SILVER HORIZONS 25 YEARS OF GLOBAL LEARNING

NEW HORIZON COLLEGE OF ENGINEERING

DEPARTMENT OF MANAGEMENT OF STUDIES

Academic Year 2026-27



MBA

1st and 2nd Semester Scheme & Syllabus

BATCH: 2026-28

CREDITS: 100+2

NEW HORIZON
COLLEGE OF ENGINEERING

Department of Management Studies

Academic Year 2026-27

1st and 2nd Semester Scheme & Syllabus

BATCH: 2026-2028

CREDITS:100+2

Sl No.	CONTENTS	PAGE NO
1	Vision, Mission and Program Educational Objectives (PEO)	4-5
2	Program Outcomes (PO) with Graduate Attributes	6
3	Mapping of POs with PEOs	7
	SCHEME	
4	Scheme of First Semester MBA	8-10
5	Scheme of Second Semester MBA	11-12
6	**Syllabus of First Semester MBA:**	13-35
	6.1: 26MBA11: Leadership & OB	
	6.2: 26MBA12: Accounting for Managers	
	6.3: 26MBA13: Business Economics & Forecasting	
	6.4: 26MBA14: Decision Science & Modelling	
	6.5: 26MBA15: AI in Marketing	
	6.6: 26MBA16: Business Communication for Managers	
	6.7: 26MBA17: Career & Professional Skills	
	6.8: 26MBA18: AI for Business Tools	
7	**Syllabus of Second Semester MBA:**	36-56
	7.1: 26MBA21: AI in HR	
	7.2: 26MBA22: Strategic Financial Management	
	7.3: 26MBA23: Research Methodology and IPR	
	7.4: 26MBA24: Business Analytics & GenAI	
	7.5: 26MBA25: Global Logistics and Supply Chain	
	7.6: 26MBA26: Entrepreneurship and Venture Creation	
	7.7: 26MBA27: Social Immersion Program Through Seminar	
	7.8: 26MBA28: Advanced AI for Business Tools	
	7.9 26MBSL2X: Corporate Skill Lab-I	
	Appendix A List of Assessment Patterns	57
	Appendix B Outcome Based Education	58
	Appendix C Graduate Parameters	59
	Appendix D Bloom's Taxonomy	60

NEW HORIZON COLLEGE OF ENGINEERING

VISION

To emerge as an institute of eminence in the fields of engineering, technology and management in serving the industry and the nation by empowering students with a high degree of technical, managerial and practical competence.

MISSION

M1	To strengthen the theoretical, practical and ethical dimensions of the learning process by fostering a culture of research and innovation among faculty members and students.
M2	To encourage long-term interaction between the academia and industry through the involvement of the industry in the design of the curriculum and its hands-on implementation
M3	To strengthen and mould students in professional, ethical, social and environmental dimensions by encouraging participation in co-curricular and extracurricular activities.

QUALITY POLICY

To provide educational services of the highest quality both curricular and co-curricular to enable students to integrate skills and serve the industry and society equally well at global level.

VALUES

- **Academic Freedom**
- **Integrity**
- **Inclusiveness**
- **Innovation**
- **Professionalism**
- **Social Responsibility**

DEPARTMENT OF MANAGEMENT STUDIES

VISION

To evolve into a globally integrated B-school contributing towards management education, consultancy, research leadership & corporate excellence.

MISSION

M1	To constantly strive to provide students with an in-depth knowledge and understanding of business and managerial concepts.
M2	To promote lateral thinking and a spirit of enquiry among our students, so that they look from a different angle, and have a creative approach and are able to provide simple solutions to complex business problems.
M3	To deliver through our teaching learning process, the richness of entrepreneurship and multidisciplinary knowledge in a way where ethics and social commitments will be the corner stone for our students.

PROGRAM EDUCATION OBJECTIVES (PEOs)

PEO1	To make management graduates conceptualize, critically analyze and acquire In-depth knowledge of business and management by imbibing in them the unique ability of synthesizing knowledge towards adding value in the areas of business and management.
PEO2	To promote lateral thinking by enabling management graduates to see at the things from different perspectives there by making them come out with simple solutions for complex managerial problems.
PEO3	To inculcate a spirit of enquiry, so that Management Graduates search for facts and truths by developing methodologies that support critical analysis and decision making.
PEO4	To ignite the passion for Entrepreneurship in Management graduates by orienting them in the application of Modern tools of management and make them learn to select and apply in complex decision-making processes.
PEO5	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

PEO TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5
M1	3	2	2	2	2
M2	2	3	3	2	1
M3	2	1	2	3	3

CORRELATION LEVELS

3- STRONG 2- MEDIUM 1- LOW

PROGRAM OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

1	**PO1**	**Management Knowledge:** Apply knowledge of management theories and practices to solve business problems for long term business sustainability.
2	**PO2**	**Analytical:** Foster analytical and critical thinking abilities for data-based decision making.
3	**PO3**	**Value Based Leadership:** Develop value-based leadership in management students.
4	**PO4**	**Ethics:** Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
5	**PO5**	**Teamwork:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
6	**PO6**	**Entrepreneurship & Lifelong Learning:** Ability to develop entrepreneurship spirit among management graduates with the essence of lifelong learning.
7	**PO7**	**Multidisciplinary:** Promote multidisciplinary approach for problem solving by developing a sense of business acumen.

Mapping of POs TO PEOs

PEO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
PEO 1	3	3	2	2	3	2	3
PEO 2	2	3	3	2	3	2	3
PEO 3	2	2	2	3	2	3	2
PEO 4	3	3	3	3	3	3	3
PEO 5	3	2	2	2	2	2	1

CORRELATION LEVELS

3- STRONG 2- MEDIUM 1- LOW

PROGRAM SPECIFIC OUTCOMES

PSO 1: To guide and channelize the transformation process of every management graduate by providing in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to make them to strive towards personal victory and value creation to society.

PSO 2: To ignite a passion for multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that management graduates see things from a perspective which are not just simple but effective and thus contribute to the welfare of the society.

NEW HORIZON COLLEGE OF ENGINEERING

DEPARTMENT OF MANAGEMENT STUDIES

SCHEME OF I SEMESTER MBA

BATCH:2026-2028

I Semester																
S. No.	Course and Course Code		Course Title	BOS	Credit Distribution				Overall Credits	TLP Contact Hours / Sem	TW & SL / Sem	Total Hours /Sem	Exam Hrs	Marks		
					L	T	P	S						CIE	SEE	Total
1	PCC	26MBA11	Leadership & Organizational Behavior	MBA	4	0	0	0	4	50	70	120	3	50	50	100
2	PCC	26MBA12	Accounting for Managers	MBA	4	0	0	0	4	50	70	120	3	50	50	100
3	PCC	26MBA13	Business Economics & Forecasting	MBA	4	0	0	0	4	50	70	120	3	50	50	100
4	PCC	26MBA14	Decision Science & Modelling	MBA	4	0	0	0	4	50	70	120	3	50	50	100
5	PCC	26MBA15	AI in Marketing	MBA	4	0	0	0	4	50	70	120	3	50	50	100
6	PCC	26MBA16	Business Communication for Managers	MBA	3	0	0	0	3	40	50	90	3	50	50	100
7	AEC	26MBA17	Career & Professional Skills	MBA	1	0	0	0	1	30	-	30	-	50	-	50
8	*NCMC	26MBA18	AI for Business Tools	MBA	0	0	0	0	0	30	-	30	-	50	-	50
Total									**24**					**400**	**300**	**700**

Note: PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Three credit course are designed with 40 hours & Four credit courses are designed for **50** hours Teaching – Learning process. **AEC**: Ability Enhancement Course designed for enhancing student's ability, only CIE marks will be considered for Evaluation. TW&SL –Team Work & Self Learning, TH/S – Total hours per semester.

***NCMC** is mandatory noncredit course. Two online certification (12.5 marks each) should be completed as part of Internal evaluation

Key Points – Practical & Experiential Learning

1. Theory + Practical Integration

Courses have a theory component of 04 hrs (04 credits) or 03hrs (3 credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs (04 credits) or 03hrs (3 credits). Practical component must be embedded in the theory classes, and it is mandatory to maintain a record of all tools and cases used in teaching –learning process

1. SEE Assessment
   - 20% of SEE marks should assess application-oriented/practical knowledge.
2. Case Studies
   - Use indicative cases provided in the course content.
   - Faculty may supplement these with cases from Harvard, Sage Business Cases or The Case Centre.
3. Industrial Visit
   - One industrial visit per semester is mandatory.
   - Students must submit a prescribed report with geo-tagged photographs as documentary evidence.
4. Faculty–Student Engagement
   - Students and faculty should engage individually or in groups through interactive and application-oriented activities.
5. Industry Interaction & Projects
   - Students should interact with small, medium and large industries beyond regular class hours.
   - Industry problems may be explored through research, testing, projects and innovative solutions.

6. Skill Development

   Students should:

   - Develop confidence in management-system modelling.
   - Use software/tools for simulation, analysis and interpretation.
   - Participate in case studies, field visits and fieldwork.
   - Understand and apply industry standards and codes.
   - Develop skills for employment, entrepreneurship, management, analytics and financial expertise.

7. Social Immersion Programme

   - A one-week Social Immersion Programme is mandatory after Semester I.
   - It should be carried out after semester I, during vacation.
   - Students must submit a report and present it through internal seminars in Semester II.
   - The course is credit-based and mandatory course.

Suggested Term Work & Self-Learning Activities- Case Study Analysis, Leadership & Team-Building Lab, Group Dynamics & Role Plays, MOOCs/NPTEL Courses, Industrial Visits, Simulation Exercises, Economic Insight Reports, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction.

