



Syllabus-2023-2024

BBA_Hons

Table with 2 columns: Title of the Course (Production and Operation Management), Course Code (BMC-403[T])

Table for Part A: Year (2nd), Semester (4th), Credits (4), Course Type (Theory only), Course Category (Disciplinary Major), Pre-Requisite/s, Course Outcomes & Bloom's Level, Courses Elements, SDG (Goals)

Table for Part B: Modules (1-5), Contents, Pedagogy, Hours

Table for Part C: Modules (3), Title, Indicative-ABCA/PBL/Experiments/Field work/ Internships, Bloom's Level, Hours

Table for Part D (Marks Distribution): Theory and Practical evaluation metrics (Total Marks, Minimum Passing Marks, External/Internal Evaluation)

Table for Part E: Bibliography (Books, Articles, References Books, MOOC Courses, Videos)

Table for Course Articulation Matrix: COs (CO1-CO6) vs POs (PO1-PO12) vs SOs (SO1-SO3)



Syllabus-2023-2024

BBA_Hons

Title of the Course	Social Media Marketing
Course Code	BMEC-801 MM[T]

Part A								
Year	4th	Semester	8th	Credits	L	T	P	C
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	The student should have knowledge of Social Media .			Co-Requisite/s				
Course Outcomes & Bloom's Level	CO1- CO1. Students will be able to Remember to Recall and describe the fundamental concepts and principles of Company Law, including the formation, incorporation, and classification of companies. (BL1-Remember) CO2- Students will be able to understand the roles and responsibilities of company directors, shareholders, and other key stakeholders. (BL2-Understand) CO3- Students will be able to Apply the provisions of Company Law to real-life scenarios involving company meetings, resolutions, and documentation. (BL3-Apply) CO4- Students will be able to Analyze the legal issues arising from company operations, mergers, acquisitions, and winding up procedures. (BL4-Analyze) CO5- Students will be able to Evaluate the impact of legal decisions and amendments in Company Law on business practices and corporate governance. (BL5-Evaluate) CO6- ()							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics X Gender X Human Values X Environment X	SDG (Goals)		SDG4(Quality education) SDG17(Partnerships for the goals)				

Part B			
Modules	Contents	Pedagogy	Hours

Part C				
Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Evaluating a social media marketing plan for a Startup	PBL		15

Part D(Marks Distribution)					
Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E	
Books	Crittenden, V., & Crittenden, W. (2015). Digital and social media marketing in business education: Implications for the marketing curriculum. □ Evans, L. (2010). Social media marketing: strategies for engaging in Facebook, Twitter & other social media. Pearson Education.
Articles	Alves, H., Fernandes, C., & Raposo, M. (2016). Social media marketing: a literature review and implications. Psychology & Marketing, 33(12), 1029-1038.
References Books	Geho, P. R., & Dangelo, J. (2012). The evolution of social media as a marketing tool for entrepreneurs. The Entrepreneurial Executive, 17, 61. □ Heinze, A., Fletcher, G., Rashid, T., & Cruz, A. (Eds.). (2020). Digital and social media marketing: a results-driven approach. Routledge. □ Shen, C. W., Luong, T. H., Ho, J. T., & Djallani, I. (2019). Social media marketing of IT service companies: Analysis using a concept-linking mining approach. Industrial Marketing Management. □ Tuten, T. L., & Solomon, M. R. (2017). Social media marketing. Sage.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=I2pwcAVenKl

Course Articulation Matrix																
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	
CO1	1	-	2	-	-	-	-	-	-	-	-	-	1	-	1	
CO2	1	2	1	1	-	-	-	-	-	-	-	-	2	1	-	
CO3	1	1	-	2	-	-	-	-	-	-	-	-	1	1	1	
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-	
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1	
CO6	1	-	2	1	-	-	-	-	-	-	-	-	1	1	-	



Syllabus-2023-2024

BComHons

Title of the Course	Design thinking In HR
Course Code	DCEC-602 HR[T]

Part A											
Year	3rd	Semester	6th	Credits	L	T	P	C			
Course Type	Theory only							3	0	0	3
Course Category	Discipline Electives										
Pre-Requisite/s	The students will have Basic understanding of human resource management principles and organizational behavior.							Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- CO1. Students will be able to Remember to Recall and describe the fundamental concepts and principles of Company Law, including the formation, incorporation, and classification of companies. (BL1-Remember) CO2- Students will be able to understand the roles and responsibilities of company directors, shareholders, and other key stakeholders. (BL2-Understand) CO3- Students will be able to Apply the provisions of Company Law to real-life scenarios involving company meetings, resolutions, and documentation. (BL3-Apply) CO4- Students will be able to Analyze the legal issues arising from company operations, mergers, acquisitions, and winding up procedures. (BL4-Analyze) CO5- Students will be able to Evaluate the impact of legal decisions and amendments in Company Law on business practices and corporate governance. (BL5-Evaluate)										
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✓ Gender-X Human Values ✓ Environment X	SDG (Goals)			SDG5(Gender equality) SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG16(Peace Justice and strong institutions) SDG17(Partnerships for the goals)						

Part B			
Modules	Contents	Pedagogy	Hours

Part C				
Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Redesigning the Onboarding Process for Increased Employee Engagement	PBL	BL5-Evaluate	15

Part D(Marks Distribution)					
Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E	
Books	Kelley, D. & Kelley, T. (2013). Creative confidence: Unleashing the creative potential within us all. Harper Perennial.
Articles	Sollitto, M. C., Ployhart, R. E., & Yu, N. (2019). Rethinking human resource management through design thinking: A review and research agenda. Human Resource Management Review, 29(2), 100718.
References Books	Marín, R. L. (2019). The design of business: Why design thinking is the next competitive advantage. Harvard Business Review Press.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=-_e0ByXVdTs

Course Articulation Matrix															
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	1	-	1	1	-	-	-	-	-	1	-	1
CO2	1	-	2	-	1	-	1	2	-	-	-	-	-	2	-
CO3	-	2	-	3	-	2	-	-	-	-	-	-	1	-	-
CO4	-	3	-	1	-	-	1	-	-	-	-	-	-	-	3
CO5	1	-	1	-	2	-	-	3	-	-	-	-	-	1	-
CO6	-	1	-	1	-	3	-	-	-	-	-	-	1	-	1



Syllabus-2023-2024

BBA_Hons

Title of the Course	Internship
Course Code	ITR- 101

Part A								
Year	4th	Semester	7th	Credits	L	T	P	C
Course Type	Project							
Course Category	Projects and Internship							
Pre-Requisite/s	Successful completion of the summer internship program and familiarity with the tasks, projects, challenges, and solutions encountered during the internship period.			Co-Requisite/s				
Course Outcomes & Bloom's Level	CO1- CO1. Students will be able to Remember to Recall and describe the fundamental concepts and principles of Company Law, including the formation, incorporation, and classification of companies. (BL1-Remember) CO2- Students will be able to understand the roles and responsibilities of company directors, shareholders, and other key stakeholders. (BL2-Understand) CO3- Students will be able to Apply the provisions of Company Law to real-life scenarios involving company meetings, resolutions, and documentation. (BL3-Apply) CO4- Students will be able to Analyze the legal issues arising from company operations, mergers, acquisitions, and winding up procedures. (BL4-Analyze) CO5- Students will be able to Evaluate the impact of legal decisions and amendments in Company Law on business practices and corporate governance. (BL5-Evaluate) CO6- ()							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability X Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth) SDG17(Partnerships for the goals)			

Part B			
Modules	Contents	Pedagogy	Hours

Part D(Marks Distribution)					
Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	40	

Part E	
Books	
Articles	
References Books	
MOOC Courses	
Videos	

Course Articulation Matrix																
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	
CO1	1	-	-	1	1	-	1	-	-	-	-	-	1	-	2	
CO2	2	-	3	-	1	1	2	-	-	-	-	-	1	1	-	
CO3	1	-	2	-	1	-	-	1	-	-	-	-	-	-	1	
CO4	1	2	-	1	-	1	2	1	-	-	-	-	1	1	-	
CO5	-	1	2	1	2	1	1	-	-	-	-	-	-	1	-	
CO6	1	-	1	2	1	1	-	1	-	-	-	-	-	-	1	

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Service Marketing
Course Code	MBA -304 MM [T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	An essential exposure to the concepts prevailing in the service industry is desirable.			Co-Requisite/s				
Course Outcomes & Bloom's Level	CO1- Students will be able to define key concepts in service marketing. (BL1-Remember) CO2- Students will be able to explain the principles and theories of services marketing. (BL2-Understand) CO3- Students will be able to analyze the unique challenges faced in marketing intangible services compared to physical products. (BL3-Apply) CO4- Students will be able to evaluate the service blueprint of a chosen organization and identify potential areas for improvement. (BL4-Analyze) CO5- Students will be able to critically assess the effectiveness of different service marketing strategies, considering factors like target audience and service type. (BL5-Evaluate) CO6- Students will be able to develop a comprehensive service marketing plan for a new service concept. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education) SDG12(Responsible consumption and production)			

Part B

Modules	Contents	Pedagogy	Hours
1	Foundation of Services Marketing: Introduction to Services, the Gaps Model of Service Quality, Focus on the Customer, Consumer Behaviour in Service.	Interactive Lectures, Case Studies, Experiential Learning	12
2	Customer Expectations of Service, Customer Perception of Service, Understanding Customer Requirements.	Interactive Lectures, Case Studies, Experiential Learning	12
3	Listening to Customers through Research, Building Customer Relationship, Service Recovery and Various Recovery Strategies.	Interactive Lectures, Case Studies, Experiential Learning	12
4	Aligning Service Design and Standards, Service Development and Design, Customer-Defined Service Standards, Physical Evidence and the Services cape, Delivering and Performing Service.	Interactive Lectures, Case Studies, Experiential Learning	12
5	The roles of Employees and Customers in Service Delivery, Service Delivery through Intermediaries and Electronic Channels, Demand and Capacity management, Service Promise management, and IMC are discussed.	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Developing a Customer-Centric Marketing Strategy for a Service-Based Business	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services Marketing: Integrating Customer Focus Across the Firm (7th ed.). Tata McGraw-Hill Education.
Articles	Angulo-Ruiz, F., Donthu, N., Prior, D., & Rialp, J. (2014). The financial contribution of customer-oriented marketing capability. Journal of the Academy of Marketing Science, 42, 380-399. Kühl, N., Mühlthaler, M., & Goutier, M. (2020). Supporting customer-oriented marketing with artificial intelligence: automatically quantifying customer needs from social media. Electronic Markets, 30(2), 351-367.
References Books	Lovelock, C. H., Wirtz, J., & Chew, P. (2019). Essentials of Services Marketing (3rd ed.). Pearson.
MOOC Courses	
Videos	https://study.com/academy/lesson/video/market-orientation-and-sales-orientation-definition-and-differences.html?wvideo=si7jhr10ls https://youtu.be/ThXUREwvZFc

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	-	1	-	1	1	-	-	-	-	-	1	2	-
CO2	1	-	2	1	2	1	1	-	-	-	-	-	1	-	1
CO3	2	1	1	2	1	2	-	2	-	-	-	-	-	1	1
CO4	2	1	-	3	-	1	-	1	-	-	-	-	1	-	1
CO5	1	2	1	2	1	2	1	-	-	-	-	-	2	1	-
CO6	1	-	1	-	-	-	-	1	-	-	-	-	1	-	2

