanced Research Design and Methodology**	**10 Hours**
Introduction to Research Methodology: Overview of research methods in business, the role of research in decision-making. Research Design: Exploratory, descriptive, and causal research designs, experimental and quasi-experimental designs. Formulating Hypotheses and Research Questions: Types of hypotheses, hypothesis development process, and testing. Sampling Techniques: Probability and non-probability sampling, sample size determination, and sampling errors. Ethical Considerations in Research: Understanding ethical issues, research misconduct, and data privacy regulations.		
Unit II	**Data Management and Descriptive Analysis Using R**	**10 Hours**
Data Collection Methods and Sources: Primary and secondary data, surveys, interviews, focus groups, and observational methods. Data Preparation: Data cleaning, transformation, and handling missing values using R. Descriptive Analysis: Measures of central tendency and dispersion, cross-tabulations, frequency distributions, and data visualization. Exploratory Data Analysis (EDA): Histogram, boxplot, scatterplot, correlation matrix, outlier detection. Data Management in R: Importing/exporting data (CSV, Excel, databases), data manipulation using packages like dplyr and tidyverse.		

Unit III	Inferential Statistics and Predictive Modelling Using R	12 Hours
Probability Distributions and Theoretical Foundations: Normal, binomial, Poisson, and exponential distributions. Hypothesis Testing: Parametric and non-parametric tests, t-tests, ANOVA, chi-square tests, and Mann-Whitney U tests using R. Regression Analysis: Simple and multiple linear regression, logistic regression, assumptions testing, and model diagnostics. Time Series Analysis: Moving averages, exponential smoothing, ARIMA modelling, seasonality, and trend analysis. Predictive Modelling Techniques: Decision trees, random forests, support vector machines, and model evaluation metrics.		
Unit IV	**Advanced Multivariate Analysis and Research Reporting**	**13 Hours**
Multivariate Techniques: Factor analysis, principal component analysis (PCA), discriminant analysis, cluster analysis, and multidimensional scaling. Structural Equation Modelling (SEM): Path analysis, confirmatory factor analysis, introduction to SEM using lavaan package in R. Big Data Analytics and Machine Learning: Overview of big data in research, supervised and unsupervised learning techniques. Research Report Writing: Structuring a research report, presenting statistical results, and writing conclusions and recommendations. Practical Project: Conducting a complete research project using R, from data collection and analysis to report generation.		

Learning Experience

Upon completing this syllabus, students will develop a comprehensive understanding of advanced research methodologies and data analysis techniques using R. They will be equipped to design and implement various research studies, formulate and test hypotheses, and apply both descriptive and inferential statistical methods. Students will gain proficiency in data management and visualization, as well as advanced multivariate techniques and predictive modelling. By engaging in practical projects, they will enhance their ability to analyse data, draw meaningful conclusions, and effectively communicate their findings, thereby preparing them for real-world research challenges in business contexts.

Textbooks

1. C.R. Research Methodology (Methods and Techniques) 2nd Edition, New Age International(P)ltd.

Suggested Readings

1. Zikmund, Babin, et.al. Business Research Methods, 8th Edition, Cengage Learning.
2. Chawla Deepak, Research Methodology,2nd Edition, Vikas Publications.
3. Dash Priyaranjan, Research Methodology, 3rd Edition, Vrinda Publications.

Open Educational Resources (OER)

1. *NPTEL, Swayam, Course Era*
2. *https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf*

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCMA706	**Course Title: Human Resource Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				

Total Contact Hours	45
Pre-Requisites/ Co-Requisites	Basics of management

Course Perspective

This HRM course is integral to both academic and professional development within the field of business management. It offers a deep dive into the core areas of HRM, equipping students with a robust understanding of how human resources drive organizational success. The course prepares students for careers in HRM by imparting practical skills in recruitment, performance appraisal, compensation management, and employee development. Understanding these areas will make students competitive candidates for HR roles and other management positions. Understanding HRM principles is critical for managing people effectively, a core component of any managerial role. This course provides practical skills that are immediately applicable in the workplace.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Human Resource Management (HRM) and its role in achieving organizational objectives.	L2
CO2	**Applying** various HR strategies, including recruitment, and selection, to address challenges of business environment.	L3
CO3	**Analysing** strategies for managing employee separation, including voluntary and involuntary exits, while maintaining organizational effectiveness.	L4
CO4	**Analysing** the concept, importance, and process of learning and development to assess its impact on organizational performance.	L4

CO5	**Evaluating** performance appraisal techniques to recommend improvements in organizational performance management systems.	L5

Course Content

Unit I	**Introduction to HRM**	**10 Hours**
Scope, Objectives & Functions of HRM; Evolution of HRM, Importance of HRM; Strategic HRM: Meaning & Steps of Strategic HRM, International HRM: EPRG Model, HRIS, HRM in a Changing Environment, Cost Benefit Analysis.		
Unit II	**Acquisition of Human Resources**	**13 Hours**
Human Resource Planning: Job Analysis: Job description and Job specification, Job Enlargement, Job Enrichment Recruitment: Source, Process Methods of teaching E-Recruitment, Selection: Process, Test and interview, Placement& Induction, Internal mobility and Job changes: Promotion, Demotion, Transfer and separation, Downsizing, Rightsizing, AI in HRM.		
Unit III	**Developing Human Resources**	**11 Hours**
Learning and Development: Concept, Importance & Process, Methods, coaching and mentoring, learning needs assessment & learning evaluation, Management Development – Meaning, Process and Techniques; Career Planning and Development; Succession Planning		
Unit IV	**Managing Performance & Compensation**	**11 Hours**
Performance Appraisal: Nature, Objective, Process, Method; Compensation: Policies; Components of Employee Compensation: Sweat equity, ESOPs; Employee well-being, employee engagement, Health and Safety; Social Security; Challenges of HRM: Moonlighting, strategies for GIG and hybrid workforce.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, in the form of role playing and case studies. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for

additional support and feedback, encouraging students to seek help as needed. This integrated approach ensures that students not only learn the fundamental concepts of HRM but also acquire the practical skills necessary for effective human resource management in the real world.

Textbooks

1. Dessler, Gary, (2011) Human Resource Management, Pearson Education.
2. John M. Ivancevich and Robert Konopaske, Human Resource Management, McGraw Hill, 12th Edition.
3. Durai, Pravin, Human Resource Management, Pearson Education, Delhi.

Suggested Readings

1. Aswathappa, K., Human Resource Management, McGraw Hill Education.
2. VSP Rao, Human resource management: Text and cases, Excel Books.
3. Bhattacharyya, Dipak Kumar, Human resource management, Excel Books
4. Jyothi, P. and Venkatesh, D.N, Human Resource Management, Oxford Higher Education.

Open Educational Resources (OER)

1. https://www.whatishumanresource.com/human-resource-management
2. https://www.hrmagazine.co.uk/

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks

II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER II					
Course Code: MCMA708	**Course Title: Operations Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course aims to equip students with a comprehensive understanding of operations management principles, tools, and techniques to enhance organizational efficiency, optimize processes, and improve overall competitiveness in both manufacturing and service sectors

Course Outcomes:

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the critical role of operations management in organizational success.	L2
CO2	**Applying** lean management and quality improvement principles to enhance process performance.	L3
CO3	**Analysing** operations systems using quantitative and qualitative approaches.	L4

CO4	**Evaluating** supply chain management strategies that support global competitiveness and resilience.	L5
CO5	**Designing,** and optimizing operations systems using tools and techniques of operational excellence.	L6

Course Content

Unit I	**Introduction to Operations Management and Strategy**	**10 Hours**
Overview of Operations Management, Operations Strategy: Aligning Operations with Business Goals, Competitive Priorities: Cost, Quality, Time, Flexibility, Product and Service Design, Process Selection and Facility Layout, Capacity Planning and Utilization, Operations in Manufacturing vs. Service Sectors, Case Studies: Strategic Operations in Global Companies		
Unit II	**Process Design, Analysis, and Improvement**	**13 Hours**
Process Analysis and Flow Diagrams, Process Design in Manufacturing and Service Industries, Job Design and Work Systems, Process Improvement Tools: Lean Manufacturing, Six Sigma, Kaizen and Continuous Improvement, Total Quality Management (TQM), Statistical Process Control (SPC), Quality Certifications: ISO Standards, Quality Function Deployment (QFD), Value Stream Mapping (VSM).		
Unit III	**Supply Chain Management and Logistics**	**12 Hours**
Supply Chain Management Overview, Supply Chain Integration and Coordination, Forecasting Methods and Demand Planning, Inventory Management Techniques: EOQ, ABC Analysis, JIT, MRP, Vendor Management and Procurement Strategies, Supply Chain Technology: ERP, RFID, Blockchain, Global Supply Chain Risk Management, Sustainability and Green Supply Chains, Logistics Management and Transportation, The Bullwhip Effect in Supply Chains		
Unit IV	**Operations Planning, Scheduling, and Control**	**10 Hours**
Operations Planning: Short, Medium, and Long-Term Plans, Aggregate Planning and Strategies, Master Production Schedule (MPS), Material Requirements Planning (MRP), Capacity Planning and Requirements (CRP), Operations Scheduling: Gantt Charts, Johnson's Rule, Resource Allocation and Optimization, Lean Production Systems, Agile Operations and Flexible Manufacturing Systems, Operations Control and Performance Metrics.		