NEW HORIZON COLLEGE OF ENGINEERING

DEPARTMENT OF MANAGEMENT STUDIES

SCHEME OF II SEMESTER MBA

BATCH:2026-2028

II Semester

S. No.	Course and Course Code		Course Title	BoS	Credit Distribution				Overall Credits	TLP Contact Hours / Sem	TW & SL / Sem	Total Hours /Sem	Exam Hrs	Marks		
					L	T	P	S						CIE	SEE	Total
1	PCC	26MBA21	AI in Human Resources	MBA	4	0	0	0	4	50	70	120	3	50	50	100
2	PCC	26MBA22	Strategic Financial Management	MBA	4	0	0	0	4	50	70	120	3	50	50	100
3	PCC	26MBA23	Research Methodology & IPR	MBA	4	0	0	0	4	50	70	120	3	50	50	100
4	PCC	26MBA24	Business Analytics & GenAI	MBA	4	0	0	0	4	50	70	120	3	50	50	100
5	PCC	26MBA25	Global Logistics & Supply Chain	MBA	4	0	0	0	4	50	70	120	3	50	50	100
6	PCC	26MBA26	Entrepreneurship and Venture Creation	MBA	3	0	0	0	3	40	50	90	3	50	50	100
7	AEC	26MBA27	Social Immersion Program Through Seminar	MBA	0	0	1	0	1	-	30	30	-	50	-	50
8	*NCMC	26MBA28	Advanced AI for Business Tools	MBA	0	0	0	0	0	30	-	30	-	50	-	50
								Total	24					400	300	700
9	**Skill Lab	26MBASL 1X	Corporate Skill Labs- I	MBA			1		1	-	30	30		100	-	100

Note:
PCC: Professional Core Course, **AEC:** Ability Enhancement Course Four credit courses are designed for 50 hours Teaching – Learning process. TW&SL –Teamwork & Self Learning, TH/S – Total hours per semester

***NCMC** is mandatory noncredit course. Two online certification (12.5 marks each) should be completed as part of Internal evaluation

Note:

1. Courses have a theory component of 04hrs (04 credits) or 03hrs (3 credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom.
   - The Time-Table allotment for each course should be 04hrs (04 credits) or 03hrs (3 credits).
   - Practical component must be embedded in the theory classes, and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical components.
3. Each course content has indicative case studies which can be dealt with in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.
4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
5. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.
6. Internship- (four weeks) to be carried out by students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.
7.** Skill Lab- (26MBASL1X) (Students shall successfully complete any 2 skill labs carrying 1 credit each as part of the curriculum. Each skill lab shall consist of 30 hours of hands-on, application-oriented learning and students shall earn a total of 2 credits by completing any 2 skill lab). Skill Lab credits shall be excluded from rank eligibility, CGPA calculation, and vertical progression; however, successful completion shall be recorded in the final Semester Grade Card. (one skill lab is conducted in second semesters and second skill lab will be conducted in third semester.).
8. Term work and self-learning can include: Case Study Analysis, Leadership & Team Building Lab, Group Dynamics Exercises, Role Plays, MOOCs/NPTEL Courses, Industrial Visit, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction etc.

First Semester Syllabus

LEADERSHIP & ORGANIZATIONAL BEHAVIOR			
Course Code	**26MBA11**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA11.1	Apply the insights of management, functions of a manager, process of planning and the concept of MBO
26MBA11.2	Apply the principles of planning, leadership, and control to effectively achieve organizational objectives.
26MBA11.3	Understand the influence of personality and values on individual behavior and organizational effectiveness.
26MBA11.4	Explain the role of motivation, teamwork, and power in enhancing individual and organizational effectiveness.
26MBA11.5	Lead in the role of power and politics in decision making
26MBA11.6	Analyze organizational culture and change management practices to enhance organizational adaptability and effectiveness.

MODULE-1	**INTRODUCTION**	**26MBA11.1**	**10 Hours**

Introduction, Meaning, Nature of Management, Differences between Administration and Management, Levels of Management, Roles and Skills of Managers. Evolution of Management Thought – Early Classical, neo-classical, and Modern approaches. Contemporary Issues in Management – Sustainability, Diversity, Equity & Inclusion (DEI), and the Role of AI in Management, AI vs Analytics vs Automation, Business Intelligence vs Artificial Intelligence, Decision Intelligence.

Skill development activities	How MBO is applied and evaluated in the organization.
Text Book	Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16

MODULE-2	**FUNCTIONS OF MANAGEMENT**	**26MBA11.2**	**10 Hours**

Functions of Management: Planning –Meaning, Importance, Process, Types of Plans, Decision-Making Process. Organizing–Meaning, Principles, Types of Organization Structures. Leading – Meaning, Nature, Traits and Behavior theory of leadership, Contingency Approaches to Leadership: Fiedler's Contingency Theory, Hersey–Blanchard Situational Leadership, Transformational and Transactional Leadership. Controlling – Meaning, Steps in the Control Process, Types of Control, Intelligent Planning-AI-based demand forecasting, Predictive planning, AI-Augmented Leadership-AI-assisted strategic decision-making, Predictive leadership analytics, Human-in-the-loop leadership.

Skill development activities	Pros and Cons of centralization and decentralization with regards to live scenarios.
Text Book	Text Book 1: 2.2, 2.3, 2.4 to 2.15

MODULE-3	**ORGANISATIONAL BEHAVIOUR AND INDIVIDUAL BEHAVIOUR**	**26MBA11.3**	**10 Hours**

Organizational Behavior – Meaning, Model of OB, Emerging Trends in Organizational Behavior – Remote Work, Gig Economy, Workplace Ethics. Behavioral Dynamics: MARS Model of individual behavior and performance, Types of Individual behavior, Personality: MBTI, Big 5 Model, Values in the workplace, Types of values, Perception, Meaning, Model of Perceptual Process, Personality Analytics-AI-based personality assessment, Big Five and workplace behavior AI-enabled team formation.

Skill development activities	Take an online test of MBTI
Text Book	Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10; Text Book 3: 3.3, 4.3

MODULE-4	**MOTIVATION, TEAMS, AND WORKPLACE DYNAMICS**	**26MBA11.4**	**10 Hours**

Emotions in the workplace, Circumplex Model of Emotions, Attitudes, and components of attitude, work-related stress, and stress management. Motivation: meaning, Maslow's Hierarchy of Needs Theory, and the Four Drive Theory of Motivation. Teams: meaning, stages of team development, and team effectiveness. Power: meaning, Sources of Power, contingencies, and consequences of power, politics.

Skill development activities	Conduct a Leadership scale Inventory and give the feedback of the same to students.

Text Book	Text Book 1: 6.1, 6.3, 6.5, 6.7; Text Book 2: 10.1, 10.3, 10.5, 10.7; Text Book 4: 3.10		
MODULE-5	**CONFLICT, ORGANISATIONAL CULTURE, AND CHANGE MANAGEMENT**	**26MBA11.5, 26MBA11.6**	**10 Hours**
Conflict– Types of Conflict, Conflict Process, Conflict Management Strategies, Negotiation Techniques. Organizational Culture – Meaning, Types, Elements, Importance, and Levels of Culture. Organizational Change-Meaning, Resistance to Change, Lewin's Change Management Model, Approaches to Change – Action Research, Appreciative Inquiry, Large Group Interventions, Parallel Learning Structures, AI Ethics & OB-Employee privacy, Algorithmic bias, Employee surveillance.			
Skill development activities	Discuss case studies of team and group behavior and the challenges to improvise the same.		
Text Book	Text Book 2: 12.1 to 12.10		

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Textbooks:

1. Robbins, S. P., Coulter, M. A., & Long, L. (2025). *Management* (16th ed.). Pearson.
2. McShane, S., & Von Glinow, M. A. (2026). *Organizational behaviour: Emerging knowledge, global reality* (2026 release, international student ed.). McGraw Hill.
3. Robbins, S. P., & Judge, T. A. (2026). *Organizational behaviour* (20th ed.). Pearson.
4. Koontz, H., Weihrich, H., & Cannice, M. V. (2021). *Essentials of management: An international, innovation and leadership perspective* (11th ed.). McGraw Hill.

Reference Books:

5. Northouse, P. G. (2025). *Leadership: Theory and practice* (10th ed.). SAGE Publications.
6. Iansiti, M., & Lakhani, K. R. (2020). *Competing in the age of AI: Strategy and leadership when algorithms and networks run the world*. Harvard Business Review Press.
7. McShane, S., Von Glinow, M. A., & Rai, H. (2022). *Organizational behaviour* (9th ed.). McGraw Hill. *Indian adaptation with India-specific examples and cases.*

Web links and Video Lectures (e-Resources):

- **OpenStax—Organizational Behavior**
  https://openstax.org/books/organizational-behavior/pages/1-introduction
- **Myers & Briggs Foundation—Understanding MBTI Results**
  https://myersbriggs.org/my-mbti-personality-type/my-mbti-results/home.htm

- **Harvard Law School—Conflict Resolution Resources**
  https://www.pon.harvard.edu/category/daily/conflict-resolution/
- **SAGE—Leadership: Theory and Practice Companion Resources**
  https://edge.sagepub.com/northouse10e

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Conduct a personality test among students on the basis of the theories.
- Design a management event which includes all the functions of management.
- Draw an organizational chart for your institution.
- Decision making "A request for special favours", page No: 673, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
- MBO "Shopper's heaven's MBO Program", Page No: 673-674, K. Shridhara Bhat, Management &Behavioural Process, Himalaya Publishing house.
- (Organizing) organising for success", page No: 677, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
- (Controlling) "S. W Associated Inc", Page No: 689, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
- (Attitude) "Albertsons works on Employee attitudes", Page No: 101, S. P. Robbins, Timothy. A. Judge, Seema Singh, Organizational behaviour, Pearson, 13th edition.

ACCOUNTING FOR MANAGERS			
Course Code	**26MBA12**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA12.1	Apply fundamental accounting concepts, conventions and the double-entry framework to record business transactions
26MBA12.2	Foster the accounting framework, including Ind AS/IFRS convergence, to prepare financial statements of sole traders and companies
26MBA12.3	Develop and analyze financial statements using comparative, common-size, trend and ratio analysis (including DuPont analysis) through critical thinking
26MBA12.4	Understand the financial position and cash generating capacity of a business using fund flow and cash flow analysis tools
26MBA12.5	Assess marginal costing concepts and cost-volume-profit analysis for short-term managerial decision-making
26MBA12.6	Interpret emerging issues in accounting — forensic accounting, fraud analytics and digital/computerized accounting systems — for contemporary managerial decisions

MODULE-1	**INTRODUCTION TO FINANCIAL ACCOUNTING**	**26MBA12.1**	**10 Hours**

Book-keeping, accounting and accountancy, objectives of accounting, basic terms in accounting, Generally Accepted Accounting Principles, accounting concepts, accounting conventions, systems of accounting. Frauds & ethical issues in accounting — an introduction to forensic accounting and fraud-risk indicators in the digital/banking context. Types of accounts, rules of debit and credit, journal, ledger, posting, balancing, preparation of Trial Balance and its objectives. AI-assisted journal entries, Automated reconciliation.

Skill development activities	Case study on digital payment/banking fraud detection using red-flag indicators (benchmarked with IIM Bangalore's Financial Accounting & Analysis course approach).
Text Book	Textbook-1: 1.1, 1.2, 1.3

MODULE-2	**PREPARATION OF FINANCIAL STATEMENTS**	**26MBA12.2, 26MBA12.6**	**10 Hours**

Meaning and users of financial statements, capital and revenue items, trading account, profit and loss account, closing entries, balance sheet — horizontal and vertical (Companies Act, 2013) formats. Adjustments: closing stock, outstanding/prepaid expenses, accrued/advance income, depreciation, bad debts, provisions, interest on capital/drawings. Overview of Ind AS/IFRS convergence and its relevance for Indian corporates (benchmarked with global reporting practices). AI-Assisted Financial Statement Preparation, AI-Based Financial Analysis.