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Marketing Management
Course Code	MBA-201[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have a basic understanding of marketing principles, consumer behavior, market research techniques, communication skills, analytical thinking, and awareness of digital marketing trends and strategies.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to define the four Ps of the marketing mix(BL1-Remember) CO2- Student will be able to explain the concept of market segmentation and its benefits for marketing strategies.(BL2-Understand) CO3- Student will be able to apply the marketing mix framework to develop a marketing plan for a specific product or service.(BL3-Apply) CO4- Student will be able to Analyze the strengths and weaknesses of different marketing channels(BL4-Analyze) CO5- Student will be able to evaluate the effectiveness of a marketing campaign based on key performance indicators (KPIs)(BL5-Evaluate) CO6- Student will be able to Develop a new product concept considering market needs, competition, and branding strategies.(BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing orientations, Marketing Environment, Marketing Research process, Marketing Research & Ethics	Interactive lectures, case studies, problem-based learning	9
2	Designing a Customer Driven Strategy: Market segmentation - STP Process - bases of segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning –product positioning strategies	Interactive lectures, case studies, problem-based learning	9
3	Product and Price Mix Decisions: Developing products & brands – product levels; classifying products, product line & product mix, Product Life Cycles, New Product Development Process, Pricing Decisions -Pricing methods and pricing strategies	Interactive lectures, case studies, problem-based learning	9
4	Place and Promotion Decisions: Place- Types of distribution, Levels of distribution (Consumer and industrial), Promotional mix decisions- advertising, public relations, sales promotion, personal selling.	Interactive lectures, case studies, problem-based learning	9
5	Rural marketing, Relationship Marketing, Digital marketing, Social Media Marketing, Postmodern marketing, Green Marketing	Interactive lectures, case studies, problem-based learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
1	Developing a Marketing Strategy to Enhance Customer Value for a Retail Brand	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Lamb, C. W., Hair, J. F., & McDaniel, C. D. (2016). Principles of Marketing: A South Asian Perspective Cengage Learning. Grewal, D. and Levy, M. (2016) Marketing Management, 5th edition, McGraw Hill, New York.
Articles	Leonidou, C. N., & Leonidou, L. C. (2011). Research into environmental marketing/management: a bibliographic analysis. European Journal of Marketing, 45(1/2), 68-103 Webster Jr, F. E. (2005). A perspective on the evolution of marketing management. Journal of Public Policy & Marketing, 24(1), 121-126
References Books	Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: Global perspective, Indian context. Macmillan.
MOOC Courses	https://onlinecourses.nptel.ac.in/noc22_mg57/preview
Videos	https://youtu.be/TL0K0Ah17kE https://youtu.be/iGow39GWDal https://youtu.be/PDiXCQaaxJM

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	-	1	2	-	1	1	-	-	-	-	-	2	1
CO2	2	-	1	1	-	3	3	1	-	-	-	-	1	3	-
CO3	1	1	-	1	-	2	-	1	-	-	-	-	1	1	1
CO4	2	1	3	1	1	-	1	2	-	-	-	-	1	1	2
CO5	1	-	3	2	-	2	2	1	-	-	-	-	-	1	2
CO6	2	-	1	-	1	-	2	-	-	-	-	-	2	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Research Methodology Using SPSS
Course Code	MBA-206[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have an elementary level understanding of Research Methodology.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to identify and differentiate between quantitative and qualitative research methods relevant to business problems. (BL1-Remember) CO2- Students will be able to explain the key characteristics of different research designs and their appropriate applications. (BL2-Understand) CO3- Students will be able to formulate a research question and develop a research plan aligned with a specific business decision-making scenario. (BL3-Apply) CO4- Students will be able to critically evaluate the strengths and weaknesses of various data collection methods considering different factors. (BL4-Analyze) CO5- Students will be able to analyze and interpret research findings, drawing meaningful conclusions and identifying their business implications. (BL5-Evaluate) CO6- Students will be able to develop and present a research proposal for a business research project, outlining a clear methodology, data analysis plan, and expected outcomes. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Research Methodology Definition, Nature, and Significance of Research in Business Types of Research (Exploratory, Descriptive, Causal) The Research Process: Steps and Ethical Considerations Formulating Research Questions and Research Objectives	Interactive Lectures, Case Studies, Experiential Learning	9
2	Research Design and Methods Designing Effective Research Studies: Quantitative, Qualitative, and Mixed Methods Sampling Techniques and Sample Size Determination Data Collection Methods: Surveys, Interviews, Observations, and Experiments	Interactive Lectures, Case Studies, Experiential Learning	9
3	Measurement and Scaling Levels of Measurement (Nominal, Ordinal, Interval, Ratio) Designing Questionnaires and Measurement Scales Reliability and Validity Testing of Measures	Interactive Lectures, Case Studies, Experiential Learning	9
4	Data Analysis Techniques Introduction to Statistical Analysis Software (e.g., SPSS) Descriptive Statistics: Summarizing Data Patterns Hypothesis Testing and Statistical Inference Basic Data Analysis Techniques (e.g., Chi-Square Test, t-Test, ANOVA) Parameters, Other Probability Sampling Techniques, Adjusting the Statistically Determined Sample Size.	Interactive Lectures, Case Studies, Experiential Learning	9
5	Research Report Writing and Communication Structure and Components of a Research Report Effective Research Report Writing Techniques Communicating Research Findings through Presentations Research Ethics and Avoiding Plagiarism	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing and Conducting a Market Research Study to Assess Consumer Preferences	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Malhotra, N. K. (2016). Marketing Research: An Applied Orientation (7th ed.). Pearson.
Articles	Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. Journal of business research, 104, 333-339 Ørngreen, R., & Levinsen, K. T. (2017). Workshops as a research methodology. Electronic Journal of E-learning, 15(1), 70-81.
References Books	Schindler, P. S., & Cooper, D. R. (2019). Business Research Methods (13th ed.). McGraw-Hill Education.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_ug/330
Videos	https://youtu.be/JEZjwIDNEHY https://youtu.be/9x-iZDIBYEc

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	1	1	1	-	1	1	-	-	-	-	2	1	1
CO2	1	-	2	-	1	-	1	1	-	-	-	-	-	1	1
CO3	2	1	2	-	-	1	1	-	-	-	-	-	1	1	1
CO4	2	-	1	2	2	1	1	1	-	-	-	-	1	2	1
CO5	2	-	3	-	2	1	2	1	-	-	-	-	-	1	1
CO6	2	1	-	2	1	2	-	1	-	-	-	-	1	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	E-Commerce
Course Code	MBA-208[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	Basic understanding of business concepts and digital technologies is essential and familiarity with online consumer behavior and market dynamics is crucial for navigating the digital marketplace effectively.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to Recall key terms, concepts, and technologies relevant to e-commerce. (BL1-Remember) CO2- Student will be able to Explain the principles and models of e-commerce and their applications. (BL2-Understand) CO3- Student will be able to Apply e-commerce tools and platforms to create and manage online businesses. (BL3-Apply) CO4- Student will be able to Analyze the impact of e-commerce on businesses, consumers, and society. (BL4-Analyze) CO5- Student will be able to Assess the effectiveness of e-commerce strategies and techniques in achieving business objectives. (BL5-Evaluate) CO6- Student will be able to Design innovative e-commerce solutions and strategies to address emerging challenges and opportunities. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✓ Gender X Human Values X Environment X			SDG (Goals)		SDG8(Decent work and economic growth) SDG12(Responsible consumption and production)		

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to E-Commerce: o History of E-Commerce o Types of E-Commerce Businesses o Legal and Ethical Aspects of E-Commerce	Interactive Lecture, Experiential Learning, Case Studies	9
2	E-Commerce Marketing: o Online Marketing Strategies o E-Commerce Advertising o E-Commerce Customer Relationship Management	Interactive Lecture, Experiential Learning, Case Studies	9
3	E-Commerce Management: o E-Commerce Business Models o E-Commerce Operations o E-Commerce Security	Interactive Lecture, Experiential Learning, Case Studies	9
4	E-Commerce Technologies: o Web Development o E-Commerce Software o E-Commerce Payment Systems	Interactive Lecture, Experiential Learning, Case Studies	9
5	E Commerce Analysis: o Analysis of E-Commerce Businesses o Developing E-Commerce Strategies	Interactive Lecture, Experiential Learning, Case Studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Develop an e-commerce website for a chosen product or service.	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Laudon, K. C., & Traver, C. G. (2020). E-commerce: Business, Technology, Society (15th ed.). Pearson.
Articles	Chaffey, D. (2019). Digital Business and E-Commerce Management: The Opportunities and Challenges. Journal of Management, 1(1), 8–25. https://doi.org/10.1177/0149206319843197
References Books	Turban, E., King, D., Lee, J., Liang, T., & Turban, D. (2021). Electronic Commerce 2020: A Managerial and Social Networks Perspective (8th ed.). Springer.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	-	2	1	-	2	1	-	-	-	-	1	1	-
CO2	-	1	2	3	1	1	1	1	-	-	-	-	2	-	1
CO3	1	1	1	2	2	-	-	2	-	-	-	-	3	1	1
CO4	2	1	3	1	3	1	-	1	-	-	-	-	1	2	1
CO5	1	-	-	1	2	2	1	2	-	-	-	-	1	3	-
CO6	1	-	-	-	1	1	-	1	-	-	-	-	1	2	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Workshop on SPSS
Course Code	MBA-209[P]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					0	0	1	1
Course Type	Lab only							
Course Category	Discipline Core							
Pre-Requisite/s	This SPSS workshop requires the students to have a basic understanding of statistics and proficiency in Microsoft Excel.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to recall key statistical concepts and terminology used in data analysis. (BL1-Remember) CO2- Students will be able to explain the functionalities and uses of SPSS software in business analytics. (BL2-Understand) CO3- Students will be able to apply SPSS tools to perform descriptive and inferential statistical analyses. (BL3-Apply) CO4- Students will be able to analyze and interpret data outputs generated by SPSS for business decision-making. (BL4-Analyze) CO5- Students will be able to evaluate statistical results and report findings effectively using SPSS. (BL5-Evaluate) CO6- Students will be able to create comprehensive data analysis reports and visualizations using SPSS tools. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to SPSS and Data Entry: Overview of SPSS interface and features. Data types and data entry in SPSS. Importing and exporting data.	Interactive Lectures, Case Studies, Experiential Learning	6
2	Descriptive Statistics: Measures of central tendency and dispersion. Frequency distributions and graphical representations. Cross-tabulations and data summarization techniques.	Interactive Lectures, Case Studies, Experiential Learning	6
3	Inferential Statistics: Hypothesis testing and significance levels. Parametric and non-parametric tests. Correlation and regression analysis.	Interactive Lectures, Case Studies, Experiential Learning	6
4	Advanced Data Analysis: Factor analysis and principal component analysis. ANOVA and MANOVA. Time series analysis and forecasting.	Interactive Lectures, Case Studies, Experiential Learning	6
5	Reporting and Visualizations: Generating and customizing reports. Creating charts and graphs. Exporting results and integrating with other software.	Interactive Lectures, Case Studies, Experiential Learning	6