Learning Experience:

1. Interactive Lectures: Traditional lectures shall be conducted including interactive presentations to ensure better comprehension of core concepts by learners followed by Q&A sessions. This would also help in maintaining greater student's engagement and.
2. Hands-On Learning: Practical exercises will be used to reinforce theoretical knowledge.
3. Use of abridged cases: Adapted and modified cases from real-world would be discussed to make the concepts easier to understand.
4. Digital Media Resources and LMS: Videos Tutorials and podcasts will be utilised to enhance focus of each student having different learning styles. Use of LMS platform shall be integrated, where course material and assignments shall be uploaded.
5. Continuous and formative Assessments: Regular quizzes and class discussions will be used to gauge understanding and provide timely and continuous feedback.
6. Support and Feedback: The course in-charge will be available for additional support and feedback during scheduled office hours.

Textbooks:

1. Operations Management by William J. Stevenson, 13th Edition, McGraw-Hill Education.
2. Operations Management: Processes and Supply Chains by Krajewski, Ritzman, and Malhotra, 12th Edition, Pearson.

Suggested Readings:

1. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt, North River Press.
2. Operations Management for Competitive Advantage by Richard B. Chase, F. Robert Jacobs, and Nicholas J. Aquilano, 11th Edition, McGraw-Hill Education

Open Educational Resources (OER)

1. https://onlinecourses.nptel.ac.in/noc20_me30/preview
2. https://www.coursera.org/courses?query=operations%20management

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	

I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCMA710	**Course Title:** **Management and Cost Accounting**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial accounting**				

Course Perspective

This course offers students a deep understanding of cost and management accounting, crucial for making strategic business decisions. It emphasizes the practical application of concepts such as cost analysis, marginal costing, budgeting, and variance analysis, equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of cost and management accounting	L2
CO2	**Applying** costing methods like output costing, process costing, job costing, and contract costing for the purpose of cost ascertainment.	L3
CO3	**Applying** costing technique like budgetary control, standard costing, and marginal costing for the purpose of cost control.	L3
CO4	**Analysing** the cost of material, labor and overheads occurred in manufacturing a product.	L4
CO5	**Evaluating** business decisions using marginal costing technique.	L5

Course Content

Unit I:	Introduction	9 Hours
Costs overview: Definition, scope, objectives, and benefits of cost accounting. Cost Terminology and Concepts, elements of cost and cost sheet preparation. Difference between Financial Accounting and Cost Accounting. Management Accounting: Nature and Scope, Advantages and Limitations of Management Accounting, Difference between Cost Accounting and Management Accounting.		
Unit II	**Elements of Cost**	**12 Hours**
Materials: Oversight and regulation of procurement, storage, and distribution of materials. Approaches to managing inventory, including both periodic and perpetual systems for maintaining records (FIFO, LIFO, and Weighted Average price method). Economic Order Quantity (EOQ). Fixation of Material Levels: Re-order level, minimum level, maximum level, danger level. Labor Costs: Accounting and Management of employee expenses. Monitoring time through timekeeping and time-booking systems. Employee turnover: Definition, measurement methods, and accounting procedures. Understanding and handling idle time and overtime. Overheads: Classification, allocation, apportionment and absorption of overheads, Under and over- absorption of overheads		

Unit III	Costing Methods and Techniques	12 Hours
Job Costing, Batch Costing and Contract Costing, Single/ Output and Process Costing. Budgeting, Budgeting and Budgetary Control, Types of Budget, Fixed and Flexible Budget, Zero-Based Budgeting Standard Costing and Variance Analysis: Meaning of Standard Cost, Significance of Variance Analysis, Computation of Material, Labour Variances.		
Unit IV	**Marginal Costing and Decision Making**	**12 Hours**
Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing. Relevant Costs, Steps in Decision Making, Decisions Regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-Down or Continue.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as preparing cost sheets, conducting variance analysis, and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Bhattacharya, Management Accounting, 1st edition, Pearson Education.
2. Khan, M.Y, and Jain, P.K., Management Accounting, McGraw Hill Education.
3. Maheshwari, S.N., Principles of Management Accounting, Sultan Chand & Sons.
4. Tulsian P.C. (2007). Cost Accounting, The McGraw-Hill Publishing Company, New Delhi.
5. Arora, M.N., A Textbook of Cost and Management Accounting, Vikas Publishing House.

Suggested Readings

1. Horngren, C.T. (2012). Cost Accounting-A Managerial Perspective, London, UK: Pearson Education
2. Arora, M.N. (2021). A Textbook of Cost and Management Accounting, S Chand and Company.
3. H., S., & S. (2004). Introduction to Managerial Accounting. Tata McGraw-Hill Publishing Company Ltd.
4. Arora, M.N. & Katyal, Priyanka (2016) Cost Accounting, New Delhi: Vikas Publishing.

Open Educational Resources (OER)

1. https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf
2. https://cleartax.in/s/cost-accounting
3. https://www.icsi.edu/media/website/CostAndManagementAccounting.pdf

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II

Course Code: **MCMA712**	**Course Title: Introduction to Digital Marketing**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				

Pre-Requisites/ Co-Requisites	Basic knowledge of Digital Marketing

Course Perspective

This marketing course is designed to provide students with a thorough understanding of marketing principles and their practical implications in today's dynamic business environment. By exploring fundamental concepts such as market segmentation, targeting, and positioning, students will develop the skills necessary to create effective marketing strategies. The course covers essential topics including product development, pricing strategies, promotion mix, and distribution channels, enabling students to analyze and implement comprehensive marketing plans. Additionally, students will examine consumer behavior and emerging trends like digital marketing and neuromarketing, fostering innovative thinking and adaptability. Ultimately, this course equips students to apply marketing theories and practices to real-world challenges, enhancing their effectiveness in driving organizational success and customer engagement.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concepts of Digital Marketing.	L2
CO2	**Applying** effective social media marketing techniques, assessing goals, channels, and implementation strategies.	L3
CO3	**Analysing** the processes involved in email and mobile marketing.	L4
CO4	**Evaluating** the effectiveness of digital marketing campaigns, considering.	L5
CO5	**Evaluating** the impact of data privacy and security issues in digital marketing, identifying strategies to mitigate risks, and enhancing user trust strategies.	L5

Course Content

Unit I:	Introduction	12 Hours

Digital Marketing: Introduction, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, Reasons for Growth. Need for a comprehensive Digital Marketing Strategy. Concepts: Search Engine Optimization (SEO); Concept of Pay Per Click		
Unit II	**Social Media Marketing**	**13 Hours**
Social Media Marketing: Introduction, Process - Goals, Channels, Implementation, Analyze. Tools: Google and the Search Engine, Facebook, Twitter, YouTube and LinkedIn. Issues: Credibility, Fake News, Paid Influencers; social media, and Hate/ Phobic campaigns. Analytics and linkage with Social Media. The Social Community.		
Unit III	**Email and Mobile Marketing**	**10 Hours**
Email Marketing: Introduction, email marketing process, design and content, delivery, discovery. Mobile Marketing: Introduction and concept, Process of mobile marketing: goals, setup, monitor, analyze; Enhancing Digital Experiences with Mobile Apps. Pros and Cons; Targeted advertising. Issues: Data Collection, Privacy, Data Mining, Money and Apps, Security, Spam. Growth Areas		
Unit IV	**Managing Digital Marketing**	**09 Hours**
Content Production; Video-based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing. Managing Digital Marketing Campaigns		

Learning Experience: The learning experience for this Marketing course is designed to be engaging and practical, combining theoretical knowledge with real-world applications. Students will participate in interactive lectures, case studies, and group discussions to deepen their understanding of marketing concepts. Hands-on projects will allow them to apply marketing strategies in simulated environments, fostering critical thinking and problem-solving skills. Guest lectures from industry professionals will provide insights into current marketing trends and practices. Additionally, students will conduct research on consumer behavior and emerging marketing trends, enhancing their analytical skills. Assessments will include quizzes, presentations, and collaborative projects, promoting teamwork and effective communication. This comprehensive approach will prepare students to navigate the dynamic marketing landscape effectively.

Textbooks

1. Dodson, Ian: The Art of Digital Marketing - The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Wiley
2. Ryan, Damien: Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation. Kogan Page Limited

Suggested Readings

1. Bhatia, Puneet S.: Fundamentals of Digital Marketing. Pearson
2. Kotler, Philip: Marketing 4.0: Moving from Traditional to Digital. Wiley

Open Educational Resources (OER)

1. https://learndigital.withgoogle.com/digitalgarage/
2. https://www.semrush.com/blog/digital-marketing-strategies/

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: **MCMA714**	**Course Title: Macro Economics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Managerial Economics**				

Course Perspective

This course is designed to bridge the gap between macroeconomic theory and real-world economic policymaking. It equips students with essential analytical tools to understand and address complex macroeconomic issues. By exploring key concepts such as aggregate demand and supply, monetary and fiscal policy, and economic growth theories, students will apply these frameworks to analyze contemporary economic challenges. The course emphasizes critical thinking and practical application, preparing students to make informed decisions that impact economic stability and growth. This foundational knowledge will empower students for advanced studies in economics, finance, and public policy, equipping them to navigate a dynamic global economy.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the key concept of Macro Economics.	L2
CO2	**Applying** the aggregate demand and supply framework to evaluate economic equilibrium and business cycle phases	L3
CO3	**Analysing** the effectiveness of monetary and fiscal policies in addressing inflation, unemployment, and overall economic stability	L4
CO4	**Evaluating** the impact of exchange rate systems and balance of payments on economic performance in open economies.	L5
CO5	**Evaluating** various economic growth theories, emphasizing the role of technology and policy in sustainable development.	L5