Skill development activities	Case study on published balance sheet of a listed company (e.g., Nike/Infosys) — horizontal vs vertical presentation.
Text Book	Textbook-1: 1.8, 1.10, 1.12, 1.13

MODULE-3	**FINANCIAL STATEMENT ANALYSIS — I**	**26MBA12.3**	**10 Hours**

Meaning, nature, purpose and significance of financial analysis; tools of financial analysis-comparative statements, common-size statements (aligned with the case-based analytical approach used at Harvard Business School's Financial Reporting & Control course). AI & Depreciation / Asset Analytics-Asset lifecycle analytics Predictive maintenance, AI-assisted depreciation review.

Skill development activities	Case study: Ratio analysis and earnings-quality assessment of a listed company's annual report.
Text Book	Textbook-2: 2.1, 2.2, 2.3; Textbook-5: 2.1, 3.2, 3.3, 3.4, 3.5

MODULE-4	**FUND FLOW AND CASH FLOW ANALYSIS**	**26MBA12.4**	**10 Hours**

Concept of fund and fund flow, statement of changes in working capital, adjusted profit and loss account, preparation of Fund Flow Statement (Theory only). Concept of cash flow, difference between fund flow and

cash flow, preparation of Cash Flow Statement (Indirect method- Theory and Practical), relevant ledger accounts, relevance of cash flow/fund flow analysis for decision-making. AI-Assisted Cash Flow Forecasting, Intelligent Fund Flow and Working Capital Analysis, Predictive Cash Flow and Liquidity Analytics.			
Skill development activities	Case study on cash flow statement of a listed company — assessing operating cash generation versus reported profit.		
Text Book	Textbook-2: 2.4, 2.5, 2.6, 2.7, 2.8, 2.9		
MODULE-5	**MARGINAL COSTING AND EMERGING ISSUES IN ACCOUNTING**	**26MBA12.5**	**10 Hours**
Nature and scope of marginal costing, advantages and disadvantages, break-even chart, break-even point, margin of safety, P/V ratio and applications, make-or-buy decisions. Emerging issues in accounting: forensic accounting and fraud analytics, sustainability/ESG reporting, human resource accounting, and computerized/digital accounting systems. AI-Assisted Cost–Volume–Profit and Break-Even Analysis, AI-Based Make-or-Buy and Managerial Decision Analysis, AI-Enabled Forensic, ESG and Digital Accounting.			
Skill development activities	Case study on cost-volume-profit and make-or-buy decision for a manufacturing/service firm; hands-on exercise using computerized accounting software.		
Text Book	Textbook-3: 3.1, 3.2, 3.3, 3.4, 3.5; Textbook-4: 2.1, 3.2, 3.3, 3.4, 3.5 Textbook-6: 2.2, 3.2		

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		**Marks Distribution**			
		Test (s)	**Qualitative Assessment 1**	**Qualitative Assessment 2**	**Qualitative Assessment 3**
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		**Exam Marks Distribution (50)**
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Ramachandran, N., & Kakani, R. K. (2025). *Financial accounting for management* (6th ed.). McGraw Hill.
2. Khan, M. Y., & Jain, P. K. (2021). *Management accounting* (8th ed.). McGraw Hill.
3. Atrill, P., & McLaney, E. (2026). *Accounting and finance for non-specialists* (13th ed.). Pearson.
4. Libby, R., Libby, P., Hodge, F., & Lukose, J. (2025). *Financial accounting* (11th ed.). McGraw Hill.
5. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2022). *A textbook of accounting for management* (5th ed.). Vikas Publishing House.
6. Phillips, F., Clor-Proell, S., Libby, R., Libby, P., & Singh, A. (2026). *Fundamentals of financial accounting* (8th ed.). McGraw Hill.

Reference Books:

1. Jaiswall, S. S., & Bhattacharyya, A. K. (2023). *Corporate financial statements under Ind AS*. McGraw Hill.
2. Kranacher, M.-J., & Riley, R. (2024). *Forensic accounting and fraud examination* (3rd ed.). Wiley.
3. Laine, M., & Tregidga, H. (2026). *Sustainability accounting and accountability* (4th ed.). Routledge.
4. Subramanyam, K. R. (2021). *Financial statement analysis* (11th ed.). McGraw Hill.

Web links and Video Lectures (e-Resources):

- https://courses.lumenlearning.com/wm-accountingformanagers/chapter/about-this-course/
- https://2012books.lardbucket.org/books/accounting-for-managers/
- https://ocw.mit.edu/courses/15-501-introduction-to-financial-and-managerial-accounting-spring-2004/
- https://openstax.org/details/books/principles-managerial-accounting
- https://open.umn.edu/opentextbooks/textbooks/137
- https://biz.libretexts.org/Bookshelves/Accounting
- https://www.accountingcoach.com/
- https://www.principlesofaccounting.com/
- https://www.edx.org/learn/accounting

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Collect financial statements of any one organization for 2 years and prepare a comparative statement.
- Collect financial statements of any one organization for 2 years and prepare a common-size statement.
- Collect the statements of an organization and calculate important ratios, including a DuPont decomposition of ROE.
- Draft a report on the financial well-being and fraud-risk profile of a company.
- Identify the accounting concepts and conventions applied by a specific company of choice.
- Prepare a mini fraud-analytics note flagging red-flag indicators from a company's published financial statements.

BUSINESS ECONOMICS & FORECASTING			
Course Code	**26MBA13**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA13.1	Apply the knowledge of Managerial Economics in strategic business decision-making by applying economic principles, analytical thinking, and managerial judgment in dynamic business environments
26MBA13.2	Foster analytical thinking on consumer behavior, demand forecasting techniques, production decisions, and resource optimization using quantitative and analytical tools
26MBA13.3	Develop the ability to evaluate production processes, cost structures, operational efficiency, productivity improvement, and cost optimization techniques for effective managerial decision-making
26MBA13.4	Understand the market structures, competitive strategies and digital platform business models
26MBA13.5	Apply pricing strategies, revenue management and business analytics for maximizing organizational profitability
26MBA13.6	Evaluate macroeconomic policies, government regulations, sustainability and global economic trends affecting business organizations

MODULE-1	**INTRODUCTION TO MANAGERIAL ECONOMICS AND DIGITAL BUSINESS ENVIRONMENT**	**26MBA13.1**	**10 Hours**

Introduction to Managerial Economics. Nature, Scope and Importance of Managerial Economics. Role of Managerial Economist in Business Decision Making. Fundamental Economic Principles: Opportunity Cost Principle, Incremental Principle, Marginal Principle, Time Perspective, Discounting Principle, Equi-marginal Principle, Digital Economy and Platform Economy. Network Effects. Sharing Economy. Business Models of Amazon, Uber, Ola, Swiggy and Zomato, AI-Assisted Economic Decision Making, AI-Driven Platform Pricing and Business Model

Skill Development Activities	Analyze the business model of Amazon, Uber, or Zomato using managerial economics concepts. • Group discussion on "How AI is changing managerial decision-making." • Case Study on Digital Platform Economy. • Business News Analysis related to managerial decision-making.
Text Book	Text Book 1: 1,2

MODULE-2	**DEMAND ANALYSIS, CONSUMER BEHAVIOUR AND DEMAND FORECASTING**	**26MBA13.2**	**10 Hours**

Meaning and Concepts of Demand. Law of Demand. Exceptions. Determinants of Demand. Elasticity of Demand. Consumer Behaviour Analysis. Indifference Curve Analysis. Demand Forecasting. Quantitative and Qualitative Forecasting Methods. Regression and Trend Analysis. Market Research. Business Forecasting. Consumer Analytics, Predictive and Prescriptive Economic Analytics, AI-Based Demand Forecasting and Optimizatio

Skill Development Activities	• Forecast Product Demand using Excel. • Analyze Google Trends Data. • Case Study on FMCG Product Demand.
Text Book	Text Book 1: 3, 4; Text Book 2: 2, 3, 4

MODULE-3	**PRODUCTION, PRODUCTIVITY AND COST ANALYSIS**	**26MBA13.3**	**10 Hours**

Production Function. Short-run and Long-run Production. Law of Variable Proportions. Returns to Scale. Isoquants. Producer Equilibrium. Economies and Diseconomies of Scale. Learning Curve. Experience Curve. Productivity Measurement. Cost Concepts. Short-run Costs. Long-run Costs. Cost Estimation. Break-even Analysis. Contribution Analysis. Cost Optimization. Automation. Industry 4.0, AI-Assisted Cost, Break-Even and Profitability Analysis, AI-Driven Automation and Industry 4.0 Application

Skill Development Activities	• Excel-based Break-even Analysis. • Productivity Analysis of Manufacturing Firms. • Cost Analysis using Corporate Financial Statements.

Text Book	Text Book 1: 3, 4 Text Book 3: 2, 4		
MODULE-4	**MARKET STRUCTURES, COMPETITIVE STRATEGIES AND PRICING DECISIONS**	**26MBA13.4**	**10 Hours**
Perfect Competition. Monopolistic Competition. Monopoly. Oligopoly. Game Theory. Strategic Behaviour of Firms. Price Leadership. Cartels. Competitive Intelligence. Digital Platform Competition. Pricing Decisions. Cost-plus Pricing. Marginal Pricing. Transfer Pricing. Price Discrimination. Dynamic Pricing. Peak Load Pricing. Freemium Pricing. Subscription Pricing, Applications in E-Commerce. Competitive and Pricing Analytics, Google Trends for Dynamic Pricing and Revenue Managemen			
Skill Development Activities	• Case Study on Airline Dynamic Pricing. • Analysis of Uber Surge Pricing. • Pricing Strategy Simulation.		
Text Book	Text Book 4: 7, 8		
MODULE-5	**MACROECONOMIC ENVIRONMENT, GOVERNMENT POLICIES AND GLOBAL BUSINESS**	**26MBA13.5, 26MBA13.6**	**10 Hours**
Macroeconomic Environment. GDP. National Income. Inflation. Unemployment. Business Cycles. Interest Rates. Monetary Policy. Fiscal Policy. Union Budget. Government Deficit. Foreign Trade Policy. Exchange Rate. Balance of Payments. RBI Policies. Digital Economy. Financial Inclusion. Sustainable Development Goals (SDGs). Environmental, Social and Governance (ESG). Globalization. Geopolitical Risks. Ease of Doing Business. Emerging Trends in the Indian Economy, AI-Based Economic Scenario and Policy Impact Analysis using power BI, Inflation, GDP and Economic Trend Predictio			
Skill Development Activities	• Union Budget Analysis. • RBI Monetary Policy Review. • Group Discussion on India's Economic Outlook. • Business News Presentation.		
Text Book	Text Book 2: 3, 4 Text Book 4: 9, 10		

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Dwivedi, D. N. (2024). *Managerial economics* (10th ed.). Vikas Publishing. ISBN: 9789359306629.
2. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2025). *Managerial economics: Analysis and management* (10th ed.). Wiley. ISBN: 9781394268108.
3. Baye, M. R., & Prince, J. T. (2025). *Managerial economics and business strategy* (2025 release, international student ed.). McGraw Hill. ISBN: 9781264917587.
4. Mankiw, N. G., & Chatterjee, S. (2026). *Principles of managerial economics*. Cengage. ISBN: 9789366604183.