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	Hinton, P. R., McMurray, I., & Brownlow, C. (2014). SPSS explained. Routledge.
Articles	
References Books	Kulas, J. T., Roji, R. G. P. P., & Smith, A. M. (2021). IBM SPSS essentials: managing and analyzing social sciences data. John Wiley & Sons.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	-	-	-	-	-	-	3	-	-
CO2	2	1	1	-	-	-	-	-	-	-	-	-	2	1	-
CO3	3	2	1	-	1	-	1	-	-	-	-	-	-	1	-
CO4	1	1	-	1	-	2	-	1	-	-	-	-	2	-	1
CO5	3	2	1	-	1	-	2	-	-	-	-	-	1	1	-
CO6	1	3	2	1	1	-	2	1	-	-	-	-	-	2	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Managerial Decision Modeling Using Spreadsheet
Course Code	MBA-301[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	A basic understanding of spreadsheet software (such as Microsoft Excel) and foundational knowledge in management and business decision-making.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to Identify key functions and tools available in spreadsheet software for decision modeling. (BL1-Remember) CO2- Student will be able to Explain the basic concepts of decision modeling and how they apply to managerial decision-making. (BL2-Understand) CO3- Student will be able to Utilize spreadsheet software to construct models for solving business problems. (BL3-Apply) CO4- Student will be able to Interpret the results of spreadsheet-based models to make informed business decisions. (BL4-Analyze) CO5- Student will be able to Assess the effectiveness and limitations of different decision models in various business scenarios. (BL5-Evaluate) CO6- Student will be able to Design complex decision models using advanced spreadsheet features to address real-world business challenges. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X			SDG (Goals)		SDG8(Decent work and economic growth) SDG11(Sustainable cities and economies) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)		

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction: Introduction to managerial decision making: types of decision models, steps involved in decision modelling, possible problems in developing decision models. Linear programming models: development of a linear programming model, formulating a linear programming problem, Graphical solution of a LPP, Lenier programming modelling application with computer analysis in excel, Linear Programming Sensitivity analysis.	Interactive lectures, problem based learning, experiential learning	9
2	Transportation, Assignment and network models: Transportation model, Assignment Model, Transshipment model, shortest path model, maximal flow method.	Interactive lectures, problem based learning, experiential learning	9
3	Project management: Phases in project management, project network, Project management techniques PERT & CPM, Managing Situational Analysis using SWOT approach Business Strategies: Competitive Strategy: - Cost Leadership, Differentiation & Focus, Cooperative Strategy: - Collusion & Strategic Alliances Corporate Strategies: Directional Strategy: Growth strategies, Stability Strategies & Retrenchment Strategies. Corporate Parenting Functional Strategies: Marketing, Financial, R&D, Operations, Purchasing, Logistics, HRM & IT. The sourcing decision: Outsourcing & offshoring.	Interactive lectures, problem based learning, experiential learning	9
4	Strategy Choice and Analysis: Scenario Analysis Process, Tools & Techniques of strategic Analysis: BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7S framework, Case Studies and Latest Updates. Strategy implementation: Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life cycle, Organizational Structures: Matrix, Network & Modular/Cellular; Reengineering and Strategy implementation, Leadership and corporate culture, Case Studies and Latest Updates.	Interactive lectures, problem based learning, experiential learning	9
5	Strategy Evaluation & Control: Evaluation & Control process, Measuring performance: types of controls, activity based costing, enterprise risk management, primary measures of corporate performance, balance scorecard approach to measure key Performance, responsibility centers, Benchmarking, Problems in measuring Performance & Guidelines for proper control. Strategic Audit of a Corporation. Case Studies and Latest Updates.	Interactive lectures, problem based learning, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Create a financial model to support budgeting and financial planning for a company.	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Ragsdale, C. T. (2018). Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics (8th ed.). Cengage Learning.
Articles	Albright, S. C., & Winston, W. L. (2019). Practical Management Science: Spreadsheet Modeling, Applications, and Analysis. INFORMS Transactions on Education, 20(2), 191-202. https://doi.org/10.1287/ited.2019.0203
References Books	Winston, W. L. (2016). Microsoft Excel Data Analysis and Business Modeling (5th ed.). Microsoft Press.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	1	1	-	1	1	-	-	-	-	1	-	-
CO2	1	2	-	1	2	-	2	1	-	-	-	-	1	-	1
CO3	1	1	-	-	1	1	-	1	-	-	-	-	-	2	1
CO4	1	1	-	1	-	-	-	1	-	-	-	-	2	1	-
CO5	1	-	2	1	1	2	-	1	-	-	-	-	-	-	1
CO6	1	-	-	-	1	-	-	1	-	-	-	-	1	-	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Digital Banking System
Course Code	MBA-303 FM[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	The students will have Basic understanding of traditional banking concepts and familiarity with information technology.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to recall key concepts and terminologies related to digital banking. (BL1-Remember) CO2- Students will be able to explain the evolution and components of digital banking systems. (BL2-Understand) CO3- Students will be able to apply digital banking tools and techniques to financial operations. (BL3-Apply) CO4- Students will be able to analyze the impact of digital banking on financial services and customer experience. (BL4-Analyze) CO5- Students will be able to evaluate the security and regulatory implications of digital banking systems. (BL5-Evaluate) CO6- Students will be able to design innovative digital banking solutions for enhanced financial services. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)					

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Digital Banking; Overview of Digital Banking - Evolution of digital banking - Traditional banking vs. digital banking - Benefits and challenges of digital banking. Key Digital Banking Services:- Online banking - Mobile banking - Digital payment systems - Electronic funds transfer (EFT)-Regulatory Framework and Compliance - Key regulations and compliance requirements - Security and privacy issues in digital banking	interactive lectures, case studies, experiential learning	9
2	Digital Banking Technologies: Core Banking Systems - Overview and components of core banking systems - Role of core banking systems in digital banking- Payment Gateways and Platforms - Functioning of payment gateways - Role of payment platforms in digital transactions. Blockchain and Cryptocurrencies - Basics of blockchain technology - Impact of blockchain on digital banking - Overview of cryptocurrencies and their role in banking- Mobile and Web Technologies - Mobile banking applications - Responsive web design for banking.	interactive lectures, case studies, experiential learning	9
3	Digital Banking Strategies and Customer Experience:- Digital Transformation Strategies - Key components of a digital transformation strategy - Implementation challenges and solutions - Customer Experience in Digital Banking - Importance of customer experience - Tools and techniques for enhancing customer experience-Digital Marketing in Banking - Digital marketing strategies for banks - Role of social media and content marketing-Data Analytics and Personalization - Use of data analytics in banking - Personalization strategies in digital banking	interactive lectures, case studies, experiential learning	9
4	Risk Management and Cybersecurity in Digital Banking:- Types of Risks in Digital Banking - Operational risks - Financial risks - Regulatory risks-Cybersecurity in Digital Banking - Common cybersecurity threats - Cybersecurity frameworks and best practices.- Fraud Detection and Prevention - Techniques for fraud detection - Tools for fraud prevention in digital banking-Disaster Recovery and Business Continuity - Importance of disaster recovery plans - Components of a business continuity plan.	interactive lectures, case studies, experiential learning	9
5	Artificial Intelligence in Digital Banking:- Introduction to AI in Banking - Overview of artificial intelligence and its relevance to banking - Key AI technologies used in banking-AI Applications in Digital Banking - Chatbots and virtual assistants - Predictive analytics for credit scoring - Fraud detection using AI-AI-Driven Customer Experience - Personalized banking services using AI - AI in customer support and engagement.	interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Designing a Secure and User-Friendly Digital Banking Platform	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Lee, I., & Lee, J. (2020). FinTech disruption: Innovation and policy in financial services (2nd ed.). Routledge. (Analyzes the impact of financial technologies on banking systems, including digital banking)
Articles	Chen, Y., Xu, J., Luo, Z., & Zhou, L. (2020). The impact of digital banking on financial performance: Evidence from China. International Journal of Finance & Economics, 25(1), 187-204. (Investigates the relationship between digital banking adoption and financial performance)
References Books	Campoverde, M., & Várzaru, I. (2019). Digital banking and financial inclusion: A global view. World Bank Publications. (Examines the role of digital banking in promoting financial inclusion)
MOOC Courses	
Videos	https://www.youtube.com/watch?v=fu5L18VLQJQ

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	2	-	1	1	-	-	-	-	1	-	-
CO2	-	1	2	-	-	1	-	-	-	-	-	-	-	1	-
CO3	2	3	-	1	-	-	2	-	-	-	-	-	1	-	3
CO4	-	-	1	-	2	-	-	3	-	-	-	-	-	2	-
CO5	1	1	-	2	-	3	-	-	-	-	-	-	2	-	1
CO6	-	-	1	-	1	-	-	1	-	-	-	-	-	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Human Resource Analytics
Course Code	MBA-303 HR [T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	Students need to have a basic understanding of human resource management concepts, familiarity with data analysis tools, and proficiency in interpreting organizational metrics.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to recall the various metrics used to measure HR effectiveness within an organization. (BL1-Remember) CO2- Students will be able to explain the relationship between HR practices and key business outcomes (BL2-Understand) CO3- Students will be able to analyze a case study and recommend appropriate HR metrics to evaluate the effectiveness of a specific HR program. (BL3-Apply) CO4- Students will be able to compare and contrast different approaches to measuring HRM across various industries. (BL4-Analyze) CO5- Students will be able to critically assess the strengths and weaknesses of a proposed HR measurement system considering its purpose and context. (BL5-Evaluate) CO6- Students will be able to design a balanced HR scorecard that incorporates both financial and HR-specific metrics to track the effectiveness of the HR department. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Why Measure Human Resource: The Changing Nature of Human Resources: HR as a strategic partner, HR as an administrative expert, HR as an employee champion, HR as a change agent, and HR as a Business Partner.	Interactive Lectures, Case Studies, Experiential Learning	12
2	Approaches to Measuring HR: Balance Scorecard and HR Scorecard, HR Accounting, HR Auditing.	Interactive Lectures, Case Studies, Experiential Learning	12
3	The ROI Methodology: The Essential Measurement Mix, Why ROI? Types of Data for ROI Methodology, the ROI Methodology.	Interactive Lectures, Case Studies, Experiential Learning	12
4	Measuring Intangibles: Key concepts about Intangibles, Intangible Measures.	Interactive Lectures, Case Studies, Experiential Learning	12
5	Communicating and Using Evaluation Data: Principles of Communicating Results, Developing the Information: The Impact Study, Selecting Communication Media, Communicate, Analyze and Evaluate the Data to Drive Improvement.	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Designing an HR Metrics Dashboard to Measure HRM Effectiveness	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Cascio, W. F., & Boudreau, J. W. (2016). Investing in People: Financial Impact of Human Resource Initiatives (2nd ed.). Pearson.
Articles	Singh, S., Darwish, T. K., Costa, A. C., & Anderson, N. (2012). Measuring HRM and organisational performance: concepts, issues, and framework. Management decision, 50(4), 651-667. Colakoglu, S., Lepak, D. P., & Hong, Y. (2006). Measuring HRM effectiveness: Considering multiple stakeholders in a global context. Human resource management review, 16(2), 209-218.
References Books	Fisher, C. D., Schoenfeldt, L. F., & Shaw, J. B. (2020). Human Resource Management (10th ed.). Tata McGraw-Hill Education.
MOOC Courses	
Videos	https://youtu.be/vnomHHIOIFM https://youtu.be/MhjY3MLjTw