Course Content

Unit I	**Introduction**	**12 Hours**
Scope and importance of macroeconomics, Key macroeconomic variables: Output, employment, inflation, interest rates. **National income accounting**: GDP, GNP, NNP, and other measures. Circular flow of income in a closed and open economy, Theories of income		

and output determination. Keynesian theory of income and employment, Classical vs. Keynesian perspectives on the economy.		
Unit II	**Aggregate Demand and Supply, Business Cycles**	**12 Hours**
Aggregate demand (AD) and its components, Aggregate supply (AS) and the price level, AD-AS model: Short-run and long-run equilibrium. Determinants of consumption, investment, and government spending, Role of interest rates in the economy, IS-LM model. **Business cycles:** Phases and causes, Real Business Cycle theory, Keynesian vs. Monetarist perspectives on business cycles.		
Unit III	**Monetary and Fiscal Policy**	**11 Hours**
Monetary policy tools: Open market operations, discount rate, and reserve requirements, Role of central banks and the money supply. **Inflation:** Causes, costs, and policy responses, The Phillips Curve: Inflation-unemployment trade-off, Expectations-augmented Phillips Curve. **Fiscal policy**: Government spending, taxation, and its impact on aggregate demand, Deficits, debt, and sustainability of fiscal policy, Ricardian Equivalence and crowding out.		
Unit IV	**Open Economy Macroeconomics and Growth Theories**	**10 Hours**
Balance of payments, Exchange rate systems: Fixed vs. flexible exchange rates, Purchasing Power Parity (PPP) and interest rate parity. Open economy IS-LM model, Mundell-Fleming model with flexible and fixed exchange rates. **Economic growth theories**: Solow growth model, Endogenous growth theory, Technological progress and its role in growth, Growth convergence and divergence among countries.		

Learning Experience: This Macroeconomic Theory course integrates theoretical concepts with practical applications to enhance students' understanding of macroeconomic dynamics. Through the exploration of key macroeconomic variables, national income accounting, and aggregate demand and supply, students will assess business cycles and their causes. The examination of monetary and fiscal policies will highlight their impacts on the economy. Additionally, the study of open economy macroeconomics and growth theories will deepen students' insights into global economic interactions. Engaging with real-world data and case studies, students will develop critical analytical skills to interpret macroeconomic trends effectively.

Textbooks

1. Mankiw, N. Gregory. *Macroeconomics*. Worth Publishers
2. Blanchard, Olivier. *Macroeconomics*. Pearson Education
3. Dornbusch, R., Fischer, S., & Startz, R. *Macroeconomics*. McGraw-Hill Education

Suggested Readings

1. Mankiw, N. Gregory. Macroeconomics. Worth Publishers
2. Blanchard, Olivier. Macroeconomics. Pearson Education
3. Dornbusch, R., Fischer, S., & Startz, R. Macroeconomics. McGraw-Hill Education

Open Educational Resources (OER)

1. https://ocw.mit.edu/courses/economics/
2. https://www.khanacademy.org/economics-finance-domain/macroeconomics
3. https://www.coursera.org/courses?query=macroeconomics

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCSP827	**Course Title: Decision Science Tools in Business by IBM**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	Basic knowledge of Financial Management, Statistics and Ms-excel				

Course Perspective

This course equips MBA-IBM students with key skills in financial data analytics using IBM Cognos and Excel. It covers IBM Cognos Analytics for report creation, data aggregation, and visualization in financial reporting, including advanced techniques like multi-fact queries, custom charts, and interactive dashboards with RAVE. Students also learn Active Reports, static decks, and data visualization optimization.
The financial planning module emphasizes IBM Planning Analytics, focusing on multi-sheet reports and TM1 model integration. The course concludes with financial modelling in Excel, addressing budgeting, forecasting, valuation, and advanced functions such as VBA, macros, and data manipulation for comprehensive financial analysis.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the fundamentals of data analytics in finance, including IBM Cognos features for reporting and analysis.	L2
CO3	**Applying** data aggregation, visualization techniques, and filters to create financial reports using IBM Cognos Analytics.	L3
CO4	**Analysing** financial data by creating multi-fact queries and using RAVE visualizations to optimize report performance.	L4
CO5	**Evaluating** complex financial planning scenarios using IBM Planning Analytics and TM1 models for data-driven decisions.	L5
CO6	**Creating** sophisticated financial models and dashboards in Excel for budgeting, forecasting, and business valuation.	L6

Course Content

Unit I	Introduction To Data Analytics in Finance Sectors Using IBM Cognos	12 Hours

Introduction to IBM Cognos Analytics in Finance Sectors-Reporting, Explore the environment, Examine the side panel, Explore authoring templates, Design then run the report, Change the properties of an object, Create a simple report, Dimensionally-modelled and dimensional data sources, Create a report from a dimensionally-modelled relational data source, Examine personal data sources and data modules, Create a report from a personal data source, Examine list reports, Group data, Include list headers and footers, Format list columns, Enhance a list report, Understand fact/measure data, Understand aggregate data.

Unit II	**Financial Analytics**	**12 Hours**

Understand difference in aggregation, explore data aggregation, Use shared dimensions to create multi-fact queries, create a multi-fact query in a list report, focus reports using filters, create filters, Filter your data with advanced detail filters, apply filters to a report, determine when to apply a filter with aggregation, create a report focused on top performing product types and product lines. Create a Visualization report, Different chart options, Create charts containing peer and nested items, Create and reuse custom chart palettes, Add data-driven baselines and markers to charts, Create and format a chart report, Compare values and highlight proportions using gauge charts and pie charts, Create a gauge report and a pie chart report, Display items on separate axes, Show the same data graphically and numerically, Focus a report using value prompts, Customize charts, RAVE, Display RAVE visualizations, Create a dashboard report, Story.

Unit III	**Financial Analytics: Advanced Report**	**10 Hours**

Active Report charts, visualizations, and decks Traditional charts in Active Reports, Examine decks, Deck or Tab control? Traditional charts and Static decks, Master detail relationships and decks, Creating a Data deck with traditional charts,

Demonstration 1: Create an Active Report using a Data deck, examine cards in a Data deck, choose proper controls for use in Data decks, Reduce report size with Static decks,

Demonstration 2: Create a Static deck to conserve report size, Demonstration 3: Optimize a Data deck report for size, Rapidly Adaptive Visualization Engine (RAVE), Traditional charts vs. RAVE visualizations, Connections and RAVE visualizations, converting visualizations in a report, Rendering RAVE visualizations Create an Active Report using RAVE visualizations.

Unit IV	**Financial Planning**	**13 Hours**

Concept of IBM Planning Analytics, professional report authors use to build sophisticated, multiple-sheet, multiple-query reports from different IBM TM1 models. This application is used by financial analysts and planners who plan and measure business and operational data. Exploration views, Quick reports, Dynamic reports, Custom reports, save views to the TM1 server, publish reports to share with other users. Business use case for this workshop, Connection configuration options.
Unit V Use of Excel in Finance 10 Hours
Spreadsheet Formatting, Text Colours, Numbers Formatting, Excel for Financial Analysis - P&L, balance sheet and cash flow, financial modelling and business valuations (discussed in the next section.), Budgeting and forecasting, Account reconciliations. Financial Models in Excel-Three Statement, Discounted Cash Flow or DCF Financial Reporting in Excel, Importing and Manipulating Data, LOOKUP and HLOOKUP, VBA and Macros.

Learning Experience: This course will be an immersive learning experience focused on practical application, collaboration, and advanced reporting techniques. Students will be introduced to IBM Cognos and its use in financial sectors through interactive lectures, live demonstrations, and hands-on labs. The course will engage students in creating reports, visualizations, and dashboards using IBM Cognos, enabling them to apply financial analytics concepts directly to real-world business cases. Group work will be encouraged, especially for collaborative projects involving multi-fact queries and financial planning tasks, allowing students to solve complex problems using both IBM Cognos and Excel. Additionally, Excel's role in financial analysis will be explored in detail, covering financial modelling, budgeting, and reconciliation. Students will engage in creating financial reports, developing custom charts, and automating tasks using VBA and macros. Regular assessments will include quizzes, case studies, and project work. The course will include individual and group assignments to foster peer learning and feedback. The instructor will provide continuous support and feedback throughout the course, and students are encouraged to collaborate and engage in discussions both in and outside the classroom for a comprehensive understanding of financial analytics.

Textbooks

1. IBM Courseware, New Delhi.

2. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications, Prentice Hall of India, New Delhi, 2002.
3. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
4. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.

Suggested Readings

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi,2008.
2. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.Robbins & Coulter, Management, Prentice Hall of India. New Delhi.
3. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
4. James F.Stoner,et al, Management, Pearson Education Delhi, 2008
5. Kishore Ravi, M: Financial Management; Taxman, 2006.