Reference Books:

1. Agrawal, A., Gans, J., & Goldfarb, A. (2022). *Prediction machines: The simple economics of artificial intelligence* (Updated and expanded ed.). Harvard Business Review Press. **ISBN:** 9781647824679.
2. Singh, R. (2026). *Courseware on Indian economy* (18th ed.). McGraw Hill. **ISBN:** 9789364446570.

Web links and Video Lectures (e-Resources):

- RBI Database on Indian Economy: https://dbie.rbihub.in/
- Union Budget, Government of India: https://www.indiabudget.gov.in/
- World Bank Open Data: https://data.worldbank.org/
- IMF Data Portal: https://data.imf.org/

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Case Study Analysis of Amazon, Reliance, Tesla, Uber and Zomato.
- Demand Forecasting using Microsoft Excel.
- Google Trends Analysis.
- Break-even Analysis using Excel.
- Union Budget Presentation.
- RBI Monetary Policy Review.
- Current Affairs Quiz.
- Business News Analysis.
- Pricing Strategy Simulation.
- Business Analytics Mini Project.
- Industry Expert Lecture.
- Group Discussion on AI and Business Economics.
- ESG and Sustainable Business Presentation.
- Economic Survey Analysis.
- Corporate Case Presentation.

DECISION SCIENCE & MODELLING			
Course Code	**26MBA14**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA14.1	Apply the knowledge to demonstrate, decision making to real world issues using appropriate graphical & numerical descriptive statistics
26MBA14.2	Foster the ability to apply descriptive statistics and related concepts to find solutions to business problems
26MBA14.3	Develop appropriate correlation and regression required for Business Management
26MBA14.4	Conduct and interpret Time series analysis to aid decision making
26MBA14.5	Lead with the ability to apply sound forecasting knowledge to support effective managerial decision-making
26MBA14.6	Develop the ability to analyze decisions using managerial analytics and decision-making techniques

MODULE-1	**FOUNDATIONS OF QUANTITATIVE THINKING FOR MANAGERS**	**26MBA14.1**	**10 Hours**
Role of Quantitative Methods in Managerial Decision Making; Business Decision-Making Process; Understanding Business Data; Types and Sources of Data; Scales of Measurement; Data Quality and Data Ethics; Introduction to Business Mathematics for Managers: Percentages, Percentage Change, Ratio and Proportion, Averages (Arithmetic Mean, Weighted Mean, Harmonic Mean – applications), Rates, Speed, and Productivity Calculations.			
Skill development activities	Business Data Analysis using Excel/R.		
Text Book	Text Book 1: 1,2,4,5; Text Book 4: 1,3; Text Book 5:1,2		
MODULE-2	**DESCRIPTIVE STATISTICS FOR BUSINESS DECISIONS**	**26MBA14.2**	**10 Hours**
Classification and Tabulation of Data, Frequency Distribution, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Variance, Standard Deviation, Coefficient of Variation, Business Interpretation of Statistical Measure			
Skill development activities	Statistical Problem-Solving Workshop.		
Text Book	Text Book 1: 2,3,4; Text Book 2: 2,3		
MODULE-3	**CORRELATION AND REGRESSION**	**26MBA14.3, 26MBA14.4**	**10 Hours**
Introduction, Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient - Properties of Karl Pearson's correlation coefficient - Factors influencing the size of correlation coefficient, Spearman's Rank Correlation Coefficient, Partial Correlations, Multiple Correlations, Regression - Regression analysis - Regression lines - Regression coefficient.			
Skill development activities	Decision-Making using Quantitative Models.		
Text Book	Text Book 5:14; Text Book 6: 9,14,15,16		
MODULE-4	**FORECASTING AND BUSINESS ANALYTICS**	**26MBA14.5**	**10 HOURS**
Time Series Concepts, Trend Analysis, Moving Average Method, Exponential Smoothing (Concept), Correlation Analysis, Simple Linear Regression, Interpretation of Output.			
Skill development activities	Forecasting and Trend Analysis Exercise.		
Text Book	Text Book 5:14; Text Book 2: 1,12,14,15		
MODULE-5	**MANAGERIAL ANALYTICS AND DECISION MAKING**	**26MBA14.6**	**10 Hours**
Data-Driven Decision Making, Quantitative Techniques in Marketing, Quantitative Techniques in Finance, Quantitative Techniques in HR, Quantitative Techniques in Operations, Business Analytics Framework,			

Introduction to Decision Support Systems, Managerial Dashboards (Conceptual), AI and Data-Based Managerial Decisions.	
Skill development activities	Real-World Business Case Analysis using Descriptive Statistics.
Text Book	Text Book 4:1,3,4,5; Text Book 3:2

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2024). Statistics for business and economics (15th ed.). Cengage Learning.
2. Sharma, J. K. (2026). Business statistics (6th ed.). Vikas Publishing.
3. Swarup, K., Gupta, P. K., & Man Mohan. (2022). Operations research: An introduction to management science. Sultan Chand & Sons.
4. Render, B., Stair, R. M., Hanna, M. E., & Hale, T. S. (2024). Quantitative analysis for management (14th ed.). Pearson.
5. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2024). Statistics for business and economics (15th ed.). Cengage Learning.
6. Sharma, J. K. (2026). Business statistics (6th ed.). Vikas Publishing.

Reference Books:

1. Vohra, N. D., & Arora, H. (2026). Quantitative techniques in management (7th ed.). McGraw Hill Education
2. Gupta, S. P. (n.d.). Statistical methods (46th rev. ed.). Sultan Chand & Sons.
3. Winston, W. L. (2022). Microsoft Excel data analysis and business modeling (7th ed.). Microsoft Press.

Web links and Video Lectures (e-Resources):

https://www.nptel.ac.in/courses/110107114
https://www.coursera.org/specializations/business-statistics-analysis
https://www.coursera.org/learn/linear-regression-business-statistics
https://www.coursera.org/learn/business-statistics
https://ocw.mit.edu/courses/18-650-statistics-for-applications-fall-2016/resources/lecture-videos/
https://ocw.mit.edu/courses/18-650-statistics-for-applications-fall-2016/

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Visit to any industries for applying
- Demonstration of creating Excel

- Demonstration of creating correlation and regression in statistical softwares.
- Video demonstration of latest trends in Data and Statistical Analysis
- Contents related activities (Activity-based discussions)
- For active participation of students, instruct the students to prepare Decision analysis under different environments
- Organizing Group wise discussions on probability cases

AI IN MARKETING			
Course Code	**26MBA15**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA15.1	Apply and demonstrate key marketing concepts and skills in practical business contexts
26MBA15.2	Apply tools and techniques for segmentation, targeting, and positioning
26MBA15.3	Develop the Illustration on the concepts of Branding and pricing
26MBA15.4	Demonstrate the concept of packaging
26MBA15.5	Explain the concepts of marketing channel & Marketing Communication
26MBA15.6	Demonstrate the enhanced concepts of marketing in Real time and real-life situation, anticipate the opportunities and issues in market place

MODULE-1	**MODERN MARKETING AND SUPER INTELLIGENCE IN MARKETING**	**26MBA15.1**	**10 Hours**
Introduction to Marketing: Evolution of Marketing, Marketing Concepts, Marketing Mix, Marketing Environment, Marketing Process, Digital Consumer Behavior & Journey Mapping, Customer Value Creation, CRM, Customer Journey Mapping, Customer Experience (CX), Behavioral Economics, AI Applications in Consumer Behavior, AI transformation in modern marketing, AI use cases across the marketing funnel, Performance Marketing Principles & Key Metrics.			
Skill development activities	Importance of Consumer Behavior -A Case Study of Maggi Noodle, Nestle India.		
Text Book	Textbook 1:1,2; Textbook 4:3; Textbook 2:3,4		
MODULE-2	**SUPER INTELLIGENCE IN MARKETING FROM STP TO AI CONTENT STRATEGY**	**26MBA15.2**	**10 Hours**
Product Decisions, Product Mix, Product Life Cycle, New Product Development, Market Segmentation, Targeting, Positioning. Product Portfolio Analysis, Innovation Management, Design Thinking, Value Proposition Canvas, positioning errors Positioning Maps, Blue Ocean Strategy, Entrepreneurial Marketing, AI marketing assistants, AI-Driven Content Marketing- Content velocity strategies AI-assisted content production and Engagement Strategies AI Tools for Content Optimization (Jasper/Suru).			
Skill development activities	Segmentation, Targeting and Positioning of Big Basket.		
Text Book	Textbook 2:5,6,7,8; Textbook 4:4,5,6		
MODULE-3	**BRANDING, PACKAGING AND PRICING STRATEGY**	**26MBA15.3, 26MBA15.4**	**10 Hours**
Brand Management, Types of Brands, Packaging, Labelling, Pricing Objectives, Cost-, Value-, Competition-based Pricing. Brand Equity (Aaker & Keller Models), Brand Architecture, Digital Branding, Employer Branding, Role of labelling in packaging , Sustainable Packaging, AI-based Pricing, Dynamic Pricing, Revenue Management, Psychological Pricing, Pricing Analytics, Predictive Pricing Analytics and Customer Price Sensitivity, AI-Powered Personalized Pricing and Customer Segmentation.			
Skill development activities	Unilever Rethinking Plastic Packaging.		
Text Book	Textbook 1:9,11,12; Textbook 3:7,8; Textbook 3:9,11,12		
MODULE-4	**MARKETING CHANNELS AND MARKETING COMMUNICATIONS**	**26MBA15.5**	**10 Hours**
Distribution Channels, Channel Management, E-Commerce, Promotion Mix, Advertising, AIDA, Personal Selling, Direct Marketing. Omnichannel Distribution, Retail Marketing, Integrated Marketing Communication (IMC), Digital Advertising, Social Media Marketing, Influencer Marketing, Content Marketing, Marketing Automation, CRM, Marketing ROI, Marketing Metrics & Dashboards, Advanced Technical SEO Semantic Search Optimization SGE (Search Generative Experience) preparation Voice Search Optimization AI-Driven Keyword Research and Content Optimization Conversion Rate Optimization (CRO) Strategies.			
Skill development activities	Marketing Strategy Of P&G / Case Study on P&G / How P&G sells Products.		
Text Book	Text Book 1: 6.1, 6.3, 6.5, 6.7; Text Book 2: 10.1, 10.3, 10.5, 10.7; Text Book 5: 3.10		

MODULE-5	RECENT TRENDS IN MARKETING AND SERVICES MARKETING	26MBA15.6	10 Hours

Green Marketing, Neuromarketing, Sensory Marketing, Digital Marketing, Services Marketing. Socially responsible marketing, AI & Generative AI in Marketing, Marketing Analytics, MarTech, Social Media Analytics, ESG & Sustainable Marketing, Circular Economy, Service Blueprinting, Customer Experience Management, Customer Success Management, Personalization using AI, Personalization using AI. Latest Trends in Marketing Technologies Case Studies on Effective MarTech Implementations, Attribution Models: Comparing first-click, last-click, linear, time decay, and position-based models.