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	2	1	-	1	-	-	1	-	-	-	-	1	1	1
CO2	2	-	1	3	-	-	1	-	-	-	-	-	1	2	1
CO3	1	2	3	2	1	1	-	1	-	-	-	-	-	1	-
CO4	3	2	-	1	2	1	-	1	-	-	-	-	2	1	1
CO5	-	1	1	2	1	2	1	1	-	-	-	-	-	-	1
CO6	1	-	-	1	-	1	-	1	-	-	-	-	1	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Security Analysis and Portfolio Management
Course Code	MBA-304 FM [T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	A basic understanding of taxation as a concept is desirable.			Co-Requisite/s				
Course Outcomes & Bloom's Level	CO1- Students will be able to define the core concepts of investment management, including asset classes, risk-return tradeoff, and investment vehicles. (BL1-Remember) CO2- Students will be able to explain the different investment philosophies (value investing, growth investing, etc.) and their underlying principles. (BL2-Understand) CO3- Students will be able to apply portfolio theory concepts such as Modern Portfolio Theory (MPT) to construct diversified investment portfolios. (BL3-Apply) CO4- Students will be able to analyze financial statements and other data to evaluate the investment potential of companies and securities. (BL4-Analyze) CO5- Students will be able to evaluate the performance of investment portfolios using various metrics and recommend adjustments based on market conditions and risk tolerance. (BL5-Evaluate) CO6- Students will be able to develop an investment strategy aligned with an individual or institutional investor's financial goals and risk profile. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Investment - meaning nature and scope of investment analysis – elements of investment - types of investments, analysing various investment opportunities.	Interactive Classes, Case studies	9
2	Fundamental Analysis Macroeconomic analysis, industry analysis Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm.	Interactive Classes, Case studies Problem based learning	9
3	Bond Market Bonds - Fundamentals of bond valuation; Interest rates, spot rate, forward rate and yield curve Bonds - Term structure of interest rates Bond.	Interactive Classes, Case studies Problem based learning	9
4	Derivative Structure of Derivative Markets, Forwards, Futures, Options, Swap. Market Characteristics Futures and Options Contract Specifications, Underlying Asset, Contract size and Delivery Specifications.	Interactive Classes, Case studies Problem based learning	9
5	Portfolio Management Portfolio Management, Portfolio Theory, Portfolio Criteria, Efficient Set Portfolio Selection.	Interactive Classes, Case studies Problem based learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing an Optimal Investment Portfolio for High Net Worth Individuals	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
	0				

Part E

Books	Sharpe, W. F., & Alexander, G. J. (2009). Investments (6th ed.). Tata McGraw-Hill.
Articles	Stoughton, N. M., Wu, Y., & Zechner, J. (2011). Intermediated investment management. The Journal of Finance, 66(3), 947-980. 2.Mayfield, C., Perdue, G., & Wooten, K. (2008). Investment management and personality type. Financial services review, 17(3), 219-236.
References Books	Berk, J., DeMarzo, P., & Harford, J. (2017). Fundamentals of Corporate Finance (4th Global ed.). Pearson.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_pg/398
Videos	https://youtu.be/h2YVStghSc https://youtu.be/lJ5hT_N3TU

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	2	-	-	1	-	-	-	-	-	1	2	-
CO2	2	1	2	1	-	3	3	1	-	-	-	-	1	1	1
CO3	2	-	2	1	-	2	-	1	-	-	-	-	-	1	2
CO4	-	1	3	1	2	-	2	1	-	-	-	-	1	-	1
CO5	2	-	2	1	-	1	-	1	-	-	-	-	1	1	2
CO6	1	-	-	1	1	-	-	1	-	-	-	-	-	2	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Financial Analytics
Course Code	MBA-305 FM[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Specialization Elective Courses							
Pre-Requisite/s	Proficiency in statistics, understanding of financial markets, familiarity with financial software/tools, knowledge of programming languages like Python/R, and critical thinking skills for data interpretation are desirable				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will recall key financial concepts, theories, and principles relevant to analytics, including financial statements, ratios, and valuation methods. (BL1-Remember)</p> <p>CO2- Students will comprehend the role and significance of financial analytics in decision-making processes within organizations, including risk management, performance evaluation, and strategic planning. (BL2-Understand)</p> <p>CO3- Students will demonstrate the ability to apply financial analytics techniques and tools to analyze financial data, interpret trends, and generate insights to support managerial decisions. (BL3-Apply)</p> <p>CO4- Students will evaluate the financial performance and health of organizations using advanced analytics techniques, such as regression analysis, time series forecasting, and scenario analysis. (BL4-Analyze)</p> <p>CO5- Students will assess the effectiveness and limitations of financial analytics models and methodologies in predicting financial outcomes, identifying potential biases, and recommending data-driven strategies. (BL5-Evaluate)</p> <p>CO6- Students will design and develop comprehensive financial analytics solutions tailored to organizational needs, integrating data from various sources, performing advanced analyses, and presenting actionable insights to stakeholders for informed decision-making. (BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics; Financial Time Series and their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series.	interactive lectures and case studies	12
2	Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization, Modeling Volatility and Risk: Characteristics of volatility, Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR)	interactive lectures and case studies	12
3	High-Frequency Data Analysis: Non synchronous Trading, Bid-Ask Spread of trading Prices, Empirical Characteristics of TradingData, Models for Price Changes, Duration Models	interactive lectures and case studies	12
4	Modeling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults	interactive lectures and case studies	12
5	Derivative Pricing: Issues regarding derivative markets. Brownian motion, Black -Sholes model. Modeling derivative prices.	interactive lectures and case studies	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Applying Financial Analytics for Investment Decision Making and Risk Management	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Ruey S. Tsay (2012), "An Introduction to Analysis of Financial Data with R", Wiley, ISBN: 978-0-470-89081-3
Articles	Kumar, S., Sharma, D., Rao, S., Lim, W. M., & Mangla, S. K. (2022). Past, present, and future of sustainable finance: insights from big data analytics through machine learning of scholarly research. <i>Annals of Operations Research</i> , 1-44. Artzi, I. (2022). Predictive Analytics Techniques: Theory and Applications in Finance. In <i>Financial Data Analytics: Theory and Application</i> (pp. 59-126). Cham: Springer International Publishing.
References Books	Argimiro Arratia (2014), "Computational Finance An Introductory Course with R", Atlantis Press, ISBN 978-94-6239-069-0 • Bernhard Pfaff (2013), "Financial risk modelling and portfolio optimization with R", Wiley, ISBN 978-0-470-97870-2
MOOC Courses	https://www.coursera.org/learn/applying-data-analytics-business-in-finance
Videos	https://www.youtube.com/watch?v=_LkckZ9FphQ

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	1	-	1	1	1	-	-	-	-	-	1	1	-
CO2	1	-	2	1	-	-	1	-	-	-	-	-	1	-	1
CO3	-	1	-	1	-	2	2	1	-	-	-	-	1	1	-
CO4	2	-	3	1	2	-	1	2	-	-	-	-	-	-	1
CO5	2	3	1	-	3	-	1	-	-	-	-	-	2	1	-
CO6	3	1	2	1	-	1	2	-	-	-	-	-	1	-	2

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Viva-Voce on Summer Internship
Course Code	MBA-306[P]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					0	0	3	3
Course Type	Project							
Course Category	Projects and Internship							
Pre-Requisite/s	Successful completion of the summer internship program and familiarity with the tasks, projects, challenges, and solutions encountered during the internship period.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to reflect on their summer training experience and articulate the knowledge and skills gained. (BL3-Apply) CO2- Students will be able to demonstrate critical thinking and problem-solving abilities in discussing real-world business scenarios encountered during the internship. (BL4-Analyze) CO3- Students will be able to communicate effectively about their internship projects, tasks, and responsibilities. (BL3-Apply) CO4- Students will be able to apply theoretical concepts learned in the MBA program to practical situations encountered during the internship (BL3-Apply) CO5- Students will be able to receive constructive feedback on their performance and areas for improvement from faculty evaluators. (BL3-Apply) CO6- Students will be able to gain insights into professional conduct, ethical behavior, and workplace dynamics through reflective discussions. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability X Professional Ethics X Gender X Human Values X Environment X			SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth) SDG17(Partnerships for the goals)		

Part B

Modules	Contents	Pedagogy	Hours
1	Review of Internship Experience: Reflecting on overall experience Highlighting key learnings Identifying significant achievements	Experiential Learning	45
2	Analysis of Learned Skills and Knowledge: Evaluating skills acquired during the internship Assessing knowledge gained in various areas Relating internship experiences to academic learning	Experiential Learning	45
3	Discussion of Challenges Faced and Solutions Implemented: Identifying obstacles encountered during the internship Describing strategies employed to overcome challenges Reflecting on lessons learned from overcoming difficulties	Experiential Learning	45
4	Presentation of Internship Projects: Showcasing projects completed during the internship Discussing the objectives, methods, and outcomes of projects Sharing insights gained from project experiences	Experiential Learning	45

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	
Articles	
References Books	
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	1	1	-	1	-	-	-	-	-	1	-	2
CO2	2	-	3	-	1	1	2	-	-	-	-	-	1	1	-
CO3	1	-	2	-	1	-	-	1	-	-	-	-	-	-	1
CO4	1	2	-	1	-	1	2	1	-	-	-	-	1	1	-
CO5	-	1	2	1	2	1	1	-	-	-	-	-	-	1	-
CO6	1	-	1	2	1	1	-	1	-	-	-	-	-	-	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Workshop on Entrepreneurship Skill Development
Course Code	MBA-307 [P]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					0	0	1	1
Course Type	Lab only							
Course Category	Discipline Core							
Pre-Requisite/s	Students need to have a basic understanding of business management principles and entrepreneurial concepts.			Co-Requisite/s				
Course Outcomes & Bloom's Level	CO1- Students will be able to recall key entrepreneurial concepts, theories, and terminologies. (BL1-Remember) CO2- Students will be able to explain the characteristics and traits of successful entrepreneurs. (BL2-Understand) CO3- Students will be able to apply entrepreneurial tools and techniques to identify business opportunities. (BL3-Apply) CO4- Students will be able to analyze market trends and customer needs to develop viable business models. (BL4-Analyze) CO5- Students will be able to evaluate the feasibility and scalability of entrepreneurial ventures. (BL5-Evaluate) CO6- Students will be able to create comprehensive business plans and pitches for potential investors. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability X Professional Ethics ✓ Gender X Human Values ✓ Environment X		SDG (Goals)		SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic growth) SDG9(Industry Innovation and Infrastructure)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Entrepreneurship: Definition and importance of entrepreneurship Evolution of entrepreneurship theories Entrepreneurial mindset and characteristics	Interactive Lectures, Case Studies, Experiential Learning	9
2	Identifying Business Opportunities: Methods for identifying market gaps and customer needs Opportunity recognition and feasibility analysis Innovation and creativity in entrepreneurship	Interactive Lectures, Case Studies, Experiential Learning	9
3	Developing Business Models: Types of business models (e.g., lean startup, social entrepreneurship) Value proposition and competitive advantage Lean canvases and business model canvases	Interactive Lectures, Case Studies, Experiential Learning	9
4	Entrepreneurial Finance and Funding: Sources of funding for startups (e.g., bootstrapping, angel investors, venture capital) Financial planning and budgeting Pitching to investors and preparing business proposals	Interactive Lectures, Case Studies, Experiential Learning	9
5	Managing Risks and Challenges: Risk assessment and management strategies Legal and regulatory considerations for startups Scaling and growth strategies	Interactive Lectures, Case Studies, Experiential Learning	9