Open Educational Resources (OER)

1. *NPTEL, Swayam, Course Era*

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II

Course Code: AEC II	Course Title: Written Business Communication	L	T	P	C
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Ability Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective:

This course aims to equip students with essential business communication skills for today's globalized and fast-paced professional environment. With a focus on practical applications, the course covers a range of written and verbal communication formats—from business reports to persuasive emails and impactful presentations—enabling students to tailor their messaging to various audiences and contexts. By integrating elements of cultural awareness, emotional intelligence, and interpersonal skills, the course prepares students to handle complex business interactions effectively, fostering clarity, professionalism, and strategic insight in all forms of communication.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Remembering** the essential components of professional business documents, including emails, reports, and proposals, to ensure clarity and conciseness.	L1
CO2	**Understanding** the essence of effective verbal communication skills by articulating ideas	L2

	clearly and confidently in various professional settings, such as meetings and presentations.	
CO3	**Applying** knowledge of nonverbal cues and body language to enhance message delivery, ensuring effective communication with colleagues and clients.	L3
CO4	**Analysing** interpersonal communication techniques to foster positive team relationships and client interactions.	L4
CO5	**Evaluating** culturally sensitive communication approaches to manage diverse workplace scenarios, demonstrating professionalism and respect across cultural contexts.	L5

Course Content

Unit I	**Descriptive Writing**	**8 Hours**
Descriptive writing: Self Introduction; Descriptive writing: Favourite Food, Holiday Destination; Describing Past Events; Informative writing- Factual essays such as India's hosting of G20; Correct Common Errors such as Punctuation and Capitalization; Informal letters such as Thanking a friend		
Unit II	**Persuasive Writing**	**8 Hours**
Persuasive Writing; Writing a letter of Application; Write Powerful Business Emails for Professional Needs; Write more Effective Subject Lines and Email Text; Study Tone and Level of Formality in Emails; Understand how Culture affects what is appropriate in a Business Email; Apply Various Key Language to Different Types of Emails		
Unit III	**Business Report Writing**	**8 Hours**
Business Reports; Business Plan; Pitch Deck; Business Presentations- RFP, Quotations, Bid		
Unit IV	**Leadership Communication**	**8 Hours**
Leadership Communication; Emotional Intelligence and Cultural Literacy; Positive Ethos; Blogs and other modes of Self – Expression as tools of Business Communication; Negotiation Skills		

Learning Experience

Students will engage in practice-based learning that emphasizes clarity, professionalism, and adaptability in business communication. Through

exercises in descriptive and persuasive writing, role-playing, report preparation, and live presentations, students will gain confidence and experience in delivering messages that resonate with different audiences. The course's interactive format, including hands-on activities and peer feedback, allows students to refine their language, tone, and nonverbal cues in real time, enhancing their ability to communicate effectively in diverse business settings. This experiential learning approach ensures students are well-prepared for the demands of professional communication.

Textbook:

1. Kumar, Sanjay and Pushplata. *Communication Skills*. Oxford University Press, 2015.

Reference Books/Materials

1. Locker, Kitty O., and Stephen K. Grill. *Business Communication: Building Critical Skills*. McGraw-Hill Education, 2019.
2. Dwyer, Judith. *The Business Communication Handbook*. Pearson, 2017.
3. Hamilton, Cheryl. *Communicating for Success*. Pearson, 2019.
4. Garner, Bryan A. *HBR Guide to Better Business Writing*. Harvard Business Review Press, 2014.
5. Patterson, Kerry, et al. *Crucial Conversations: Tools for Talking When Stakes Are High*. McGraw-Hill Education, 2012.

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: SEC-II	**Course Title:** **Creating Entrepreneurial Mindset**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Skill Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of entrepreneurship**				

Course Perspective

This course offers students a deep understanding of entrepreneurship for making strategic business decisions. It emphasizes the practical application of concepts such as Entrepreneurship Development Programmes thus equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to entrepreneurial success. The course

is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of entrepreneurship and the key traits of successful entrepreneurs	L2
CO2	**Applying** the concepts of Entrepreneurship Development Programs and the role of women entrepreneurs	L3
CO3	**Applying** the concepts of small business management taking initiatives in fostering small industry	L3
CO4	**Analysing** the formulation of feasible and potential projects and preparing comprehensive project reports	L4
CO5	**Evaluating** the factors that influence small industry, and the problems faced by the small units.	L5

Course Content

Unit I:	**Introduction**	**9 Hours**
Introduction: concept of entrepreneurship, theories of entrepreneurship traits of entrepreneur, Different types of entrepreneurs, problems faced by entrepreneurs.		
Unit II	**Entrepreneurial Development**	**12 Hours**
Role and functions of measure support institutions such as SIB, CSIO, SSDO, SISIs etc. EDPs and Role of Women Entrepreneurs		
Unit III	**Small Businesses Entrepreneurship**	**12 Hours**
Concept, definition, and framework of Small Business, Social benefits and incentives for small industry in India; Elementary Knowledge of Make in		

India, Start-up, Stand up India, Mudra Loan, Schemes of Union Govt and its initiative on Atamnirbhar Bharat and Vocal for Local.		
Unit IV	**Entrepreneurial Projects**	**12 Hours**
Project classification, identification and selection, Project formulation and Project Appraisal and Preparing Project Report Steps in starting a small industry, incentives and subsidies available, export possibilities. Teething problem in setting small Units: location, technology, marketing, recoveries, labour and planning.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real entrepreneurial case studies and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Entrepreneurship Development; Vasant Desai
2. Entrepreneurship Development; Shobha Singh Khanka

Suggested Readings

1. Entrepreneurship-Strategies and Resources; Mark Dollinger
2. Entrepreneurship-Small Business Approach; Charles E. Bamford

Open Educational Resources (OER)

1. How to Develop an Entrepreneurial Mindset in Youth: 10+1 Ways | iED
2. The Entrepreneurial Mindset: What Is It And How Do You Develop It?

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks

External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III

SEMESTER III					
Course Code: MCMA801	**Course Title: Business Sustainability, Governance and Ethics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of management studies				

Course Perspective

This course is essential for students to navigate the ethical challenges, and governance demands in today's business world. It emphasizes the importance of aligning personal values with organizational goals, fostering ethical decision-making in a rapidly evolving environment. By exploring various ethical theories and business conduct regulations, students gain a comprehensive understanding of ethical practices and their significance in maintaining transparency and accountability. The course also delves into Corporate Governance, highlighting its principles, structures, and global failures, equipping students with the knowledge to uphold sound governance practices. Additionally, the focus on Corporate Social Responsibility and Sustainability prepares students to drive businesses towards socially responsible and environmentally sustainable operations, aligning corporate goals with broader societal and environmental imperatives.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level

CO1	**Understanding** the importance of ethics and values in business.	L2
CO2	**Applying** moral practices and demonstrate sensitivity towards the ethical dimensions of managerial problems in real-world business scenarios.	L3
CO3	**Applying** principles and practices of Corporate Governance, Corporate Social Responsibility and Sustainable Development.	L3
CO4	**Analysing** oneself and develop critical and rational thinking to evaluate personal and professional decision-making processes.	L4
CO5	**Evaluating** company's social and environmental responsibilities from both internal and external perspectives	L5

Course Content

Unit I	**Introduction to Values, ethics and business conduct**	**10 Hours**
Values: Concept, Types and Formation of Values, Indian context of Business values. Importance to blending individual value with organizational values. Business Ethics: Meaning of ethics, Theories of ethics: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, teleological theories, egoism theory, relativism theory. Scope of Business Ethics, Ethics in functional area and compliance. Rules Governing business conduct: Introduction to IBC, Data Protection and Privacy Law.		
Unit II	**Corporate Governance**	**13 Hours**
Meaning, significance and principles, Management and corporate governance, Theories and Models of corporate governance; Board structure and Independent director, board committees and their functions; shareholder activism and, proxy advisory firms., role of rating agencies Whistle blowing. Corporate Governance Report Structure.		

Major Corporate Governance Failures and International Codes: BCCI (UK), Maxwell Communication (UK), Enron (USA), World Com (USA), Andersen, Worldwide (USA), Vivendi (France), Satyam Computer Services Ltd, Lehman Brothers, Kingfisher Airlines, PNB Heist and IL&FS Group Crisis; Common Governance Problems Noticed in various Corporate Failures; Codes and Standards on Corporate Governance: Sir Adrian Cadbury Committee 1992 (UK), Sarbanes Oxley Act, OECD Principles of Corporate Governance.		
Unit III	**Corporate Social Responsibility:**	**11 Hours**
Meaning and definitions of CSR, CSR under the Companies Act, 2013. International Framework of CSR : Global Compact, Caux Round table, OECD Guidelines for Multinational Enterprise, 3SA8000 Standard, BS/ISO Guidelines on CSR Management (ISO-26000), Social Audit of Government Programs. Indian Guidelines BRSR (SEBI), NVG Guidelines (Ministry of Corporate Affairs) Sustainability Reporting Framework in India, Challenges in Mainstreaming Sustainability Reporting.		
Unit IV	**Sustainable Development**	**11 Hours**
Role of Business in Sustainable Development, Corporate Sustainability, Sustainability is Imperative, Government Role in improving Sustainability Reporting KYOSEI, Sustainability Reporting, Benefits of Sustainability Reporting - Sustainability Reporting Framework Global Reporting Initiative (GRI) - Sustainability Reporting Guidelines UN Global Compact – Ten Principles,2000, Sustainability Indices. Social responsibly standards, social stock exchange. Revised rules for IPO Valuation to avoid valuation hype.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, in the form of role playing and case studies. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed. This integrated approach ensures that students not only learn the fundamental concepts of values and ethics but also acquire the practical

skills necessary for effective application of values and ethics in the real world.

Textbooks

1. Velasquez Manuel G: Business ethics- concepts and cases.
2. Fernando A.C.: Business Ethics – An Indian Perspective.
3. Crane Andrew & Matten Dirk: Business Ethics, Oxford.
4. Ghosh B N: Business Ethics & Corporate Governance, Mc Graw Hill
5. DeGeorge Richard T.: Business Ethics, Pearson.

Suggested Readings

1. Hartman, Laura and Chatterjee, Abha, (2006), Perspectives in Business Ethics, 3rd Edition, McGraw Hill Education.

Open Educational Resources (OER)

1. Students are encouraged to explore online resources such as Cousera for additional learning materials on organization behavior.