Skill development activities	Paper Boat Case Study, 2020: FMCG Industry Insights, Consumer Trends & Attitudes, Strategic Take-Outs.
Text Book	Text Book 4: 12.1 to 12.10

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N. & Shainesh, G. — *Marketing Management*, 17th Edition, Pearson, 2025.
2. Kotler, P. & Armstrong, G. — *Principles of Marketing*, 19th Edition, Pearson, 2024.
3. Baines, P., Fill, C., Rosengren, S. & Antonetti, P. — *Marketing*, 6th Edition, Oxford University Press, 2022.
4. Solomon, M. R. — *Consumer Behavior: Buying, Having, and Being*, 14th Edition, Pearson, 2024.
5. Chaffey, D. & Ellis-Chadwick, F. — *Digital Marketing: Strategy, Implementation and Practice*, 8th Edition, Pearson, 2022.

Reference Books:

1. Saxena, R., & Saxena, S. (2026). Marketing management (7th ed.). McGraw Hill Education.
2. Kotler, P., Kartajaya, H., & Setiawan, I. (2024). Marketing 6.0: The future is immersive. Wiley.

Web links and Video Lectures (e-Resources):

- https://www.wallstreetmojo.com/marketing-management/
- https://www.smartinsights.com/digital-marketing-strategy/customer-segmentation-targeting/segmentation-targeting-and-positioning/
- https://www.standuppouches.net/blog/5-ps-of-marketing-why-product-packaging-is-now-part-of-the-mix
- https://www.oberlo.com/ecommerce-wiki/branding
- https://blog.hubspot.com/marketing/marketing-trends
- https://www.indeed.com/career-advice/career-development/services-marketing

- https://www.researchgate.net/publication/356977757_Importance_of_Consumer_Behavior_-A_Case_Study_of_Maggi_Noodle_Nestle_India
- https://www.studocu.com/in/document/itm-university/marketing/bigbasket-case-study-solutions/10082856
- https://www.unilever.com/planet-and-society/waste-free-world/rethinking-plastic-packaging/
- https://www.prnewswire.com/news-releases/paper-boat-case-study-2020-fmcg-industry-insights-consumer-trends--attitudes-strategic-take-outs-301038270.html

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Study on Marketing Mix Components of Dairy Milk Chocolate / Pepsi / Lays
- Design a new product in FMCG/ Automobile / Electronics segment
- Decide suitable pricing and packaging strategy for Ayurvedic Product
- Conduct a Competitor Analysis of Two Competing Brands
- Design an Integrated Marketing Communication Campaign for a New Product
- Develop a Social Media Marketing Campaign for a Local / Start-up Brand
- Analyse the Digital Marketing Strategy of Amazon / Flipkart / Myntra
- Conduct a Customer Satisfaction Survey for a Selected Product or Service
- Design a Promotional Campaign for a New Product Using Advertising, Sales Promotion and Influencer Marketing
- Develop a Distribution Strategy for an FMCG / Pharmaceutical / Consumer Electronics Product
- Conduct a Retail Store Observation Study to Analyse Merchandising and Customer Behaviour
- Analyse the Branding Strategy of Apple / Nike / Tata / Amul

BUSINESS COMMUNICATION FOR MANAGERS			
Course Code	**26MBA16**	**Credits**	**3**
L:T:P:S	**3:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**40**	**SEE Marks**	**50**
TW & SL / Sem	**50**	**Total Marks**	**100**
Total Hours /Sem	**90**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA16.1	Apply effective managerial communication principles in professional and organizational contexts
26MBA16.2	Foster positive interpersonal relationships through effective communication and collaboration
26MBA16.3	Develop effective oral, written, non-verbal, and digital communication skills
26MBA16.4	Demonstrate the ability to understand diverse communication situations, audiences, and organizational contexts
26MBA16.5	Demonstrate the ability to lead teams through effective, persuasive, and strategic communication
26MBA16.6	Demonstrate the ability to develop appropriate communication strategies for managerial and organizational challenges

MODULE-1	**BASICS TO COMMUNICATION**	**26MBA16.1**	**8 HOURS**
Introduction: Communication – Definition, classification, purpose, characteristics of successful communication, barriers, communication structure in organization Oral Communication: Conversation Control, two sides of effective oral communication, Written communication: Principles of effective writing, 3x3 writing process, coherence, Business writing for digital media. Prompt Engineering for Business Communication. AI-Powered Resume and Cover Letter Writing.			
Skill development activities	Know classmates/ Role play Understand different ways of self-introduction; Learn about others and introduce them; Listen to others and list common errors, Activity: Introducing self to a group of audience . Role play: Meeting customers and clients. Verbal Ability: Error Detection and Error Correction.		
Text Book	Text Book 1: 1.2, 1.3, 1.4		
MODULE-2	**PROFESSIONALISM IN COMMUNICATION**	**26MBA16.2**	**8 HOURS**
Business Letters and Reports: Types of business letters-writing routine and persuasive letters and emails, writing memos, Report writing- objectives, purpose and kinds; Case method of Learning: Types of cases, case analysis–process and approaches, dos and don'ts for case preparation-reading a case properly. AI-Based Grammar, Tone, and Clarity Enhancement.			
Skill development activities	Case study/ Role play Thought flow, idea generation, sentence structure.		
Text Book	Text Book 2: 2.2, 2.3		
MODULE-3	**PRESENTATION SKILLS**	**26MBA16.3**	**8 HOURS**
Presentation: What is a presentation, elements, designing a presentation, Visual Support for business presentations: PowerPoint Presentation (PPT), Types of visuals- advantages and disadvantages Negotiation: What is negotiation, need, factors affecting negotiation, stages, and negotiation strategies. AI for Presentation Design.			
Skill development activities	Movie review and presentation Comprehension and articulation, Verbal Ability: Cloze Exercise, Sentence Completion, Activity: Product presentation.		
Text Book	Text Book 2: 3.1, 3.3, 3.5; Text Book 3: 3.3, 4.3		
MODULE-4	**GROUP COMMUNICATION**	**26MBA16.4**	**8 HOURS**
Group Communication: purpose of meeting, Planning and conducting meetings – Notice, Agenda and Minutes of the Meeting, common complaints about meetings, leadership skills, online meeting apps, advantages and disadvantages of online meetings; Seminars and Workshops – definition, differences, advantages and disadvantages of webinars, AI in social media and Corporate Communication.			
Skill development activities	Conduct a Leadership scale Inventory and give the feedback of the same to students.		
Text Book	Text Book 4: 6.1, 6.3; Text Book 5: 10.1, 10.3, 10.5, 10.7		
MODULE-5	**MEDIA MANAGEMENT**	**26MBA16.5, 26MBA16.6**	**8 HOURS**
Media management: Press release, Press conference, intranet and internet, video conferencing; Social media Role, advantages and disadvantages, Digital communication: Email, AI writing assistants, automation on business communication.			

Skill development activities	Resume writing Understand different types of resume writing and connect resume writing to Job description.
Text Book	Text Book 5: 2.1 to 1.1

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Bovee, C. L., & Thill, J. V. (2023). *Business communication today* (15th ed.). Pearson.
2. Guffey, M. E., & Loewy, D. (2021). *Essentials of business communication* (11th ed.). Cengage. 1. Bovee, C. L., & Thill, J. V. (2021). Business communication today (15th ed.). Pearson.
3. Guffey, M. E., & Loewy, D. (2022). Essentials of business communication (12th ed.). Cengage Learning.
4. Cardon, P. W. (2021). Business communication: Developing leaders for a networked world (4th ed.). McGraw Hill.
5. Bovee, C. L., & Thill, J. V. (2023). Business communication today (15th ed.). Pearson.

Reference Books:

1. Hartley, P., Marriott, S., & Knapton, H. (2023). Professional and business communication: Personal strategies for the post-digital world (3rd ed.). Routledge
2. 1. Guffey, M. E., & Loewy, D. (2023). Essentials of business communication (12th ed.). Cengage Learning.
3. 2. Cardon, P. W. (2023). Business communication: Developing leaders for a networked world (4th ed.). McGraw Hill

Web links and Video Lectures (e-Resources):

- MIT OpenCourseWare – Communication for Managers
- MIT OpenCourseWare – Management Communication
- OpenLearn – Communication, Management and Your Own Context
- Saylor University – Business Communication
- Saylor University – Organizational Communication

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Teams identify barriers in a workplace scenario and redesign the communication process to overcome them.
- One student explains a complex workplace situation while the other listens and summaries without interrupting. Compare the original and interpreted message.
- Students convert poorly written workplace emails into concise, professional managerial emails.A message is passed through several students and the final version is compared with the original to demonstrate distortion.

CAREER & PROFESSIONAL SKILLS			
Course Code	**26MBA17**	**Credits**	**1**
L:T:P:S	**1:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**30**	**SEE Marks**	**-**
TW & SL / Sem	**-**	**Total Marks**	**50**
Total Hours /Sem	**30**	**Exam Hours**	**-**

Course outcomes:
At the end of the course, the student will be able to:

26MBA 17.1	Apply self-awareness, emotional intelligence, professional behavior, and self-management practices to enhance personal effectiveness and workplace readiness
26MBA 17.2	Foster effective verbal, non-verbal, written, virtual, and interpersonal communication skills to collaborate professionally in diverse workplace situations
26MBA17.3	Develop career readiness by preparing ATS-friendly resumes, professional job applications, digital profiles, and networking strategies aligned with industry expectations
26MBA17.4	Demonstrate the ability to understand interview, group discussion, presentation, and workplace problem-solving skills using critical thinking and professional communication techniques
26MBA17.5	Utilize digital workplace tools, AI applications, and effective prompt-writing techniques to improve productivity, communication, and decision-making in professional environments
26MBA17.6	Apply ethical AI practices, digital professionalism, and continuous learning strategies to enhance employability and adapt to evolving workplace technologies

MODULE-1	**SELF-AWARENESS AND INTERPERSONAL SKILLS**	**26MBA17.1**	**6 Hours**

Self-Awareness-Meaning and importance, personality, values, beliefs, attitudes and behavior, self-esteem and self-confidence, personal SWOT analysis, growth mindset and continuous self-development, SMART goal setting; Emotional intelligence-Meaning and importance, components of EI, managing emotions; Listening- Types, active listening techniques, non-verbal cues; Interpersonal Skills- empathy and respect, assertiveness, giving and receiving feedback, building positive interpersonal relationships.