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	Hisrich, R. D., Peters, M. P., & Shepherd, D. (2018). Entrepreneurship (10th ed.). McGraw-Hill Education.
Articles	Gartner, W. E. (1985). Those entrepreneurial myths: A realistic look at the causes of corporate entrepreneurship. Strategic Management Journal, 6(3), 379-390.
References Books	
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	-	-	-	1	-	-	-	-	-	1	1	-
CO2	1	1	-	1	2	1	-	1	-	-	-	-	1	-	1
CO3	2	1	1	-	1	-	1	1	-	-	-	-	1	1	2
CO4	2	2	1	2	-	1	1	-	-	-	-	-	1	1	-
CO5	2	1	1	1	1	2	1	1	-	-	-	-	-	1	2
CO6	2	1	1	2	1	-	2	1	-	-	-	-	2	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Supply Chain Analytics
Course Code	MBA-401 [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	A foundational understanding of supply chain management principles and basic proficiency in data analysis tools, such as Excel and familiarity with statistical methods and business operations is beneficial for effectively applying analytical techniques to supply chain challenges.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to Identify key concepts and terminologies in supply chain analytics. (BL1-Remember) CO2- Student will be able to Explain the role of analytics in optimizing supply chain operations. (BL2-Understand) CO3- Student will be able to Utilize analytical tools and techniques to solve supply chain problems. (BL3-Apply) CO4- Student will be able to Interpret supply chain data to diagnose issues and assess performance. (BL4-Analyze) CO5- Student will be able to Assess the effectiveness of different supply chain strategies using analytical methods. (BL5-Evaluate) CO6- Student will be able to Design data-driven solutions to enhance supply chain efficiency and resilience. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X			SDG (Goals)		SDG3(Good health and well-being) SDG8(Decent work and economic growth) SDG12(Responsible consumption and production) SDG13(Climate action) SDG17(Partnerships for the goals)		

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction: Importance of Analytics in SCM Context of today's Supply Chains (SC) analytics, Understanding the Supply Chain Analytics (SCA), Revisions of Basic of Supply Chain Management, Important of Analytics in Supply Chain, relating operations Management with Supply Chain Concepts with SC Analytics, The Importance of Supply Chain Analytics in the Flows Involving Material, Money, Information and Ownership. Case Studies and Latest Updates	Interactive lectures, problem based learning, experiential learning, case studies	9
2	Framework of Supply Chain Analytics Supply Chain Analytics Tools, Key Issues in Supply Chain Analytics, What Involves in Supply Chain Analytics, Concept of Descriptive Analytics in a Supply Chain, Bullwhip Effect in SCM, Decision Domains in Supply Chain Analytics, Overview of SAP Supply Chain Analytics modules and its Functionalities. Uses of Spreadsheet / Tableau in Supply chain Analytics	Interactive lectures, problem based learning, experiential learning, case studies	9
3	Modelling and Simulations for Supply Chain Analytics Introduction to Modelling, Approaches for Optimization and Simulation, Modelling Software, Supply Chain Decisions that Requires Mathematical or Interpretative Modelling, Understanding of Data and its Role in Analytics of a Transportation Problem in a Supply Chain. Managerial Implications of the Results of Analytics. Spreadsheet Modelling for Supply Chain	Interactive lectures, problem based learning, experiential learning, case studies	9
4	Predictive Modelling in Supply Chain: Forecasting for Supply Chain Planning and Management, Review of Multiple Regression and Stepwise Selection of Predictive Variables, Identification of Variables in a Forecasting Model, Exponential Smoothing Forecasting Models, Introduction to ARIMA Modelling, Data Driven Inventory Optimization. Uses of Spreadsheet for Statistical Analysis (Lab Work)	Interactive lectures, problem based learning, experiential learning, case studies	9
5	Foundation of Prescriptive Analytics in SCM: Network Planning in a Supply Chain, Importance of Network Planning, Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL in a Supply Chain. Performance Optimization in SCM, Information Technology in SCM. Case Study with Latest Updates	Interactive lectures, problem based learning, experiential learning, case studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Optimize the logistics and transportation network to reduce costs and improve efficiency.	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Chopra, S., & Meindl, P. (2021). Supply Chain Management: Strategy, Planning, and Operation (8th ed.). Pearson.
Articles	Chopra, S., & Meindl, P. (2003). Supply Chain Coordination in the Presence of Revenue Sharing Contracts. Management Science, 49(10), 1287–1309. https://doi.org/10.1287/mnsc.49.10.1287.17308
References Books	Simchi-Levi, D., Schmidt, W., & Wei, Y. (2021). Data-Driven Science and Engineering: Machine Learning, Dynamical Systems, and Control (1st ed.). Cambridge University Press.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	2	1	-	1	1	-	-	-	-	1	-	1
CO2	1	2	1	-	1	-	1	1	-	-	-	-	-	2	-
CO3	1	-	-	2	-	1	-	1	-	-	-	-	1	-	2
CO4	-	1	-	1	-	1	-	-	-	-	-	-	1	-	-
CO5	1	1	-	-	1	1	-	1	-	-	-	-	-	1	1
CO6	1	1	-	1	-	-	1	1	-	-	-	-	-	-	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Foreign Exchange Management
Course Code	MBA-403 FM [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	A fundamental understanding of international finance and basic economic principles and familiarity with financial instruments and currency markets is beneficial for effectively managing foreign exchange risk.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to Remember key terms and concepts related to foreign exchange markets (e.g., Inter-Bank Forex Markets, OTC markets). (BL1-Remember) CO2- Student will be able to Understand the exchange rate mechanism and its components. (BL2-Understand) CO3- Student will be able to Apply how to calculate spot, cross, and forward rates. (BL3-Apply) CO4- Student will be able to Analyze the portfolio management strategies involving global securities. (BL4-Analyze) CO5- Student will be able to Evaluate the effectiveness of current regulations in managing external commercial borrowings. (BL5-Evaluate) CO6- Student will be able to Create a comprehensive plan for dealing room operations, including the management of Nostro/Vostro/Loro. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics X Gender X Human Values X Environment X			SDG (Goals)		SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)		

Part B

Modules	Contents	Pedagogy	Hours
1	Fundamentals of Foreign Exchange Markets-Foreign Exchange Markets- Inter-Bank Forex Markets- Highly Traded Markets: Cash/OTC-- Nature of Transactions-- Cross Border Currency Flows - Liberalization of Exchange Control- Role of Banks in Forex Market- Factors Impacting Forex Market.Convertibility and Balance of Payments (BOP).	Interactive Lectures, Case Studies, Experiential Learning	9
2	Forex Concepts- Exchange Rate Quotes- Factors Affecting Exchange Rates- Exchange Rate Mechanism. Exchange Rate Dynamics and Instruments- Forex Concepts- Spot, Cross, and Forward Rates. Premium and Discount- Forward Contracts: Booking, Extension, Cancellation.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Advanced Forex and International Treasury Management-International Treasury- Market Participants- Various Forex Treasury Products- Volatility of Major Currencies- Currency Trading. Global Securities: Portfolio Management.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Regulatory and Compliance Framework- External Commercial Borrowings (ECBs)-- FEMA Regulations for Import/Export Transactions- Current Account Rules- Capital Account Transactions	Interactive Lectures, Case Studies, Experiential Learning	9
5	Treasury Operations and Management- Liquidity and Cash Flow Management- Objectives, Sources, and Deployment- Internal Control, Netting, Gap Management- Treasury Management Processes - Domestic Remittances- International Remittances- Payment & Settlement Systems: CCIL, CLS, RTGS, NEFT, SWIFT- Dealing Room Operations: Nostro/Vostro/Loro & Mirror Accounts, Open Currency Position, Cash Position by Dealers.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Create a comprehensive currency hedging policy for an import/export business to manage foreign exchange risk.	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Steiner, B. (2012). "Foreign Exchange and Money Markets: Theory, Practice, and Risk Management" (2nd ed.). Elsevier.
Articles	https://rbidocs.rbi.org.in/rdocs/speeches/pdfs/60912.pdf
References Books	Jeevanandam, C. (2020). "Foreign Exchange: Concepts, Practices, and Control" (6th ed.). Sultan Chand & Sons. Avadhani, V. A. (2018). "Foreign Exchange Management" (7th ed.). Himalaya Publishing House. Batten, G. S. (2016). "Foreign Exchange Risk Management". Jaico Publishing House. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2021). "Multinational Business Finance" (15th ed.). Pearson. Madura, J. (2020). "International Financial Management" (13th ed.). Cengage Learning.
MOOC Courses	Economics of Banking and Financial Markets(https://nptel.ac.in/courses/110/104/110104132/) Foreign Exchange Markets: Concepts, Instruments, Risks, and Derivatives (https://iimbx.iimb.ac.in/courses/course-v1:IIMBx+RM01x+2023_T1/about)
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	1	-	-	1	1	-	-	-	-	1	1	1
CO2	1	2	-	1	-	1	-	1	-	-	-	-	-	1	2
CO3	1	-	2	2	1	3	-	1	-	-	-	-	1	3	-
CO4	-	1	3	-	1	-	2	1	-	-	-	-	-	1	1
CO5	2	1	1	-	1	1	1	1	-	-	-	-	1	2	-
CO6	1	-	1	-	1	-	-	1	-	-	-	-	1	1	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	International Human Resource Management
Course Code	MBA-403 HR[T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	Student should have a basic understanding of the Human Resource Management.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to remember key concepts and terminology related to International Human Resource Management (IHRM)(BL1-Remember) CO2- Students will be able to understand the cultural contexts of IHRM using Hofstede's approach and cross-cultural theory(BL2-Understand) CO3- Students will be able to apply the processes involved in recruiting and selecting international managers(BL3-Apply) CO4- Students will be able to analyze standardized versus customized performance appraisal systems(BL4-Analyze) CO5- Students will be able to evaluate the effectiveness of HR process in different international contexts(BL5-Evaluate) CO6- Students will be able to create comprehensive international training programs(BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics ✓ Gender X Human Values X Environment X			SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction IHRM: Managing people in an international context: Expatriates, Inpatriates Cultural Context of IHRM: Hofstede's Approach, Cross-cultural theory, Standardization and Localization of HRM practices. Linking HR to international expansion strategies: HRM in Cross Border Mergers and Acquisitions, International Alliances and SMEs.	Interactive Lectures, Case Studies, Experiential Learning	12
2	Recruitment and Selection: Approaches to staffing, Roles of an Expatriate, Non-Expatriates, Inpatriates, recruitment and selection of international managers, Expatriate Failure and Success, Expatriate Selection criteria, processes	Interactive Lectures, Case Studies, Experiential Learning	12
3	International Performance Management: performance criteria, standardized or customized performance appraisal, High-performance work system, International Training and Management Development: Expatriate training, Cross-cultural training, pre-departure training, Repatriation: Process, challenges, designing a repatriation program.	Interactive Lectures, Case Studies, Experiential Learning	12
4	International Compensation: Objectives, components of international compensation program and approaches: Going rate approach, Balance Sheet Approach	Interactive Lectures Case Studies Experiential Learning	12
5	International Industrial Relations: Trade Unions & International Labour Relations; Key Issues in International Industrial Relations Codes of Conduct – Monitoring HRM Practices around the world; IHRM trends and Future challenges.	Interactive Lectures, Case Studies, Experiential Learning	12