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER III					
Course Code: **MCMA803**	**Course Title:** **Corporate Finance**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**

Category of Course	Major
Total Contact Hours	45
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial concepts**

Course Perspective

This course offers students a deep understanding of corporate finance which are crucial for making strategic business decisions. It emphasizes the practical application of concepts such as investment decisions, financing decisions and many more thus equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of capital budgeting techniques for estimating the investment decisions.	L2
CO2	**Applying** the cost of capital from various sources for effective financing decisions	L3
CO3	**Applying** working capital techniques and dividend decisions for better outcomes in the financial markets.	L3
CO4	**Analysing** the structure and functioning of financial markets and performing the valuation of securities	L4

CO5	**Evaluating** the outcomes of investment and financing decisions and devising appropriate dividend policy	L5

Course Content

Unit I:	**Introduction to Corporate Finance**	**9 Hours**
Corporate Finance: Nature and Scope, Finance Function Investment Financing and Dividend Decisions, Capital Budgeting: Meaning Nature and Importance Investment Decisions, Major Evaluation Criteria.		
Unit II	**Cost of Capital**	**12 Hours**
Cost Of Capital: Meaning, Importance. Calculation Of Cost of Debt, Preference Shares. Equity Shares and Retained Earnings, combined (Weighted) Cost of Capital, Capitalization- Meaning, Over capitalization & under capitalization.		
Unit III	**Dividend Policies**	**12 Hours**
Dividend Policies: Issues in Dividend Policies, Dividend Models, Sources of Funds: Long Term Funds & Short-Term Funds, Nature Significance and Determinants of Working Capital. Leverage Analysis Capital.		
Unit IV	**Financial Markets**	**12 Hours**
Capital Market: (A) New Issue Market (B) Secondary Market Functions and Role of Stock Exchange (BSE, NSE.) Money Market: Indian Money Markets Composition and Structure., Valuation of securities. Time value of Money, list of simple and Compound interest in business finance.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as preparing working capital requirements and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Avadhani VA Financial System
2. Bhalla VK Modern Working Capital Management
3. IM Pandey: Financial Management
4. Gupta and Pandey: Financial Management

Suggested Readings

1. Chandra Prasanta: Financial Management Theory and Practices
2. Khan NY and Jain PK Financial Management Tax and Problems

Open Educational Resources (OER)

1. What is Corporate Finance?
2. What is Corporate Finance? Check Meaning and Types

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course code: MCMA805	**Course Title: General Awareness and Corporate Affairs**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course aims to update students' awareness on current business scenarios so that they stay updated on latest developments in the corporate

world and answer questions related to them in their Interviews. The primary purpose is to assist the students in qualifying Group Discussions and Personal Interviews. The course aims to inculcate the habit of reading newspapers and develop critical thinking abilities. The students shall read the articles and then analyse the information reported by different publications. This develops critical thinking abilities by ensuring that they do not get opinionated by any single publication. To ensure maximum benefit this course it has been made a mandatory credit course. It thus facilitates compulsory reading and presentations on newspaper articles and encourages debates on emerging social and economic issues in the national and global context.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** trends in business organizations from diverse functional perspectives.	L2
CO2	**Applying** market and intrinsic valuation techniques to assess new business models and their inherent challenges.	L3
CO3	**Analysing** the trends in the context of emerging economic and social contexts from a global and national perspective.	L4
CO4	**Analysing** decision-making ability for sustainable businesses after analysing the trends	L4
CO5	**Evaluating** the role of data management and analysis, the rising focus on consumer experience, and the increased need for cybersecurity awareness and immersive technologies in shaping modern business strategies.	L5

Course Content

Unit I	**Introduction**	**10 Hours**

Socio-economic analysis of the nation and the world, Global Macro-economic trends, Socio economic analysis of Developed, Emerging, Frontier, Developing and Least developed countries of the world. Analysis of the growth trends of the Industrial sectors for Indian Economy.		
Unit II	**Corporate Growth and Valuation**	**13 Hours**
Analysis of corporate history and growth of prominent Large Cap, Mid Cap and Small Cap companies. Reviewing the performance of companies using triple bottom line approach. Analyse Market and Intrinsic Valuation of companies, Assess new business models and inherent challenges.		
Unit III	**Technological Impact on Business**	**11 Hours**
Impact of Technology on Business processes, corporate restructuring and changing dynamics of competitive models. Understand the significance of building resilience, agility and transformational ability in workforce to ensure sustainable business growth.		
Unit IV	**Geopolitics and Strategic Decision-Making**	**11 Hours**
Geopolitical implications in business and their impact on strategic decision making, challenges of hybrid, global and diversified workforce, data management and analysis, rise of focus on consumer experience, increased need for cybersecurity awareness and immersive technologies.		

Learning Experience: This course offers a comprehensive learning experience that integrates socio-economic analysis with business strategy. Students read a variety of publications and develop an analytical capability to assess diversified opinions and develop independent ideas. With intensive reading students generate creative ideas to solve day to day business problems. Students will examine global macro-economic trends and evaluate the growth of industrial sectors in the Indian economy, while gaining insights into the economic classifications of countries. They will enhance their knowledge of the corporate history and growth of Large, Mid, and Small Cap companies, applying valuation techniques and assessing business models. Additionally, the course explores the impact of technology on business processes, corporate restructuring, and workforce resilience. Students will also evaluate geopolitical implications, workforce challenges, data management, and the growing importance of cybersecurity and consumer experience in strategic decision-making.

Suggested Readings

1. All Business Newspapers – The Mint, Business Standard, Financial Express, Economic Times, Business Line and the Hindu
2. Business Magazines – Business Today, Business India, Economist, Economic and Political Weekly
3. B Smart App of Business Standard has few cases which shall be discussed as a part of the class.

Open Educational Resources (OER)

1. https://www.business-standard.com/
2. https://www.businesstoday.in/magazine
3. https://www.economist.com/

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER III					
Course Code: MCSP828	**Course Title: Data visualization using Tableau and Power BI**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				

Total Contact Hours	45
Pre-Requisites/ Co-Requisites	

Course Perspective

Upon completing this course, students will gain a comprehensive understanding of data visualization using Tableau and Power BI. They will develop skills in preparing and transforming data, creating meaningful visual representations, and utilizing advanced features of both tools. The course will enhance their ability to build effective dashboards, perform in-depth data analysis using DAX, and integrate data visualization with real-time insights. Students will be equipped to effectively communicate data narratives and make informed, data-driven decisions, demonstrating higher-order cognitive skills across Bloom's Taxonomy.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** foundations of data visualization concepts, tools, and principles using Tableau and Power BI interfaces.	L2
CO2	**Applying** advanced visualization techniques, calculated fields, DAX expressions, and dashboard design principles to create interactive data stories.	L3
CO3	**Analysing** various data sources, preparation techniques, and visualization elements to identify trends, patterns, and insights in Tableau and Power BI.	L4
CO4	**Evaluating** the effectiveness and clarity of visualizations, reports, and dashboards in Tableau and Power BI, based on established best practices and user feedback.	L5
CO5	**Creating** comprehensive reports, dashboards, and data stories in Tableau and Power BI that effectively communicate analytical insights.	L6

Course Content

Unit I:	**Introduction to Data Visualization and Tableau**	**12 Hours**
Introduction to Data Visualization: Importance, tools, and benefits, Introduction to Tableau: Overview, installing, and understanding the interface, Connecting to data sources: Excel, databases, web data, Data Preparation: Joins, unions, data blending, and data extracts, Basic charts and graphs: Bar charts, line graphs, scatter plots, Formatting and design principles for effective visualization		
Unit II	**Advanced Visualization Techniques in Tableau**	**10 Hours**
Filters, Groups, Sets, and Parameters, Calculated Fields and Table Calculations, Advanced charts: Heat maps, tree maps, waterfall charts, and Gantt charts, Dashboards: Creating, formatting, and adding interactivity, Storytelling with Tableau: Building data stories and narratives, Best practices in dashboard design		
Unit III	**Power BI Basics and Visualization**	**12 Hours**
Introduction to Power BI: Overview and comparison with Tableau, Power BI Desktop Interface: Connecting to data sources, Data Preparation: Power Query, data cleaning, and transformation, Data modeling: Creating relationships, hierarchies, and measures, Building Visualizations: Bar charts, pie charts, line charts, and maps, Introduction to DAX (Data Analysis Expressions) for calculations		
Unit IV	**Advanced Features of Power BI and Integration**	**11 Hours**
Advanced DAX expressions for data modeling, Creating Reports and Dashboards in Power BI, Power BI Service: Publishing, sharing, and collaborating on reports, Integrating Power BI with other services (Excel, SharePoint, etc.), Power BI Mobile: Creating and viewing reports on mobile devices, Real-Time Data Streaming in Power BI		

Learning Experience: This course employs a mix of lectures, hands-on labs, quizzes, and assessments to provide a thorough understanding of data visualization techniques. Students will attend interactive sessions introducing Tableau and Power BI concepts, followed by practical labs where they will connect to data sources, prepare data, and build visualizations. Real-world case studies will be used to teach storytelling with data, while quizzes and tests will help evaluate their knowledge. The final projects will involve creating dashboards and reports that incorporate advanced features. This active learning process is highly effective, enabling students to develop technical skills while solving complex data visualization problems.

Textbooks

1. Ryan Sleeper, "Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master," 1st Edition, O'Reilly Media.
2. Adam Aspin, "Pro Power BI Desktop: Self-Service Analytics and Data Visualization for the Power User," 1st Edition, Apress.: A Comprehensive Guide

Suggested Readings

1. Alberto Cairo, "The Functional Art: An Introduction to Information Graphics and Visualization," 1st Edition, New Riders.

Open Educational Resources (OER)

1. Tableau Public Training: Official free tutorials by Tableau, covering beginner to advanced topics.
2. Microsoft Power BI Learning: Comprehensive Power BI learning material provided by Microsoft, covering all features.
3. Khan Academy Data Analysis: Khan Academy's course on SQL and data analysis basics, relevant for data preparation and integration in Tableau and Power BI.