Skill development activities	Conduct a Personal SWOT Analysis and prepare an individual development plan. Prepare a SMART career goal and five-year career roadmap. Complete a time management and prioritization exercise using the Eisenhower Matrix or a weekly planner. Participate in a role play on workplace ethics, emotional intelligence, and professional etiquette.
Text Book	Text Book 1: 1.2, 1.3

MODULE-2	**COMMUNICATION AND INTERPERSONAL SKILLS FOR EMPLOYABILITY**	**26MBA17.2**	**6 Hours**

Professional Networking: Meaning and importance, types, networking etiquette, networking at various events, digital professional networking- LinkedIn and professional branding; Networking Communication: professional self-introduction, elevator pitch, initiating and maintaining professional conversations, follow-up communication, do's and don'ts of networking; Resume preparation: purpose and structure of a professional resume, types, resume sections, achievement-oriented resume writing, ATS-friendly resumes, common resume mistakes; AI-Assisted resume preparation: AI tools for resume preparation, AI-assisted drafting and editing, Identifying keywords from job descriptions, ATS optimization, Customizing resumes for specific positions, Identifying gaps and inconsistencies, Ethical use and verification of AI-generated content. Aptitude Skills: Overview and importance, Key topics to prepare for various interviews.

Skill development activities	Deliver a 3–5-minute individual presentation on a business topic demonstrating effective verbal and non-verbal communication. Draft a professional email, prepare Minutes of Meeting (MoM), and participate in a simulated virtual meeting using Microsoft Teams/Zoom/Google Meet. Participate in role plays on workplace conversations, conflict resolution, negotiation, and cross-cultural communication. Conduct a group activity to demonstrate teamwork, leadership, active listening, and feedback skills.
Text Book	Text Book 2: 2.2, 2.3, 2.4

<table>
<tr><td>MODULE-3</td><td colspan="2">CAREER READINESS AND JOB SEARCH SKILLS</td><td>26MBA17.3</td><td>6 Hours</td></tr>
<tr><td colspan="5">Group Discussion: Meaning and purpose, structure and stages of GD, Initiating, participating and concluding a GD, Importance of current affairs and general awareness; Effective Participation- articulating ideas clearly, logical reasoning and critical thinking, supporting arguments with examples, agreeing and disagreeing professionally, handling interruptions, leadership and teamwork, body language and non-verbal communication; AI-Assisted GD practice-AI-generated GD topics, AI-assisted brainstorming, developing arguments and counterarguments, AI-based GD role-play, AI-assisted feedback Responsible use of AI: AI as a practice and feedback tool, Avoiding overdependence on AI, fact-checking AI-generated information, developing independent viewpoints.</td></tr>
<tr><td colspan="2">Skill development activities</td><td colspan="3">Prepare an ATS-friendly resume, cover letter, and professional job-application email for a selected job role.
Create and optimize a LinkedIn profile and develop a professional digital portfolio highlighting academic projects, certifications, and achievements.
Analyze a job description, identify the required competencies, perform a skill-gap analysis, and prepare a personal career development plan.
Participate in a mock career fair/networking event to practice professional networking, corporate grooming, and executive presence.</td></tr>
<tr><td colspan="2">Text Book</td><td colspan="3">Text Book 2: 3.1, 3.3, 3.5,;Text Book 3: 3.3, 4.3,</td></tr>
<tr><td>MODULE-4</td><td colspan="2">INTERVIEW, GROUP DISCUSSION AND PRESENTATION SKILLS</td><td>26MBA17.4</td><td>6 Hours</td></tr>
<tr><td colspan="5">Interview fundamentals: Meaning and purpose, types, HR, technical, behavioral and panel interviews, pre interview preparation, organization and job-role research, professional appearance and etiquette; Interview communication: professional self-introduction, common interview questions, strengths and weaknesses, handling difficult questions, STAR technique for behavioral questions, asking questions to the interviewer, verbal and non-verbal communication; AI-Assisted interview preparation: AI-generated role-specific interview questions, AI-based mock interviews, HR and behavioral interview practice, AI-assisted analysis of responses, improving clarity, fluency, confidence and answer structure; Virtual interview skills-Online interview etiquette, camera positioning and eye contact, voice and microphone management, professional background, managing technical difficulties, digital body language.</td></tr>
<tr><td colspan="2">Skill development activities</td><td colspan="3">Participate in a mock interview (HR and behavioral interview) demonstrating self-introduction, elevator pitch, STAR technique, and professional interview etiquette.
Participate in a Group Discussion (GD) on a contemporary business issue and receive peer and faculty feedback based on standard evaluation parameters.
Deliver a business presentation using appropriate visual aids, effective slide design, voice modulation, and body language, followed by a question-and-answer session.
Solve a business case study using critical thinking, root-cause analysis, design thinking, and present the proposed solution to the class.</td></tr>
<tr><td colspan="2">Text Book</td><td colspan="3">Text Book 1: 6.1, 6.3, 6.5, 6.7; Text Book 2: 3,4,6</td></tr>
<tr><td>MODULE-5</td><td colspan="2">DIGITAL EMPLOYABILITY, AI LITERACY AND FUTURE-READY SKILLS</td><td>26MBA17.5, 26MBA17.6</td><td>6 Hours</td></tr>
<tr><td colspan="5">Understanding stress-Meaning and nature of stress, types, causes and symptoms of stress, Stress and performance; Stress management-time and priority management, relaxation and breathing techniques, mindfulness, positive thinking, emotional regulation, resilience, work–life balance; Managing academic/workplace pressure-managing deadlines and workload, handling criticism and failure, coping with change and uncertainty, maintaining professional composure; Personal stress management-identifying personal stress triggers, developing coping strategies, personal well-being action plan.</td></tr>
<tr><td colspan="2">Skill development activities</td><td colspan="3">Create business documents using word processing, spreadsheets, presentation software, and cloud-based collaboration tools for workplace tasks.
Develop AI-assisted content (professional email, report summary, presentation outline, or meeting minutes) using effective prompt-writing techniques and evaluate the quality of AI-generated outputs.
Prepare a personal digital upskilling and certification roadmap, identifying relevant online certifications aligned with career goals.
Analyze a case study on AI ethics, data privacy, misinformation, or responsible AI use and present recommendations for ethical and professional workplace practices.</td></tr>
<tr><td colspan="2">Text Book</td><td colspan="3">Text Book 2: 12.1 to 12.10</td></tr>
<tr><td colspan="5"></td></tr>
</table>

CIE Assessment Pattern (50 Marks – Theory)					
RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

Suggested Learning Resources:

Text Books:

1. Guffey, M. E., & Loewy, D. (2023). Essentials of business communication (12th ed.). Cengage Learning.
2. Raman, M., & Sharma, S. (2022). Technical communication: Principles and practice (4th ed.). Oxford University Press.
3. Mollick, E. (2024). Co-intelligence: Living and working with AI. Portfolio.

Reference Books:

1. Cardon, P. W. (2023). Business communication: Developing leaders for a networked world (4th ed.). McGraw Hill. Bovee, C. L., & Thill, J. V. (2023). Business communication today (15th ed.). Pearson.
2. Newbold, C., & Richards, J. L. (2025). Business and professional communication: A human-centered approach. SAGE Publication

Web links and Video Lectures (e-Resources):

- LinkedIn Learning – Professional Skills and Career Development (https://www.linkedin.com/learning)
- Microsoft Learn – Digital Productivity and AI Skills (https://learn.microsoft.com)
- Google Digital Garage – Digital Skills and Career Development (https://learndigital.withgoogle.com)
- Coursera – Career Development and Professional Skills (https://www.coursera.org)
- NPTEL – Soft Skills, Communication Skills, and Personality Development (https://nptel.ac.in)

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Prepare a Personal SWOT Analysis and Individual Development Plan (IDP).
- Create an ATS-friendly resume, cover letter, and LinkedIn profile for a target job.
- Participate in mock interviews, group discussions, and business presentations with peer evaluation.
- Conduct role plays on workplace communication, negotiation, emotional intelligence, and conflict resolution.
- Use AI tools to prepare professional emails, reports, presentations, and meeting summaries through effective prompt writing.
- Analyze a business case on AI ethics, workplace behaviour, and digital professionalism, followed by group discussion.
- Develop a career roadmap identifying skill gaps, certifications, and future learning plans.
- Complete a team-based project using cloud collaboration tools (Microsoft Teams/Google Workspace) and present the outcomes.

AI FOR BUSINESS TOOLS			
Course Code	**26MBA18**	**Credits**	**-**
L:T:P:S	**0:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**30**	**SEE Marks**	**-**
TW & SL / Sem	**-**	**Total Marks**	**50**
Total Hours /Sem	**30**	**Exam Hours**	**-**

Course outcomes:
At the end of the course, the student will be able to:

26MBA18.1	Apply spreadsheet functions, data management, formatting, lookup techniques, error handling, and collaborative features of Excel to solve business problems efficiently.
26MBA18.2	Perform advanced Excel functions, data analysis tools, spreadsheet modelling, and VBA automation to support managerial decision-making and improve business efficiency.
26MBA18.3	Apply generative AI tools to automate spreadsheet tasks, improve data quality, correct formulas, and generate actionable business insights and summaries.
26MBA18.4	Develop and format professional Word documents using styles, tables, illustrations, references, and AI-assisted writing tools to enhance clarity and productivity.
26MBA18.5	Analyze, create and format professional presentations using slides, shapes, transitions, and animations to communicate business information effectively.
26MBA18.6	Design and deliver engaging presentations using slideshow configuration, visual elements, and appropriate presentation techniques.