M

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Evaluating a International HR Plan for a Startup	PBL		15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	• Peter J. Dowling , Marion Festing Sr. Allen D. Engle ,5ed, Cengage Learning India Pvt Ltd. • K. Aswathapa , International Human Resource Management, Tata Mc Graw Hill Publishing Co
Articles	Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. The International Journal of Human Resource Management, 29(1), 34-67.
References Books	Peter J. Dowling Denice E Welch, Randall S. Schuler, International Human Resource Management ,Thomson South-Western Publishers • Tony Edwards and Chris Rees , International Human Resource Management ,Pearson Education Ltd. • Anne-Wil Harzing and Joris Van Ruysseveldt, International Human Resource Management ,2nd ed, SAGE Publications Ltd. • Dennis R. Briscoe and Randall S. Schuler, International Human Resource Management, Policy and practice for the global enterprise, Second Edition, Routledge. • P. Subba Rao, International Human Resource Management, Himalaya Publishing House.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=9YY4UYrllqg

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	1	1	-	-	-	-	-	-	-	-	2	1	-
CO3	1	1	-	2	-	-	-	-	-	-	-	-	1	1	1
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO6	1	-	-	1	-	-	-	-	-	-	-	-	1	-	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Social Media Marketing
Course Code	MBA-403 MM[T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	The student should have knowledge of Social Media .				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Defining the appropriate format for each content pillar, such as carousels, text posts, reels, images, short videos, long videos, etc.(BL1-Remember) CO2- Employ the important concepts of social media marketing(BL2-Understand) CO3- Practice the various theoretical aspects in Facebook marketing(BL3-Apply) CO4- Discuss the different ways of marketing using Twitter and LinkedIn(BL4-Analyze) CO5- Illustrate YouTube marketing and optimization(BL5-Evaluate) CO6- Create Instagram business profile and promote business(BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education) SDG9(Industry Innovation and Infrastructure) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Why is social media marketing important- Introduction to social media advertising Developing Social Media strategy- Social Media Management Tools: How to Cut Posting Time in Half-Different types of Social Media Platforms	Interactive Lectures, Case Studies, Experiential Learning	12
2	Facebook Marketing-Introduction to Facebook Marketing- Create Facebook Page and Cover Pages-Page Settings, Description and About Page- Post Formulas Guaranteed to Drive Engagement-Facebook Ads and Campaign- Types of Facebook Ads – In Depth Analysis-Facebook Engagement, Reporting and Insights- Facebook Analytics- How to Start a Facebook Ads Business/Agency	Interactive Lectures, Case Studies, Experiential Learning	12
3	X(formerly Twitter) and LinkedIn –Introduction to X Marketing- How X Works- What Not to Do on X - Ways to Get More Re Xeet- Steps to Optimize Your Profile- Hashtags to Increase Discoverability- X Advertisement- Introduction to LinkedIn Marketing- Optimize Your LinkedIn Profile-LinkedIn for Advertisement- Reach Your Target Audience with LinkedIn-How to Get 500+ Connections and Why you Should- How to Make Sales on LinkedIn-Advanced LinkedIn Strategies for B2B Marketing.	Interactive Lectures, Case Studies, Experiential Learning	12
4	YouTube- Introduction to YouTube Marketing- YouTube Marketing Strategy-The Subscriber Advantage- Account Set Up, Optimization, Keyword Research and Video Structure- YouTube SEO, Thumbnails, Annotations and Cards- YouTube Promotion and Analytics- YouTube Monetization	Interactive Lectures Case Studies Experiential Learning	12
5	Instagram- How to Create an Instagram Business Profile- Optimize your Instagram Bio & Profile Image- Instagram Captions &Hashtags -Reposting Instagram Content- How to Increase your Instagram Followers & Exposure- Ways to Convert Instagram Followers to Sales & Leads-Sponsored Posts -Instagram Ads via Facebook -Instagram Analytics - Instagram Profile + Instagram Post Captions- Instagram Ads-Engagement + Instagram Algorithm- Instagram Stories + Instagram Reels + IGTV-Shopping on Instagram	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Evaluating a social media marketing plan for a Startup	PBL		15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Crittenden, V., & Crittenden, W. (2015). Digital and social media marketing in business education: Implications for the marketing curriculum. □ Evans, L. (2010). Social media marketing: strategies for engaging in Facebook, Twitter & other social media. Pearson Education.
Articles	Alves, H., Fernandes, C., & Raposo, M. (2016). Social media marketing: a literature review and implications. Psychology & Marketing, 33(12), 1029-1038.
References Books	Geho, P. R., & Dangelo, J. (2012). The evolution of social media as a marketing tool for entrepreneurs. The Entrepreneurial Executive, 17, 61. □ Heinze, A., Fletcher, G., Rashid, T., & Cruz, A. (Eds.). (2020). Digital and social media marketing: a results-driven approach. Routledge. □ Shen, C. W., Luong, T. H., Ho, J. T., & Djailani, I. (2019). Social media marketing of IT service companies: Analysis using a concept-linking mining approach. Industrial Marketing Management. □ Tuten, T. L., & Solomon, M. R. (2017). Social media marketing. Sage.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=l2pwcAVonKI

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	-	-	-	-	-	-	-	-	1	-	1
CO2	1	2	1	1	-	-	-	-	-	-	-	-	2	1	-
CO3	1	1	-	2	-	-	-	-	-	-	-	-	1	1	1
CO4	2	1	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
CO6	1	-	2	1	-	-	-	-	-	-	-	-	1	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Goods and Service Tax
Course Code	MBA-404 FM [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	A foundational understanding of basic taxation principles and financial accounting and familiarity with the Indian tax system and its regulatory framework will be beneficial for comprehending GST concepts and applications.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to : Remember the basic concepts and principles of GST, define key terms and vocabulary related to GST and Identify the components of the GST framework.(BL1-Remember) CO2- Student will be able to Understand the taxable event and the scope of GST and key provisions of GST laws and regulations.(BL2-Understand) CO3- Student will be able to Apply the ability to calculate GST liabilities for different scenarios and the rules of input tax credit to calculate the net GST liability.(BL3-Apply) CO4- Student will be able to Analyze the impact of GST on various sectors of the economy and compare and contrast GST provisions with the previous tax regime.(BL4-Analyze) CO5- Student will be able to Evaluate the implications of timing and value rules on tax planning and compliance.(BL5-Evaluate) CO6- Student will be able to Develop strategies for maximizing ITC utilization within the regulatory framework.(BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✓ Gender X Human Values X Environment X			SDG (Goals)		SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)		

Part B

Modules	Contents	Pedagogy	Hours
1	Basic concept of Indirect taxes and Introduction of GST Constitutional background (pre GST regime), Constitution (101st Amendment Act,2016), Need for GST, Taxes Subsumed in GST and Taxes Not Subsumed in GST,Benefits of GST,Salient features of GST.	Interactive lectures, case studies, experiential learning	9
2	Supply, Levy & Collection Meaning and scope of supply – of CGST/SGST Act,Types of Supply, Activities which shall be treated neither supply of goods nor a supply of services, Power of Government to specify the nature of certain transactions of supply, Intra-state and Inter-state supply, Zero rated Supply, Exemption from GST. Levy and Collection under CGST/IGST and UTGST Act,Tax payable on reverse charge basis of CGST/IGST and UTGST Act,Taxability of Composite and Mixed Supply.	Interactive lectures, case studies, experiential learning	9
3	Location of the Supplier and Place of Supply of Goods and Services Location of supplier of Goods and services, Place of Supply of goods and services, Composition levy (Composition Scheme), Restriction on the registered person, Benefits of Composition Schemes.	Interactive lectures, case studies, experiential learning	9
4	Time of Supply and Value of Supply Time of supply of goods, Time of supply of services, Time of supply of goods or services with respect to rate of tax. Value of Supply, Value of Supply when consideration is not wholly in money, value of supply in case of lottery, betting, gambling and horse racing.	Interactive lectures, case studies, experiential learning	9
5	Input Tax Credit and its Utilisation Concept of ITC,Principles on Input Tax Credit,Conditions for Availment of ITC by a Registered Taxable Person,ITC in case of Capital Goods,ITC on the Basis of use of Inputs,Restrictions on ITC.	Interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Analyze the effect of GST implementation on SMEs in a specific industry.	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Ahuja, C. G., & Gupta, R. (2022). Systematic Approach to Taxation Containing Income Tax & GST (Set of 2 Vol.) - 47th Edition, 2023 [Paperback].
Articles	
References Books	Acharjee, M. (2017). Goods and Service Tax. Chatterjee, T. B., & Sony, V. (2018). Goods and Service Tax. Book Corporation. Subramanian, P. L. (2017). Guide to GST: Show world Publications, India: 3rd Edition - April 2017. Datey, V. S. (2017). GST Ready Reckoner: Taxmann Publications, New Delhi, India: Ed. 1. April 2017. Garg, K. R. (2017). GST Ready Reckoner: Bharat Publisher, New Delhi, India: Ed. 3. Gupta, S. S. (2017). GST Law & Practice: Taxmann Publications, New Delhi, India: 2017 Edition.
MOOC Courses	Introduction to GST by Professor Anirban Ghosh, Netaji Subhas Open University: (https://onlinecourses.swayam2.ac.in/nou21_cm05/preview)
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	1	-	2	1	1	-	-	-	-	1	1	-
CO2	1	2	2	1	-	1	2	1	-	-	-	-	-	2	1
CO3	1	2	3	-	1	1	1	1	-	-	-	-	1	2	-
CO4	1	1	2	-	-	1	1	1	-	-	-	-	1	3	1
CO5	1	1	1	3	2	1	1	1	-	-	-	-	1	1	-
CO6	1	-	-	1	-	1	1	1	-	-	-	-	1	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Organizational Development and Change Management
Course Code	MBA-404 HR [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	A foundational understanding of management principles and organizational behavior and familiarity with basic psychological concepts and human resource practices will enhance comprehension and application of change management strategies.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to define the concepts of organizational development (OD) and change management. (BL1-Remember) CO2- Students will be able to compare different change models and their applicability in specific situations (BL2-Understand) CO3- Students will be able to apply various OD assessment tools. (BL3-Apply) CO4- Students will be able to analyze organizational situations to identify areas for improvement and change. (BL4-Analyze) CO5- Students will be able to evaluate the effectiveness of OD/ change management plans (BL5-Evaluate) CO6- Students will be able to create an intervention plan that incorporates change management principles. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X			SDG (Goals)		SDG3(Good health and well-being) SDG4(Quality education) SDG5(Gender equality) SDG8(Decent work and economic growth) SDG10(Reduced inequalities)		