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: **MCSP829**	**Course Title:** **Block chain and Crypto Currency**	**L**	**T**	**P**	**C**
Version	**1**	**2**	**0**	**1**	**3**
Category of Course	Major				

Total Contact Hours	45
Pre-Requisites/ Co-Requisites	

Course Perspective

Upon completing this course, students will gain a thorough understanding of blockchain technology and its various applications, particularly in financial markets. They will explore different blockchain structures, consensus mechanisms, and cryptocurrency fundamentals. Students will also analyze regulatory, legal, and ethical issues related to blockchain and cryptocurrencies, enhancing their ability to evaluate risks and opportunities in real-world scenarios. Through a combination of theoretical and practical insights, learners will develop critical thinking, problem-solving skills, and the capacity to address complex challenges in decentralized finance and related sectors.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** of blockchain fundamentals, including its structure, evolution, and different consensus mechanisms.	L2
CO2	**Applying** blockchain applications in financial markets, particularly in payments, settlements, and digital asset management, while considering risks and returns.	L3
CO3	**Analysing** the mechanics of cryptocurrency transactions, wallets, and tokenization to identify their implications and potential challenges.	L4
CO4	**Evaluating** the effectiveness of blockchain and cryptocurrency regulations, comparing responses across jurisdictions, and forecasting future trends in blockchain scalability, interoperability, and sustainability.	L5
CO5	**Creating** potential solutions for legal, regulatory, and ethical challenges in blockchain	L6

	environments, incorporating elements like privacy, data protection, and smart contracts.	

Course Content

Unit I:	**Introduction to Blockchain Technology**	**15 Hours**
Overview of Blockchain: History and Evolution; Structure of Blockchain: Blocks, Hash Functions, Mining; Types of Blockchains: Public, Private, Consortium; Consensus Mechanisms: Proof of Work (PoW), Proof of Stake (PoS), Delegated Proof of Stake (DPoS); Use Cases of Blockchain in Finance, Supply Chain, and Healthcare		
Unit II	**Cryptocurrency Fundamentals**	**10 Hours**
Introduction to Cryptocurrencies: Bitcoin, Ethereum, and Altcoins**;** Mechanisms of Cryptocurrency Transactions**;** Cryptocurrency Wallets, Public and Private Keys**;** Initial Coin Offerings (ICOs) and Tokenization**;** The Role of Decentralized Finance (DeFi) and Smart Contracts**;** Challenges and Risks of Cryptocurrencies: Volatility, Fraud, and Cybersecurity		
Unit III	**Blockchain Applications in Financial Markets**	**10 Hours**
Blockchain for Capital Markets: Payments, Settlement, and Clearing; Cryptocurrencies as Investment Assets: Risks and Returns; Regulatory Frameworks for Cryptocurrencies: National and International Perspectives; Central Bank Digital Currencies (CBDCs); Case Studies on Real-World Blockchain Applications in Financial Markets		
Unit IV	**Legal, Regulatory, and Ethical Issues in Blockchain and Cryptocurrency**	**10 Hours**
Analysing real-world case studies and datasets using SPSS Modeler, Collaborative projects addressing complex business problems with SPSS Modeler, Ethical considerations in data analytics and privacy-preserving techniques, Exploring emerging trends in business analytics such as deep learning, big data analytics integration, and AI-driven decision-making		

Learning Experience: The course will be delivered through a mix of lectures, case studies, hands-on workshops, quizzes, and group discussions to ensure a holistic understanding of blockchain and cryptocurrency fundamentals. Classes will introduce core concepts, followed by practical sessions where students will simulate blockchain transactions, cryptocurrency wallet setups, and smart contract execution. Case studies and quizzes will evaluate their analytical and problem-solving skills, while discussions on ethical and regulatory issues will promote critical thinking.

This interactive learning approach fosters a deep comprehension of the subject matter, making it highly effective for real-world application.

Textbooks

1. Blockchain Basics: A Non-Technical Introduction in 25 Steps – Daniel Drescher
2. Mastering Bitcoin: Unlocking Digital Cryptocurrencies – Andreas M. Antonopoulos
3. Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World – Don Tapscott, Alex Tapscott

Suggested Readings

1. Mastering Ethereum: Building Smart Contracts and DApps – Andreas M. Antonopoulos
2. The Bitcoin Standard: The Decentralized Alternative to Central Banking – Saifedean Ammous
3. Crypto assets: The Innovative Investor's Guide to Bitcoin and Beyond – Chris Burniske, Jack Tatar

Open Educational Resources (OER)

1. Coursera: Blockchain Basics by University at Buffalo
2. Khan Academy: Cryptocurrency Lessons
3. YouTube: Blockchain and Cryptocurrency Tutorials by Finance Experts
4. Investopedia: Blockchain Technology and Cryptocurrency Learning Resources

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: MCSP831	**Course Title: Predictive Analytics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	**DSE**				
Total Contact Hours	**45**				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will understand the functionalities of excel for data analysis. They will analyse data by employing advanced preprocessing, transformation, and visualization techniques, using tools like EDA. The course will also enable students to apply predictive modelling techniques, including regression, classification, and clustering, to solve real-world business problems. Through case studies, students will evaluate model performance using appropriate metrics and methodologies, integrating ethical considerations into data analytics. Lastly, they will create collaborative projects that address complex business scenarios, exploring emerging trends like deep learning, big data integration, and AI-driven decision-making.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level

CO1	Understanding the basic functionalities of Excel for data processing and analysis.	L2
CO2	Applying predictive modelling techniques such as regression, classification, and clustering to address specific business problems.	L3
CO3	Analysing data through preprocessing, EDA, and visualization, identifying patterns and trends in business datasets using Excel	L4
CO4	Evaluating model performance using metrics like accuracy, precision, recall, and evaluating ethical considerations in analytics projects.	L5
CO5	Creating collaborative projects that integrate advanced analytics, emerging trends, and AI techniques to solve complex business problems.	L6

Course Content

Unit I	Introduction to Predictive Analytics	8 Hours
What is Predictive Analysis ,why do we study predictive Analysis, What is Analysis , Type of Analysis – Descriptive,Predictive,Prescriptive,What is statistics,What is the difference between descriptive and Inferential statistics ,Descriptive Statistics – Central Tendency,Meansure of Dispersion ,Measure of Symmetry,Measure of peakedness,Central Tendency-Mean,median,mode,harmonic mean,geometric mean,Measure of Dispersion – Range ,Standard Deviation(SD),variance, Mean absolute deviation(MAD),Quartile Deviation,Skewness-Positively Skewed, Negative Skewed,Symmetry,Kurtosis–Leptokurtic ,mesokurtic,platykurtic.		
Unit II	Probability & Probability Distribution,Hypothesis Testing	10 Hours
What is probability,How to define probability ,Formula to find probability ,range of probability ,Events , compliment of an event ,Outcomes ,sample space ,mutually exclusive and exhaustive		

events , union ,intersection ,marginal probability ,conditional probability ,joint probability ,Bayes Theorem ,Additional rule , Multiplication rule ,Independent events ,dependent events ,Binomial Distribution ,Poisson Distribution,Normal Distribution, What is hypothesis testing ,Null & Alternative Hypothesis , How to perform Hypothesis , Steps to perform hypothesis ,Test for population mean- t test , z test , Test for population Standard deviation – Chi square test , Test for ratio of variances – f test , Test for goodness of fit , test for independence of attributes.

Unit III	Machine Learning Algorithm	5 Hours

Linear Regression , Logistic Regression

What is Machine Leaning ,Type of Machine Learning , Supervised Machine Learning ,Unsupervised machine learning , Reinforcement Learning ,Balanced & Unbalanced dataset,

What is Algorithm , What is regression, Type of regression- Linear & logistic regression , when to use linear regression ,when to use logistic regression , what is independent & dependent variables ,What is simple & multiple linear regression ,which method to use to predict the regression equation ,intercept & regression coefficient and their significicance ,significance of model using F test,significance of each variable using t test ,Evaluation

metrics for Linear Regression – MSE (Mean squared error) , R2(Coefficient of Determination) ,Adjusted R2 , p value , Anova table for regression,Evaluation metric for Logistic regression – Accuracy ,F1 score ,Recall ,Precision ,Confusion Matrix

Unit IV	Clustering,Decision Tree & Random Forest	10 Hours

What is clustering ,example of clustering ,When to use clustering ,type of clustering ,Euclidean Distance ,K mean clustering , How to create clusters using k Means method,Application of Clustering ,Advantage & disadvantage of clustering .

What is Decision tree , when and why we use Decision tree , Decision tree for both classification & regression , What is entropy , Gini Index , Information Gain ,Root Node , Leaf Node ,Decision Node ,How to choose the root node , what is parallel & sequential

Learning ,What is Bagging , Example of Bagging – Random Forest ,Difference between Decision Tree & Random Forest , why we prefer Random forest over Decision Tree , Voting Method for classification & Average Method for regression in random Forest, Evaluation Metric -Accuracy

Learning Experience: This course will be highly experiential, incorporating hands-on learning, case studies, and collaborative projects to ensure students grasp both the theory and practical application of predictive analytics. The course will be conducted through interactive lectures, live demonstrations, and guided tutorials on using Excel allowing students to explore data handling, preprocessing, and advanced modeling techniques. Students will engage in group activities, such as solving real-world business problems using Excel, and participate in peer reviews to foster collaboration. In-class assignments and take-home projects will reinforce learning, with frequent opportunities for practical application through exploratory data analysis, predictive modeling, and data visualization. Assessments will include quizzes, project work, and presentations of case studies. The course instructor will be available for additional support, and students are encouraged to seek feedback as needed. Group work, discussions, and peer interaction will also help students build a collaborative learning environment.