MODULE-1	**FUNDAMENTALS OF BUSINESS SPREADSHEET APPLICATIONS**	**26MBA18.1**	**6 Hours**
Introduction to business spreadsheet applications, spreadsheet environment, workbook and worksheet management, data entry and formatting, relative and absolute cell referencing, subtotal functions, lookup and reference functions (VLOOKUP, HLOOKUP), logical handling of formula errors, spreadsheet best practices, file management, cloud-based spreadsheet collaboration, spreadsheet security and business applications of Excel.			
Skill development activities	Develop a business sales workbook using Excel to practice data entry, formatting, cell referencing, subtotals, lookup functions, error handling, cloud collaboration, and spreadsheet security.		
Text Book	Text Book 1: 6.1, 6.3		
MODULE-2	**ADVANCED SPREADSHEET ANALYTICS AND INTRODUCTION TO VBA**	**26MBA18.2**	**6 Hours**
Financial functions, logical functions (IF, AND, OR, COUNTIF, SUMIF), text, date and statistical functions, Pivot Tables, Pivot Charts, Goal Seek, Solver, conditional formatting, data validation, spreadsheet modelling for managerial decision making, Recording and editing macros, VBA editor environment: modules, procedures, functions, Variables, data types, and control structures (loops, conditionals), User forms and message boxes, Automating repetitive tasks with VBA.			
Skill development activities	Develop an Excel-based business decision model using advanced functions, Pivot Tables, Goal Seek, Solver, and VBA macros to analyze data, optimize decisions, and automate repetitive tasks.		
Text Book	Text Book 2: 3,3		
MODULE-3	**CO-INTEGRATION OF EXCEL WITH GEN AI TOOLS**	**26MBA18.3**	**6 Hours**
Overview of Gen AI integration with productivity tools, Using AI for formula suggestions and error correction. AI-assisted data cleaning and transformation, Generating insights and summaries with AI plugins.			
Skill development activities	Use AI-integrated spreadsheet tools to generate formulas, correct errors, clean and transform business data, and produce automated insights and summaries.		
Text Book	Text Book 1: 5,6		
MODULE-4	**INTRODUCTION TO WORD**	**26MBA18.4**	**6 Hours**
User interface and views, creating and saving a word document, formatting a document, using styles, tables and lists, functions, charts and illustrations, using references, TOC and TOF. AI-assisted writing: grammar, summarization, paraphrasing.			

Skill development activities	Create a professionally formatted business report using MS Word with styles, tables, charts, references, table of contents, and AI-assisted grammar correction, summarization, and paraphrasing.		
Text Book	Text Book 3-2,3		
MODULE-5	**INTRODUCTION TO POWERPOINT**	**26MBA18.5, 26MBA18.6**	**6 Hours**
The user interface and views, creating and saving a presentation, configuring and presenting slideshow, inserting and formatting slides and shapes, applying transitions and animations.			
Skill development activities	Create and deliver a professional business presentation using MS PowerPoint, incorporating slide layouts, shapes, transitions, animations, and slideshow settings.		
Text Book	Text Book 4: 6.1, 6.3		

CIE Assessment Pattern (50 Marks)

Marks Distribution

RBT Levels		Test (s) 25 marks	Alternative Assessment 1 (12.5 marks)	Alternative Assessment 2 (12.5 marks)
L1	Remember	-	-	-
L2	Understand	-	2.5	2.5
L3	Apply	8	2.5	2.5
L4	Analyze	9	4.5	4.5
L5	Evaluate	8	3	3
L6	Create	-	-	-

Suggested Learning Resources:

Text Books:

1. Giloni, A., Khandelwal, A., & Seshadri, S. (2026). Practical business analytics: A framework for data-driven decisions. Springer.
2. Ugarte, N., & Escalante, J. R. (2025). Microsoft Power BI step by step. Microsoft Press.
3. Winston, W. L. (2022). Microsoft Excel data analysis and business modeling (7th ed.). Microsoft Press.
4. Sharda, R., Delen, D., & Turban, E. (2023). Business intelligence, analytics, and artificial intelligence: A managerial perspective (12th ed.). Pearson

Reference Books:

1. Rose, D. (2025). Artificial intelligence for business (2nd ed.). O'Reilly Media.
2. Pandiarajan, V. (2026). Integrated business innovation: Case studies and frameworks in design thinking and AI for business excellence. Routledge

Web links and Video Lectures (e-Resources):

- Introduction to computers and office productivity software https://www.coursera.org/learn/introduction-to-computers-and-office-productivity-software
- Excel skills for business specialization – https://www.coursera.org/specializations/excel

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Experiential Learning: Role plays, simulations, and mock sessions (meetings, press conferences, negotiations) . Real-life scenario-based exercises to bridge theory and practice
- Peer Learning and Collaborative Learning: Group-based tasks and peer evaluations . Students learn by observing and critiquing each other's communication styles .Encourages teamwork and interpersonal skills.

Second Semester Syllabus

AI IN HUMAN RESOURCES			
Course Code	**26MBA21**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA21.1	Apply and analyze HRM functions, strategic HR roles, workforce planning, job analysis, and AI-powered workforce analytics to support effective human resource decision-making.
26MBA21.2	Apply recruitment, selection, onboarding, and induction practices using AI-enabled job analysis and competency mapping to attract, assess, and integrate diverse talent effectively.
26MBA21.3	Apply AI-enabled practices in training, compensation, and performance management to enhance employee development and organizational effectiveness.
26MBA21.4	Analyze industrial relations, workplace conflicts, and Indian labor codes to promote effective employee relations and harmonious workplaces.
26MBA21.5	Develop an entrepreneurial and lifelong learning mindset to adapt to emerging human resource practices, workplace changes and evolving organizational needs
26MBA21.6	Analyse emerging HR trends and HRIS applications to enhance workforce management, employee well-being, and data-driven HR decision-making.

MODULE-1	**INTRODUCTION TO HUMAN RESOURCE MANAGEMENT AND HR PLANNING**	**26MBA21.1**	**10 Hours**
Meaning and significance of HRM, Major functions of HRM, Responsibilities & Roles of HR: Competitive Challenges Influencing HR, AI Tools for Strategic HR and Workforce Analytics, HR planning -objectives, definition and need for HRP – benefits, problems and limitations of HRP - factors affecting HRP – process of HRP – job description-job specification-job analysis-job evaluation, Process of HR planning-Visier.			
Skill development activities	Different functions of HR.		
Text Book	Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16		
MODULE-2	**RECRUITMENT & SELECTION FUNCTIONS**	**26MBA21.2**	**10 Hours**
Recruitment: objectives and definition –centralized and decentralized recruitment- factors affecting recruitment policy – recruitment process– recruitment techniques. Selection: meaning and definition of selection; selection procedure – application form – written exams – preliminary interview – various types of tests (aptitude, achievement, situational, interest, personality) – different types of interviews and interview process. On-Boarding and Induction: Relevance of diversity, equity, inclusion and belongingness including neuro diversity. Relevant case studies will be discussed, AI Tools for Job Analysis and Competency Mapping.			
Skill development activities	Preparation of position analysis questionnaire		
Text Book	Text Book 1: 2.2, 2.3, 2.4 to 2.15		
MODULE-3	**TRAINING, COMPENSATION & PERFORMANCE MANAGEMENT**	**26MBA21.3**	**10 Hours**
Training and Development: Need and Importance, Training Need Analysis, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development. Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits, AI Tools for Compensation, Pay Benchmarking and Total Rewards Performance Management and Appraisal: Objectives of Performance Management, Performance Management Process, Performance Appraisal Methods, Common Problems with Performance Appraisals, Types of Performance Rating Systems, Future of Performance Management, AI Tools for Performance Management and Appraisal.			
Skill development activities	Different sources of TNA.		
Text Book	Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10		
MODULE-4	**LABOUR RELATIONS**	**26MBA21.4**	**10 Hours**
Industrial Relations: International Labor Organization, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. Conflict: Characteristics, causes of conflict, Process of conflict, Types of Conflict, levels of conflict, causes of workplace conflicts. New Labor codes.			
Skill development activities	Effectiveness of Compensation on cross culture and diversity.		
Text Book	Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7; Text Book 3: 6.1		

MODULE-5	FUTURE TRENDS IN HR and HRIS	26MBA21.5, 26MBA21.6	10 Hours

Future Trends in Human Resource Management: Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, multi-generational workforces and All-in-One HR tools. Human Resource Information System (HRIS): The Concept of HRIS, the role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS.

Skill development activities	Evaluate different labor protection acts in India.
Text Book	Text Book 2: 12.1 to 12.10

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. 1Armstrong, M., & Taylor, S. (2026). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management* (17th ed.). Kogan Page. ISBN: 9781398622081.
2. Aswathappa, K., & Dash, S. (2023). *Human resource management: Text and cases* (10th ed.). McGraw Hill. ISBN: 9789355323675.
3. Dessler, G. (2024). *Human resource management* (17th ed.). Pearson. ISBN: 9780137927395.

Reference Books:

1. Aguinis, H. (2023). *Performance management* (5th ed.). SAGE Publications. ISBN: 9781948426497.
2. Eubanks, B. (2025). *Artificial intelligence for HR: Use AI to support and develop a successful workforce* (3rd ed.). Kogan Page. ISBN: 9781398622746.
3. Noe, R. A. (2026). *Employee training & development* (2026 release, International student ed.). McGraw Hill. ISBN: 9781266250767.

Web links and Video Lectures (e-Resources):

1. SHRM — HR and Workplace Topics and Tools
   https://www.shrm.org/topics-tools SHRM
2. CIPD — Workforce Planning Resources
   https://www.cipd.org/en/topics/workforce-planning/ CIPD
3. Ministry of Labour and Employment, Government of India
   https://www.labour.gov.in/ labour.gov.in
4. Central Government Industrial Tribunal — Acts and Rules
   https://www.apps.labour.gov.in/cgit/acts-rules apps.labour.gov.in

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Design a recruitment Advertisement for the position of creative writer. (Job description and job specification need to be included)
- Prepare Stress Management training Schedule for employees working in Novozymes Bangalore.

- Supervisors performing the work of members of the Bargaining Unit – Case Study. Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-400, 3rd Edition.
- Case Study on "Enterprise Builds on People", SI in HR, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 22-23.
- Succession Planning for Federal Express Corporation – Case Study. Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-82, 3rd Edition.
- The Geographical Area of Recruitment Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-141, 3rd Edition.