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Organizational Development and Change Management Definition and importance of Organizational Development (OD) and Change Management. Evolution, Participation & Empowerment, Teams & Team Work, Parallel learning structures.	Interactive lectures, case studies, experiential learning	9
2	OD Process and Planned Change Concept of Planned change, Need for change, Models of change: Lewin's Change Model, Kotter's 8-Step Model, etc. OD Process: Components of OD Process, The Six-Box organizational Model, Third Waves Consulting, Phases of OD program.	Interactive lectures, case studies, experiential learning	9
3	Assessment and Implementation SWOT Analysis and its relevance in change management. Data collection methods: Surveys, interviews, focus groups, etc., Analyzing and interpreting assessment results. Crafting a change strategy and action plan. The Program Management Components: OD Interventions, Definition, Factors to be considered, choosing & sequencing intervention activities, classification of OD interventions.	Interactive lectures, case studies, experiential learning	9
4	Managing Change Sustainable change practices, Managing change in diverse and global organizations, Managing Crisis and Uncertainty, Crisis management and its relationship with change management, Dealing with unexpected disruptions and challenges, Strategies for managing uncertainty during change.	Interactive lectures, case studies, experiential learning	9
5	Specific OD/Change Interventions Individual Based: Coaching, Counselling, T- groups, behavioural modelling, leading, morale boosting, mentoring, Motivation Group Based: Conflict management, group facilitation, work Team & Team Building Intergroup Based: Third-party peace-making interventions, Techno structural (Reorganization, restructuring, technologies, Positions etc. HR interventions: Performance management, training, Workforce Diversity and Wellnessetc Strategic Interventions: Balance scorecard, Business process reengineering, downsizing & outsourcing, Mergers, acquisitions, and diversification the future of OD.	Interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Analyze and develop strategies for managing organizational change during a merger or acquisition.	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	1. Organization Development and Transformation: Managing Effective Change by Wendell L. French, Cecil Bell, Robert A. Zawacki, Irwin/McGraw-Hill, 2000 2. Organization Development Strategies & Models; Richard Beckhard; Tata MC Graw Hill.
Articles	
References Books	1. Organization Development & Change, Tenth Edition, Thomas G. Cummings and Christopher G. Worley, Cengage Learning 2. Organization Development; WendeeL.French and Cecil H.Bell; Pearson Publication. 3. Organizational design & Development- Concepts and applications – Dr. Bhupen Srivastava, Biztantra. 4. Organizational Design for Excellence, Pradij N. Khandwalla, TMH, 2005.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	2	2	-	2	1	1	-	-	-	-	1	2	1
CO2	1	1	3	2	-	1	-	1	-	-	-	-	2	1	-
CO3	1	3	2	1	1	-	1	1	-	-	-	-	1	3	1
CO4	1	-	1	2	2	-	1	2	-	-	-	-	3	2	1
CO5	2	2	1	-	2	1	-	1	-	-	-	-	1	1	1
CO6	2	1	-	2	-	1	1	1	-	-	-	-	-	1	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Dissertation
Course Code	MBA-405 [P]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					0	0	10	10
Course Type	Project							
Course Category	Projects and Internship							
Pre-Requisite/s	Completion of core MBA courses				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to apply research methodologies to investigate a specific business problem or phenomenon in depth. (BL3-Apply) CO2- Student will be able to synthesize and analyze relevant literature to inform the research topic and support findings. (BL4-Analyze) CO3- Student will be able to design and execute a structured research plan, including data collection and analysis. (BL4-Analyze) CO4- Student will be able to interpret research findings and draw meaningful conclusions based on empirical evidence. (BL4-Analyze) CO5- Student will be able to communicate research findings effectively through a written dissertation and oral defense. (BL5-Evaluate) CO6- Student will be able to demonstrate ethical conduct in all aspects of the research process. (BL5-Evaluate)							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)	SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic growth) SDG17(Partnerships for the goals)				

Part B

Modules	Contents	Pedagogy	Hours
1	Research Proposal Development	Workshops, Case Studies, Mentorship	60
2	Review of Literature	Workshops, Case Studies, Mentorship	60
3	Research Methodology	Workshops, Case Studies, Mentorship	60
4	Data Collection and Analysis	Workshops, Case Studies, Mentorship	60
5	Discussion, Conclusion, Presentation and Defense	Workshops, Case Studies, Mentorship	60

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Students will work on real-world business problems related to their research topic, applying theoretical knowledge to practical scenarios.	Field work	BL5-Evaluate	45

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	Creswell, J. W. (2018). Qualitative inquiry and research design: Choosing among five approaches. Sage Publications.
Articles	Ridley, D. (2008). The role of literature review in the research process. Journal of Business & Management, 14(1), 45-52.
References Books	Kumar, R. (2020). Research methodology: A step-by-step guide for beginners. Sage Publications.
MOOC Courses	
Videos	Scribbr. (2019, October 3). How to write a thesis: Step by step guide [Video]. YouTube. https://www.youtube.com/watch?v=-qFi5h9OaGw

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	1	1	2	1	-	-	-	-	1	2	1
CO2	2	1	3	-	1	-	-	1	-	-	-	-	-	1	-
CO3	2	-	-	1	-	2	-	-	-	-	-	-	1	2	1
CO4	2	1	-	3	3	-	1	-	-	-	-	-	-	1	1
CO5	2	1	3	1	-	2	1	1	-	-	-	-	1	-	1
CO6	2	-	1	-	1	-	1	-	-	-	-	-	1	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Management Concept and Organization Behavior
Course Code	MBA101[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	A foundational knowledge of basic business principles and introductory psychology is essential for understanding Management Concept & Organizational Behavior. Strong communication and analytical skills are also necessary for effectively engaging with course material and discussions.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to Define key management concepts and organizational behavior theories. (BL1-Remember) CO2- Student will be able to Explain the role of management in organizations and the impact of individual and group behavior on organizational performance. (BL2-Understand) CO3- Student will be able to Apply management theories and principles to real-world organizational scenarios to solve basic management problems. (BL3-Apply) CO4- Student will be able to Analyze organizational case studies to identify issues related to management practices and employee behavior. (BL4-Analyze) CO5- Student will be able to Evaluate different management approaches and organizational behavior strategies to determine their effectiveness in various contexts. (BL5-Evaluate) CO6- Student will be able to Design a comprehensive management plan that incorporates organizational behavior principles to enhance productivity and employee satisfaction. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability X Professional Ethics X Gender ✓ Human Values X Environment X			SDG (Goals)		SDG4(Quality education) SDG5(Gender equality) SDG8(Decent work and economic growth)		

Part B

Modules	Contents	Pedagogy	Hours
1	Fundamentals of Management: Management practices from past to present, Different levels of management, Managerial skills and Managerial Functions, Case Studies Planning- Objective of planning, Planning process, Types of planning, Types of plans, Management by Objective, Decision-making- types, process & techniques, Case Studies	Interactive Lecture, Experiential Learning, Case Studies	9
2	Organising & Staffing- Types of organization, Organization structure and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development, Directing & Controlling- Principle of directing, Essence of coordination, Different control techniques, Management by exception. Case Studies	Interactive Lecture, Experiential Learning, Case Studies	9
3	Fundamentals of individual behavior, Personality, types of personality, Personal effectiveness, meaning of Attitudes, Types, Components, attitude formation and attitude change, Meaning & Type of Group Behavior, Interpersonal skills, Transactional Analysis, Johari Window.	Interactive Lecture, Experiential Learning, Case Studies	9
4	Motivation: Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self-Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, Meaning of Perception, process, behavioral applications of perception. Case Studies	Interactive Lecture, Experiential Learning, Case Studies	9
5	Leadership Styles and Effectiveness Among Indian Women, Work-Life Balance and Flexibility for Indian Women, Mentorship and Sponsorship Programs for Women in Indian Organizations Career Development and Advancement Opportunities for Indian Women, Sexual Harassment Prevention and Response.	Interactive Lecture, Experiential Learning, Case Studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Design a leadership development program tailored to an organization's needs.	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	1.Robbins, S. P., & Judge, T. A. (2023). Organizational Behavior (18th ed.). Pearson. 2. Bateman, T. S., & Konopaske, R. (2023). Management: Leading & Collaborating in a Competitive World (14th ed.). McGraw-Hill Education.
Articles	1.Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. Annual Review of Organizational Psychology and Organizational Behavior, 1(1), 23-43. https://doi.org/10.1146/annurev-orgpsych-031413-091305 2. Grant, A. M., & Parker, S. K. (2009). Redesigning work design theories: The rise of relational and proactive perspectives. Academy of Management Annals, 3(1), 317-375. https://doi.org/10.5465/19416520903047327
References Books	1.Luthans, F., Luthans, B. C., & Luthans, K. W. (2015). Organizational Behavior: An Evidence-Based Approach (13th ed.). Information Age Publishing. 2.Daft, R. L. (2021). Organization Theory and Design (13th ed.). Cengage Learning.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	1	1	3	1	2	1	-	-	-	-	1	1	-
CO2	1	-	2	1	1	1	-	1	-	-	-	-	-	2	1
CO3	2	1	1	-	2	1	1	-	-	-	-	-	1	2	2
CO4	-	2	2	2	-	1	2	1	-	-	-	-	1	3	1
CO5	1	-	-	2	3	1	1	1	-	-	-	-	1	-	1
CO6	1	-	1	1	-	-	1	-	-	-	-	-	1	1	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Quantitative Technique
Course Code	MBA104[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Basic understanding of mathematical functions and data.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to define and differentiate between common statistical measures used in business. (BL1-Remember) CO2- Students will be able to interpret statistical results presented in business reports, financial statements, and market research data. (BL2-Understand) CO3- Students will be able to Select and apply appropriate statistical tests to analyze business data and draw data-driven conclusions for decision-making. (BL3-Apply) CO4- Students will be able to Evaluate the strengths and limitations of different statistical methods used in business contexts. (BL4-Analyze) CO5- Students will be able to critically appraise the validity and reliability of statistical inferences drawn from business research studies. (BL5-Evaluate) CO6- Students will be able to develop a statistical model to forecast future trends or assess business risks based on historical data. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Role of Statistics: Applications of inferential statistics in managerial decision- making; Measures of central tendency: Mean, Median and Mode and their implications. Measures of Dispersion: Range, Mean deviation, standard deviation, coefficient of variation (C.V.), Skewness, Kurtosis.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Probability Theory: Basic Terminology, Discrete and Continuous probability distributions, basic concepts and applications of Binomial, Poisson and Normal distributions.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Time Series Analysis: Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making	Interactive Lectures, Case Studies, Experiential Learning	9
4	Correlation and Regression: Correlation: Meaning, and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Regression equations and their applications.	Interactive lectures, Case studies, problem based learning, interactive workshops	9
5	Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of z test, t-test, F-test and Chi-Square test.	Interactive lectures, Case studies, problem based learning, interactive workshops	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Conducting a Statistical Analysis of Consumer Behavior Patterns	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Gupta, S. P. (2014) Statistics (43rded.). S. Chand & Sons. Berf, G.C. (2009). Business Statistics (3rded.). Tata McGraw Hill.
Articles	McClave, J. T., Benson, P. G., & Sincich, T. (2008). Statistics for business and economics. Pearson Education. Zanakis, S. H., & Valenzi, E. R. (1997). Student anxiety and attitudes in business statistics. Journal of Education for Business, 73(1), 10-16.
References Books	Sharma, J.K. (2006). Business statistics (2nded.). Pearson Education, ISBN: 8131798666, 9788131798669
MOOC Courses	
Videos	https://youtu.be/NF0lrqXlkQ https://youtu.be/ROpbdO-gRUo