Textbooks

Mastering Predictive Analytics Modeling: A Comprehensive Guide

Suggested Readings

Predictive Analytics Mesmerizing & fascinating by ERIC SIEGEL

Open Educational Resources (OER)

CRISP-DM 101 (CRISP-DM Guide)

Data Science and Machine Learning with SPSS Modeler (IBM Skills Network on Coursera)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV

SEMESTER IV					
Course Code: MCMA802	**Course Title: Contemporary Issues in Strategic Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of management				

Course Perspective

This course offers deep understanding of the concepts like mission, vision, and objectives and how they are aligning to organizational goals and strategies. Environmental scanning tools enable them to analyze market conditions and identify competitive advantages. Strategic management is essential for students as it teaches them to develop, implement, and evaluate strategies that drive organizational success. It equips future leaders with the ability to analyze business environments, make informed decisions, and create competitive advantages in dynamic markets, ensuring long-term sustainability and growth.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the concept of strategic management.	L2
CO2	**Applying** business environment analysis techniques, including PESTEL and VRIO, to inform strategic decisions in a global context.	L3
CO3	**Analysing** various strategic frameworks and models, such as SWOT analysis and the Balanced Scorecard, to assess their impact on organizational performance	L4
CO4	**Evaluating** corporate-level strategies using models like the BCG Matrix and GE Nine Cell Framework to determine their effectiveness and suitability	L5
CO5	**Creating** strategic plans that incorporate strategic leadership, culture, and Blue Ocean strategies for sustainable competitive advantage	L6

Course Content

Unit I	**Introduction to strategic management**	**11 Hours**
concept of strategic management, mission, vision, objectives, process of strategic management, environmental scanning, SWOT analysis, Strategy Formulation, Process of Strategy Formulation, Models of Strategic management – Prahlad, Mintzberg, Ansoff, Porter. Mc Kinsey 7s Framework		

Unit II	Strategic implementation in Global Business Environment	12 Hours
Business Environment Analysis – PESTEL, ETOP, SWOT, VRIO Framework, Value Chain Analysis. Generic Strategies Strategic Management Process, Constraints and Strategic Choice, Porters five forces Model, Global Multicultural Environment and Glocalization strategies		
Unit III	**Corporate Level Strategies**	**11 Hours**
Balanced Score Card; Stability, Grand, Growth, Expansion, Diversification, Disinvestment, Retrenchment, Turnaround and Combination Strategies. GE Nine Cell Framework, BCG Matrix, Stop Light Model, Directional Policy Framework, PIMS Framework		
Unit IV	**Strategic Evaluation and Control**	**11 Hours**
Strategic Leadership, Culture and Strategy, Structure and Strategy, SBU Level Strategies, Strategy Evaluation and Control, Management Control Systems, Strategic Cost Management, Product Design and Divisional Strategies. Blue Ocean Strategy		

Learning Experience: The learning process for this course will involve a mix of interactive lectures, practical workshops, case studies, quizzes, and assessments. Classes will focus on theoretical concepts, while practical sessions will allow students to apply frameworks like SWOT and PESTEL in real-world scenarios, enhancing their analytical skills. Group discussions and presentations will foster collaboration and critical thinking, while quizzes and tests will reinforce knowledge retention. This comprehensive approach ensures that students not only grasp the concepts but also develop the ability to apply them effectively in strategic decision-making processes, preparing them for leadership roles in their future careers.

Textbooks

1. Kazmi Azhar and Adela Kazmi,(2015) "Strategic Management", Tata McGraw Hill Publishing Company Ltd., New Delhi
2. Strategy Management and Business Policy: Globalisation, Innovation and Sustainability – Wheeler, Hunger and Rangarajan

Suggested Readings

1. Strategic Management Concepts: A competitive advantage approach – Fred R David
2. Competitive Strategy: Techniques for Analysing Industries and Competitors, by Michael E. Porter, Free Press publications.

Open Educational Resources (OER)

1. MIT OCW - Strategic Management
2. Open Textbook Library - Strategic Management
3. Saylor Academy - Strategic Management

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER IV					
Course Code: MCSP776	**Course Title: AI Applications for Business**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will develop a thorough understanding of the principles and applications of Artificial Intelligence in business contexts. They will analyze how AI technologies, such as machine

learning and robotics process automation, are revolutionizing industries, particularly in logistics and supply chain management. By applying AI tools and frameworks, students will be equipped to construct predictive models and automate business processes. Furthermore, they will evaluate the ethical implications of AI, ensuring their approach aligns with principles of fairness and transparency. Ultimately, students will be prepared to innovate and lead in AI-driven environments.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the foundational concepts of Artificial Intelligence and its significance in business, particularly in logistics and supply chain management	L2
CO2	**Applying** AI tools to automate business processes, enhancing efficiency in tasks such as inventory management and demand forecasting.	L3
CO3	**Analysing** the different types of machine learning techniques and their applications in predictive analytics for optimizing supply chain operations	L4
CO4	**Evaluating** the effectiveness of AI-driven decision-making processes in business analytics, utilizing tools like Power BI and Tableau to gain insights.	L5
CO5	**Creating** innovative AI solutions for real-world business challenges, integrating technologies to improve customer experiences and operational efficiency.	L6

Course Content

Unit I:	Introduction to Artificial Intelligence in Business	12 Hours
Overview of Artificial Intelligence: History, scope, and key concepts,AI in Business: How AI is transforming industries, with a focus on logistics and supply chain management,Types of AI: Machine Learning, Natural Language Processing (NLP), and Robotics Process Automation (RPA),AI Tools Overview: Introduction to key AI tools for business (TensorFlow, IBM Watson, Google AI, Microsoft Azure AI),Ethical Considerations in AI: Bias, fairness, transparency, and the impact of AI on jobs		
Unit II	**Machine Learning and Predictive Analytics**	**10 Hours**

Introduction to Machine Learning (ML): Supervised, unsupervised, and reinforcement learning, Predictive Analytics: Using historical data to forecast future outcomes in supply chains, AI Tools for Machine Learning: An introduction to tools such as Scikit-learn, H2O.ai, and AWS Machine Learning, Use Cases: Predicting demand in inventory management, risk management, and route optimization in logistics, Hands-on Implementation: Building basic predictive models using open-source tools		
Unit III	**AI-Driven Automation in Business**	**12 Hours**
Robotics Process Automation (RPA): Automating repetitive business processes using AI,AI for Supply Chain Optimization: Inventory management, warehouse automation, and demand forecasting, AI Tools for Automation: Overview of UiPath, Blue Prism, and Automation Anywhere, AI in Logistics: Autonomous vehicles, drones, and smart warehouses, Workflow Automation and Chatbots: AI-based virtual assistants for business process automation		
Unit IV	**AI in Decision Making and Business Analytics**	**11 Hours**
AI for Business Decision Making: Supporting complex decision-making processes with AI, Business Intelligence and AI: How AI is integrated into business analytics platforms like Power BI and Tableau,AI Tools for Business Intelligence: Exploring AI capabilities in BI tools such as Microsoft Azure AI and Google AI,AI for Customer Insights: Personalization, recommendation engines, and sentiment analysis using AI,Future Trends: AI's role in predictive analytics, prescriptive analytics, and decision intelligence		

Learning Experience: The learning process for this syllabus will encompass a combination of interactive lectures, hands-on practical sessions, and collaborative projects. Students will participate in workshops where they will use AI tools like TensorFlow and IBM Watson to analyze case studies and develop predictive models. Regular quizzes and assessments will reinforce understanding and application of concepts, while discussions on ethical considerations will foster critical thinking. This comprehensive approach ensures that students not only grasp theoretical knowledge but also acquire practical skills, preparing them to implement AI solutions effectively in their careers.

Textbooks

1. **Artificial Intelligence for Business,** Doug Rose, 2nd Edition, O'Reilly Media

2. **Machine Learning Yearning,** Andrew Ng, 2018 Edition, DeepLearning.AI

Suggested Readings

1. **Data Science for Business,** Foster Provost, Tom Fawcett, 2nd Edition, O'Reilly Media

Open Educational Resources (OER)

1. Artificial Intelligence in Business - Coursera
2. Introduction to Machine Learning - edX
3. AI for Everyone - Coursera

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV					
Course Code: MCSP830	**Course Title: Managing Big Data**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

The Managing Big Data course equips students to handle, analyze, and extract insights from large and complex datasets, addressing the growing need for professionals capable of managing vast amounts of structured and unstructured data. It covers big data architecture, distributed computing, and frameworks like Hadoop and Spark, as well as strategies for scalable storage, real-time analytics, and data governance. Through hands-on projects and case studies, students will learn to design and implement big data solutions that support business objectives, ensuring data integrity, security, and efficiency in modern data-driven environments.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** foundations of big data characteristics, use cases, challenges, and the overall big data ecosystem, including Hadoop and MapReduce frameworks.	L2
CO2	**Applying** big data storage solutions using NoSQL databases like MongoDB, Cassandra, and HBase, focusing on data modelling, performance, and scalability	L3
CO3	**Analysing** distributed computing frameworks like Hadoop and Apache Spark to identify key differences, assess their architectures, and analyze their suitability for specific big data processing tasks.	L4
CO4	**Evaluating** the performance, scalability, and optimization of big data systems, considering real-time analytics requirements, and determining the effectiveness of different frameworks and architectures in handling large-scale data processing.	L5
CO5	**Creating** real-time data processing pipelines using streaming technologies such as Apache Kafka, Flink, and Storm, incorporating Lambda Architecture for effective data analysis. solve complex business problems.	L6

Course Content

Unit I:	Introduction to Big Data	12 Hours

Definition and Characteristics of Big Data (Volume, Variety, Velocity, Veracity, and Value),Big Data Use Cases and Applications, Challenges in Big Data Management, Big Data Ecosystem and Architecture, Introduction to Hadoop and MapReduce		
Unit II	**Distributed Computing Frameworks**	**10 Hours**
Hadoop Architecture and HDFS (Hadoop Distributed File System),MapReduce Programming Model, Introduction to Apache Spark, Comparison between Hadoop and Spark, YARN (Yet Another Resource Negotiator)		
Unit III	**Big Data Storage and NoSQL Databases**	**12 Hours**
Introduction to NoSQL Databases: Types (Key-Value, Document, Column, Graph), MongoDB, Cassandra, and HBase Overview, Data Modelling in NoSQL, Scalability and Performance in NoSQL Databases, CAP Theorem		
Unit IV	**Real-time Big Data Processing**	**11 Hours**
Introduction to Real-time Data Processing, Streaming Data Concepts: Apache Kafka, Flink, and Storm, Lambda Architecture for Real-time Data, Data Pipeline Design and Real-time Analytics, Performance Optimization and Scalability in Big Data Systems		

Learning Experience: The learning experience of a course on managing big data should be highly interactive and project-based. Students should work on real-world problems using tools like Hadoop, Apache Spark, and cloud platforms (AWS, Azure) to process and analyse large datasets. Hands-on exercises, case studies, and simulations of data processing pipelines help learners gain practical experience in managing, cleaning, and analysing big data in distributed systems. Collaborative group projects can simulate the challenges of working in industry teams, focusing on scalability, security, and data governance. Assessment through real-world case studies and industry-oriented capstone projects can further deepen their understanding, making the learning more applied and practical.

Textbooks

1. **Big Data: Principles and Best Practices of Scalable Real-Time Data Systems** by Nathan Marz and James Warren.
2. **Hadoop: The Definitive Guide** by Tom White.
3. **Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking** by Foster Provost and Tom Fawcett.

Suggested Readings

1. Tom White, "Hadoop: The Definitive Guide," O'Reilly Media.
2. Holden Karau, Andy Konwinski, Patrick Wendell, and Matei Zaharia, "Learning Spark: Lightning-Fast Big Data Analysis," O'Reilly

Open Educational Resources (OER)

1. MIT OpenCourseWare – Big Data and Social Physics.,MIT OpenCourseWare
2. Coursera: Big Data Specialization by UC San Diego,Coursera
3. edX: Data Science MicroMasters Program by University of California, Berkeley,edX

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV					
Course Code: MCSP832	**Course Title: Creating Intelligent Machines**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course introduces students to the concepts of Creating Intelligent Machines, focusing on foundational techniques such as machine learning (ML), neural networks, natural language processing (NLP), and computer vision. The course is designed to enhance students' ability to solve real-world problems by leveraging IBM Watson services. This knowledge is crucial for careers in fields like AI development, automation, and data-driven decision-making. Students will gain practical experience in building intelligent machines that mimic human cognitive abilities, equipping them with skills in designing, deploying, and maintaining intelligent solutions.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the vision and development of intelligent machines within a global technological framework.	L2
CO2	**Applying** IBM Watson Services to manage Big Data in the context of intelligent machines.	L3
CO3	**Analysing** and evaluating the architecture and APIs related to intelligent systems, focusing on Watson Knowledge Studio and Watson Assistant.	L4
CO4	**Evaluating** the role of intelligent machines and machine learning in industrial and commercial sectors.	L5
CO5	**Creating** and implement intelligent machine projects using IBM Watson tools and services for real-world applications.	L6

Course Content

Unit I:	Creating Intelligent Machines Overview & Foundation	15 Hours
Eras of Computing, types & main focus of AI, ML & its types, Neural Networks, NLP and processes, Use Cases, Computer Vision tools and use cases, Cognitive Computing, Setting up of IBM Bluemix Account. IBM Watson and real-world problems, Deep QA Architecture, Commercialization of Watson, Watson Services – capabilities of each Watson service, Watson Knowledge Studio, Usage of Watson API explorer.		

Unit II	**Natural Language Processing (NLP) and Natural Language Classifier (NLC)**	**10 Hours**
NLP – Processes, Tools and services of NLP, NLP Use cases, Different components of NLP, Challenges with NLU, NLP Pipeline. Capabilities of IBM Watson NLC, NLU and its capabilities, Watson Tone Analyzer, Watson Discovery Service, Using Discovery API		
Unit III	**Chatbots as Intelligent Machines**	**10 Hours**
Chatbot and its applications, growing popularity of chatbots, tools and services for chatbots, Workspace, Intent, entity and dialog nodes. Nodes in a dialog, Advanced Features of a chatbot, Creation of Watson Assistant Instance, Add Intents and test in slack.		
Unit IV	**Computer Vision in Intelligent Machines**	**10 Hours**
CV – history and advancement with AI, CU Use Cases, Pipeline with in a CV application, Feature Extraction, image classification and recognition, IBM Visual Recognition Service. Implementation of Real-world case study Using the models and IBM Watson services		

Learning Experience: This course blends theoretical understanding with practical, hands-on experience in creating intelligent machines. It will involve lectures, labs, and case studies, giving students opportunities to apply their knowledge through group projects and assignments. Practical work will focus on building and deploying intelligent machines using IBM Watson Services, including chatbots and visual recognition systems. Throughout the semester, students will receive feedback and have opportunities to engage in collaborative learning through peer reviews and group activities. The course in charge will provide additional support as needed.

Textbooks

1. Strategic Management: Creating Competitive Advantages by Gregory Dess, et al.

Suggested Readings

1. **Strategic Management** by John Pearce II, et al.

Open Educational Resources (OER)

1. IBM Watson Knowledge Centre
2. IBM Cloud Documentation
3. AI Ethics Guidelines

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV					
Course Code: MCSP833	**Course Title:** **Enterprise Resource Management**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of business processes, management principles, information systems, and financial accounting.**				

Course Perspective

The course Enterprise Resource Management (ERM) provides an in-depth understanding of integrated business processes and their management through ERP systems. It emphasizes the role of ERM in streamlining operations, enhancing decision-making, and achieving organizational efficiency. Students will explore ERP modules, implementation strategies, and their impact on business functions.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** fundamental concepts and components of Enterprise Resource Planning (ERP) systems and their role in business operations.	L2
CO2	**Analysing** interrelationships between various business processes and ERP modules within an organization.	L3
CO3	**Applying** basic ERP modules to manage real-world business scenarios effectively.	L4
CO4	**Applying** the impact of ERP implementation on business functions, efficiency, and decision-making processes.	L4
CO5	**Evaluating** ERP-based solutions to optimize a specific business process or address a complex organizational challenge.	L5

Course Content

Unit I:	**Introduction to Enterprise Resource Planning Systems**	**10 Hours**
Concept and Evolution of ERP. Characteristics and Benefits of ERP. ERP Modules Overview (Finance, HR, Supply Chain, Manufacturing, CRM, etc.). ERP vs. Traditional Systems. Key Business Processes and ERP Integration.		
Unit II	**ERP Implementation and Project Management**	**16 Hours**
ERP Implementation Lifecycle. Planning and Requirement Analysis. ERP Project Management and Risk Factors. Change Management and User Training. Best Practices in ERP Implementation.		
Unit III	**ERP Functional Modules and Applications**	**17 Hours**
Financial Management Module. Supply Chain and Inventory Management Module. Human Resource Management and Payroll. Sales and Customer Relationship Management (CRM) Module. Case Studies of ERP Systems in Different Industries.		
Unit IV	**ERP Trends, Challenges, and Future Directions**	**17 Hours**

Current Trends in ERP (Cloud ERP, AI Integration, Big Data, etc.). Customization vs. Standardization in ERP Systems. Data Security and Ethical Issues in ERP. Emerging Technologies and ERP (IoT, Blockchain). Future of ERP Systems and Career Opportunities

Learning Experience: The course offers a dynamic learning experience through a blend of theoretical knowledge and practical applications. Students will explore real-world case studies and engage in interactive simulations, gaining hands-on experience with ERP software. Collaborative group projects will enable them to analyse and solve complex business scenarios using ERP solutions. This approach fosters critical thinking and equips students with the skills to effectively implement ERP systems in diverse organizational contexts.

Text Books:

1. Leon, A. (2008). Enterprise Resource Planning. 2nd Edition, McGraw Hill Education.
2. Magal, S. R., & Word, J. (2011). Integrated Business Processes with ERP Systems. 1st Edition, Wiley.
3. Sumner, M. (2005). Enterprise Resource Planning. 1st Edition, Pearson Education.

Suggested Reading:

1. Monk, E. F., & Wagner, B. J. (2012). Concepts in Enterprise Resource Planning. 4th Edition, Cengage Learning.
2. Bradford, M. (2015). Modern ERP: Select, Implement, and Use Today's Advanced Business Systems. 3rd Edition, Lulu Publishing.
3. Alexis, L. (2007). ERP Demystified. 3rd Edition, Tata McGraw-Hill Education.

Open Educational Resources (OER):

1. ERP Systems by David Bourgeois, Introduction to Business (2021). Available at OpenStax: https://openstax.org/books/introduction-business/pages/16-erp-systems
2. ERP Basics by Lumen Learning. Available at Lumen Learning: https://courses.lumenlearning.com/suny-hccc-businesscompsci/chapter/erp-basics/

3. Business Process Integration with ERP by OER Commons. Available at OER Commons: https://www.oercommons.org/courses/business-process-integration-with-erp

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	