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	1	-	1	-	1	1	-	-	-	-	1	-	1
CO2	2	-	1	1	-	3	3	-	-	-	-	-	-	1	1
CO3	2	1	-	1	-	-	-	1	-	-	-	-	1	1	-
CO4	-	1	3	1	-	1	-	1	-	-	-	-	2	1	2
CO5	2	1	1	-	-	1	-	1	-	-	-	-	-	1	1
CO6	1	-	-	1	-	-	-	1	-	-	-	-	1	-	-

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Accounting for Managers
Course Code	MBA105[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have a basic understanding of accounting concepts and the jargon of the subject.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to identify and define key financial statements and their components. (BL1-Remember) CO2- Students will be able to explain the fundamental accounting principles and concepts underlying financial reporting. (BL2-Understand) CO3- Students will be able to apply accounting principles to interpret financial data and assess the financial health of an organization. (BL3-Apply) CO4- Students will be able to analyze the impact of different accounting methods on financial statements. (BL4-Analyze) CO5- Students will be able to critically assess the ethical implications of accounting practices and propose strategies for ensuring financial reporting transparency. (BL5-Evaluate) CO6- Students will be able to develop financial forecasts and budgets to support business planning and decision-making. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction of Accounting: Meaning of bookkeeping, accounting and accountancy (comparative study in terms of objectives, scope & application), Objectives, scope, and limitations of accounting, Accounting information systems, Users of accounting information, accounting concepts, conventions and principles of accounting (GAAP), Introduction to accounting standards, Need, Benefits and limitations.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Accounting Cycle: Double entry system of accounting, Classification of accounting: traditional and modern and rules of journal entry, classification, journalizing of transactions, Sub division of journal, Posting to ledger, Preparation of trial balance, Practical problems on all aspects of journal, ledger and trial balance.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Final Accounts: Preparation of final accounts, Advance practical problems on all aspects.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Depreciation Accounts: Depreciation Methods and Handling of Depreciation Accounts	Interactive Lectures, Case Studies, Experiential Learning	9
5	Accounts for non-profit making organizations: Commercial Organization Accounts V/S NPO Accounts; Types of NPO accounts and there handling.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing a Financial Reporting System for Non-Profit Organizations	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Khan, M. Y., & Jain, P. K. (2012). Cost & Management Accounting. New Delhi: Tata McGraw-Hill Publishing House.
Articles	Glynn, J. J., Murphy, M., & Abraham, A. (2003). Accounting for managers. Noreen, E. W. (2011). Managerial accounting for managers. New York.
References Books	Sharma, R. K., & Gupta, Shashi K. (2014). Management Accounting. New Delhi: Kalyani Publishers
MOOC Courses	https://onlinecourses.nptel.ac.in/noc22_mg65/preview
Videos	https://youtu.be/3lwinzB0BPU https://youtu.be/ZJ3tG42laxk

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	1	-	1	-	1	1	-	-	-	-	-	2	1
CO2	2	-	1	1	-	3	2	-	-	-	-	-	2	-	1
CO3	2	1	-	1	-	1	-	1	-	-	-	-	1	2	-
CO4	1	1	3	1	-	-	1	-	-	-	-	-	1	2	-
CO5	-	-	3	-	-	1	1	1	-	-	-	-	-	1	2
CO6	1	-	-	1	-	-	2	-	-	-	-	-	2	-	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Computer Concept and Managerial Application
Course Code	MBA108[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have basic computer literacy, understanding of business processes, familiarity with productivity software (e.g., spreadsheets, databases), and awareness of information systems concepts and applications.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to identify common types of business software used in management tasks(BL1-Remember) CO2- Student will be able to explain the basic functionalities of a specific business software application (BL2-Understand) CO3- Student will be able to apply appropriate software tools to analyze data for management decisions(BL3-Apply) CO4- Student will be able to analyze the strengths and weaknesses of different software solutions for a specific management need(BL4-Analyze) CO5- Student will be able to evaluate the impact of technology adoption on organizational efficiency and decision-making processes(BL5-Evaluate) CO6- Student will be able to develop a plan to implement a new software application in a department, considering training needs and potential challenges(BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X			SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth) SDG12(Responsible consumption and production)		

Part B

Modules	Contents	Pedagogy	Hours
1	Computer hardware and software, Framework of computer, input and output devices, computer memories, central processing unit, types of computers; types of software: system software and application software, some basic terms related to operating system.	Interactive Lecture	9
2	MS Word: Some basic terms: toolbar, format bar, and status bar; insert tables, charts, and smart arts; add graphics; pages options; insert citations; create, edit, and save Word documents; use auto text; spelling and grammar tool; create a cover letter; mail merge. MS Powerpoint: Preparation of powerpoint presentation, what to include and what not to include in slides, inserting new slides and deleting any slide, use of master slides, insertion of figures, graphics, and charts in presentation.	Interactive Lecture, Interactive workshops	9
3	MS Excel: Understanding Basic working with Excel, Quick review on MS Excel Options, ribbon, sheets, Saving Excel File as PDF, CSV and older versions, Copy, Cut, Paste, Hide, Unhide and link the data in Rows, Columns and Sheet; Using paste special options, Formatting cells, Rows, Columns and sheets, Protecting and Unprotecting cells, rows, columns and sheets with or without password, Page Layout and Printer properties, Consolidation, Consolidating With Identical Layouts , Consolidating With Different Layouts.	Interactive Lecture, Interactive workshops	9
4	Data Processing File Management System, Database Management System, Database Models, Main Components of a DBMS, Creating and Using a Database, Introduction to MS Access: Introduction to DBMS, Databases, Basic Working of MS-Access, Tools, and Menus in MS-Access, creating tables in MS-Access.	Interactive Lecture, Interactive workshops	9
5	Basic Elements Of A Communication System Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques, Modems, Analog versus Digital Transmission, Multiplexing Techniques, Need for Computer Communication Networks, Types of Network, Network Topologies, Network Protocol, OSI and TCP/IP model, The Future of Internet Technology, Internet Protocol, World Wide Web, E-mail, Search Engines.	Interactive Lecture, Interactive workshops	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Developing a Comprehensive Financial Model Using Spreadsheets for Business Planning	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Sinha, P. K., & Sinha, P. (2017). Computer fundamentals, BPB publication (6th ed.) Lambert, J., & Cox, J.(2007). MS-Office word step by step. Microsoft Press, ISBN: 9780735637887
Articles	Fitzmaurice, J. M., Adams, K., & Eisenberg, J. M. (2002). Three decades of research on computer applications in health care: medical informatics support at the Agency for Healthcare Research and Quality. Journal of the American Medical Informatics Association, 9(2), 144-160 Kandasamy, N., Abdelwahed, S., & Hayes, J. P. (2004, May). Self-optimization in computer systems via on-line control: Application to power management. In International Conference on Autonomic Computing, 2004. Proceedings. (pp. 54-61). IEEE.
References Books	2. Morley and parker(2010). Understanding Computers: Today and Tomorrow, Cengage Learning
MOOC Courses	
Videos	https://youtu.be/kOuNec3yF_Q https://youtu.be/zc2_N1WZhU0

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	1	-	2	1	1	-	-	-	-	-	1	1
CO2	2	1	-	1	-	3	3	-	-	-	-	-	1	-	2
CO3	1	2	-	1	2	-	1	1	-	-	-	-	1	-	1
CO4	-	2	3	1	1	-	1	2	-	-	-	-	2	1	-
CO5	-	1	3	-	1	2	-	-	-	-	-	-	-	2	1
CO6	1	-	-	2	-	-	2	1	-	-	-	-	2	-	1

Syllabus-2023-2024

MBA-Dual_Specialization

Title of the Course	Business Simulation Workshop
Course Code	MBA109[P]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					0	0	1	1
Course Type	Lab only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have the basic understanding of business principles and management concepts				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to apply theoretical business concepts to simulated business scenarios for decision-making. (BL3-Apply) CO2- Student will be able to analyze and interpret simulated business data to assess performance and formulate strategies. (BL4-Analyze) CO3- Student will be able to collaborate effectively in teams to simulate real-world business operations and challenges. (BL3-Apply) CO4- Student will be able to evaluate the impact of different strategies on business outcomes in a risk-free environment. (BL5-Evaluate) CO5- Student will be able to communicate effectively, both orally and in writing, to present and justify simulated business decisions. (BL3-Apply) CO6- Student will be able to demonstrate ethical and responsible decision-making in the context of business simulations. (BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship X Employability ✓ Professional Ethics X Gender X Human Values X Environment X			SDG (Goals)	SDG4(Quality education) SDG5(Gender equality) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Business Simulation: Overview of Business Simulation Importance and Benefits Simulation Methodology	Interactive Lectures, Case Studies, Experiential Learning	6
2	Simulation Software Familiarization: Introduction to Simulation Tools Navigation and Interface Understanding Basic Functions and Features	Interactive Lectures, Case Studies, Experiential Learning	6
3	Scenario Analysis and Decision-making: Understanding Business Scenarios Analysis of Simulated Data Strategic Decision-making Process	Interactive Lectures, Case Studies, Experiential Learning	6
4	Performance Evaluation and Strategy Adjustment: Metrics for Performance Evaluation Assessing Business Outcomes Iterative Strategy Refinement	Interactive Lectures, Case Studies, Experiential Learning	6
5	Team Collaboration and Leadership: Importance of Teamwork in Simulation Effective Communication Strategies Leadership Roles and Responsibilities	Interactive Lectures, Case Studies, Experiential Learning	6

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Simulating Market Entry Strategies for a New Product in a Competitive Industry	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	
Articles	Jenkins, J. R. (1998). The role of simulations in international management education. Journal of Teaching in International Business, 9(3), 43-58.
References Books	
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	1	-	1	-	-	-	-	-	1	2	1
CO2	1	2	-	1	-	3	-	1	-	-	-	-	-	1	-
CO3	2	-	1	-	1	2	1	-	-	-	-	-	1	-	1
CO4	1	2	1	1	-	1	-	-	-	-	-	-	-	1	-
CO5	1	2	1	-	-	1	-	1	-	-	-	-	1	1	-
CO6	1	-	1	-	1	-	-	1	-	-	-	-	-	-	1