STRATEGIC FINANCIAL MANAGEMENT			
Course Code	**26MBA22**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA22.1	Apply the theoretical and practical implications of financial management in the business firm
26MBA22.2	Analyze the cost on various sources of funds
26MBA22.3	Contrast various components of cost of capital
26MBA22.4	Assess financial management concepts and tools for the Problems faced by a Business in Investment decisions
26MBA22.5	Evaluate the strategies for managing the current assets, current liabilities, working Capital and the liquidity position by computing WCM
26MBA22.6	Construct weighted average cost of Capital, WACC for long term source of fund

MODULE-1	**CORPORATE FINANCE-AN OVERVIEW**	**26MBA22.1**	**10 Hours**
Introduction to financial management, objectives of financial management, profit maximization and wealth maximization, changing role of finance managers, challenges faced by finance manager. Time value of Money: Time preference for money, future value, future value of a single cash flow, annuity of a future value, concept of present value, present value of a single cash flow, present value of an annuity, present value of an uneven cash flow, concept of net present value, simple interest and compound interest & loan amortization. Problems on Perpetuity. (Theory and Problems). AI in financial forecasting, AI-assisted financial analysis.			
Skill Development Activities	Case study on corporate finance in identifying wealth over profit.		
Text Book	Textbook-1- 1.1,1.2,1.3		
MODULE-2	**SOURCES OF CORPORATE FINANCE**	**24MBA22.2, 24MBA22.6**	**10 Hours**
Need for long term finance, evaluation of sources of long-term finance, equity shares, preference shares, debentures, public deposits, retained earnings, long term borrowings from financial institutions, venture capital financing, lease and hire purchase finance, need and sources of short-term finance. (Theory), Green Finance, Capital Structure Strategy, AI in Green and Sustainable Finance, AI-based evaluation of financing sources.			
Skill Development Activities	Case study on Sources of corporate finance with equity and debt opportunities.		
Text Book	Textbook-1- 1.8,1.10,1.12,1.13		
MODULE-3	**COST OF CAPITAL**	**26MBA22.3**	**10 Hours**
Significance of cost of capital concept, opportunity cost of capital, components of cost of capital, cost of debt, cost of preference capital, cost of term loans, and cost of equity capital (only dividend discounting), cost of retained earnings, determination of weighted average cost of capital (Theory and Problem) CAPM, Beta Estimation, Market Risk Premium, Risk-adjusted Discount Rate, AI in Cost of Capital Estimation, AI-based beta estimation.			
Skill Development Activities	Case Study on Cost of Capital		
Text Book	Textbook- 2- 2.1,2.2,2.3		
MODULE-4	**CAPITAL BUDGETING DECISIONS**	**26MBA22.4**	**10 Hours**
Nature of investment decisions, investment evaluation criteria, investment evaluation techniques, payback period, accounting rate of return, net present value, profitability index, internal rate of return, modified internal rate of return, NPV v/s PI, estimation of cash flows for new projects and replacement projects. (Theory and Problems), AI in Capital Budgeting and Investment Evaluation, AI for Project Cash Flow Forecasting.			
Skill Development Activities	Case studies on capital budgeting decisions.		
Text Book	Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9		
MODULE-5	**WORKING CAPITAL ESTIMATION & CONTROL**	**26MBA22.5**	**10 Hours**
Nature, concepts and definition of working capital, trade-off between profitability and risk, sources of working capital, determinants of financing mix of working capital, factors influencing working capital, dangers of excess working capital, dangers of inadequate working capital, working capital strategies, receivable management, cash management, estimation of working capital requirements, AI in Working Capital Management, AI in Receivables and Cash Management. (Only Theory).			
Skill Development Activities	Case study on working capital management.		
Text Book	Textbook- 3- 3.1,3.2,3.3,3.4,3.5		

CIE Assessment Pattern (50 Marks – Theory)					
RBT Levels		**Marks Distribution**			
		Test (s)	**Qualitative Assessment 1**	**Qualitative Assessment 2**	**Qualitative Assessment 3**
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)		
RBT Levels		**Exam Marks Distribution (50)**
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Chandra, P. (2026). *Financial management: Theory and practice* (12th ed.). McGraw Hill.
2. Pandey, I. M. (2025). *Financial management* (13th ed.). Pearson.
3. Berk, J., & DeMarzo, P. (2024). *Corporate finance* (6th ed.). Pearson.

Reference Books:

1. Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A. (2023). *Principles of corporate finance* (14th ed.). McGraw Hill.
2. Hilpisch, Y. (2021). *Artificial intelligence in finance: A Python-based guide*. O'Reilly Media.
3. Schoenmaker, D., & Schramade, W. (2019). *Principles of sustainable finance*. Oxford University Press.

Web links and Video Lectures (e-Resources):

- **OpenStax. Principles of Finance.**
  https://openstax.org/books/principles-finance/pages/1-why-it-matters OpenStax
- **Aswath Damodaran, NYU Stern. Corporate Finance—Learning Resources.**
  https://pages.stern.nyu.edu/~adamodar/New_Home_Page/corpfin.html
- **MIT OpenCourseWare. Finance Theory I—Video Lectures and Slides.**
  https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/video-lectures-and-slides/
- **MIT OpenCourseWare. Finance Theory I—Video Lectures and Slides.**
  https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/video-lectures-and-slides/

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Identify the financial objectives of 5 companies from different industries.
- Estimate fund requirement for a new business proposal of your wish
- Identify different sources of capital to meet the fund requirement of your business
- Analyze optimum capital structure based on the costs of different sources
- Create an optimum working capital model for a company.

RESEARCH METHODOLOGY AND IPR			
Course Code	**26MBA23**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA23.1	Apply management knowledge to understand and design fundamental concepts, principles and terminology associated with scientific business research
26MBA23.2	Explain the concepts and principles of scientific business research and their relevance to addressing contemporary business and management issues
26MBA23.3	Apply analytical and critical thinking skills and scientific research principles to identify and solve contemporary business research problems
26MBA23.4	Analyze research problems and processes using data-driven approaches to support effective managerial decision making
26MBA23.5	Evaluate research designs, sampling methods and collected data to identify appropriate alternatives and develop solutions to business research problems
26MBA23.6	Develop and communicate research findings through systematic reports, charts and visualizations using appropriate multidisciplinary approaches

MODULE-1	**INTRODUCTION TO RESEARCH & LITERATURE REVIEW**	**26MBA23.1**	**10 Hours**
Introduction to Business Research: Research and research methodology-Language of Research Meaning-types of business research-criteria of good research approaches to business research scientific and non-(un) scientific- difference between research methods and methodology significance of business research. Literature Review, different types of references and difference between bibliography and referencing. Business Research Process and Proposal: Meaning and components-steps involved in preparing business research plan/proposal.			
Skill development activities	The Free Dictionary by Farlex (2008). Case Study. Accessed from http://www.thefreedictionary.com/case+study .		
Text Book	Textbook -5-1,2		

MODULE-2	**RESEARCH DESIGN AND SAMPLING**	**26MBA23.2**	**10 Hours**
Research Design: Research problems – designing the study – steps in research design process – types of research design. Sources and collection of data - Secondary data – sources – advantages and limitations – methods of collection of data, Primary data – sources – advantages – questionnaire design scales of measurement used in research. Hypothesis: Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis, Sampling- Probability & Non-Probability Sampling Methods.			
Skill development activities	The Free Dictionary by Farlex (2008). Case Study. Accessed 31/10/2008, from http:// www.thefreedictionary.com/case+study.		
Text Book	Textbook -4-1.1,2.2		

MODULE-3	**PARAMETRIC AND NON-PARAMETRIC TESTS**	**26MBA23.3**	**10 Hours**
Parametric and Non-parametric tests- Testing of Hypothesis, Test of Means- Z test, t test, Analysis of Variance-one way & two way, Chi-Square tests (Theory and Problems), Sign test, Mann-Whitney U Test, Wilcoxon Sign-Rank Test, Kruskal-Wallis H Test (only theory).			
Skill development activities	Article writing.		
Text Book	Textbook 3-2.4,4,5, Textbook 4-3.4,5.1		

MODULE-4	**DATA AND DATA MEASUREMENT**	**26MBA23.4**	**10 Hours**
Meaning of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. Primary Data: Definition, Advantages and disadvantages over secondary data. Measurement: Concept of measurement, What is measured, Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Questionnaire: Questionnaire. Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.			

Skill development activities	Chaitanya Ltd. Co. is a large manufacturing unit. Recently, the company had conducted the 'time' and 'motion' studies and concluded that on an average a worker could produce 120 units per day. However, it has been noticed that average daily production of a worker is in the range of 80-90 units. What steps will you suggest to ensure that the actual performance is in accordance with the performance as per unit and motion studies? Conduct 'fatigue Study' (Prepare questionnaire) and provide rest intervals to employees so as to enable them to regain lost stamina.
Text Book	Textbook 2-.1.4, Textbook3-3.5

MODULE-5	**DATA ANALYSIS, REPORT WRITING & PATENT DRAFTING**	**26MBA23.5 & 26MBA23.6**	**10 Hours**

Report Writing: Methods of report writing – oral, written, advantages and disadvantages of oral and written reports – components of written research report– presentation of reports – audio-video presentation. Ethical treatment of participants, obligation towards society. Intellectual Property Rights: Patents: Meaning and Types of Patents, Salient features of Patent, Procedure for Obtaining a Patent.

Skill development activities	Walmart case applies various tools and test to the provided data.
Text Book	Textbook 1-3.4,4.4

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		**Marks Distribution**			
		Test (s)	**Qualitative Assessment 1**	**Qualitative Assessment 2**	**Qualitative Assessment 3**
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		**Exam Marks Distribution (50)**
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Textbooks:

1. Kumar, R. (2021). Research Methodology: A Step-by-Step Guide for Beginners (5th ed.). SAGE Publications.
   Flick, U. (2025). Introducing research methodology: Thinking your way through your research project (4th ed.). SAGE Publications.
   Kumar, R. (2026). Research methodology: A step-by-step guide for beginners (6th ed.). SAGE Publications.
2. Aguinis, H. (2024). Research methodology: Best practices for rigorous, credible, and impactful research. SAGE Publications.
3. Varghese, K. A., Ranwah, B. R., Varghese, N., & Varghese, N. (2025). Research methodology and quantitative techniques: A guide for interdisciplinary research. Routledge.
4. Thakkar, A. N., Mhaske, D. K., Wadhawa, G. C., Jain, K. P., Shaikh, S. F., & Patil, V. R. (2026). Understanding intellectual property rights: Basics and beyond. Himalaya Publishing House.
5. Kothari, C. R., & Garg, G. (2023). Research methodology: Methods and techniques (5th ed.). New Age International Publishers.

Reference Books:

1. Ahuja, V. K., & Ahuja, P. (2026). Intellectual property rights in India (3rd ed.). LexisNexis.
2. Verkey, E., & Isaac, J. S. (2026). Intellectual property (3rd ed.). Eastern Book Company.
3. Bhandari, M. K. (2024). Law relating to intellectual property rights (7th ed.). Central Law Publications.

Web Links & Video Lectures (e-Resources):

- World Intellectual Property Organization (WIPO)
- Indian Patent Advanced Search System (InPASS)
- Office of the Controller General of Patents, Designs & Trade Marks (India)
- Google Scholar
- Directory of Open Access Journals (DOAJ)
- National Digital Library of India (NDLI)
- SWAYAM
- NPTEL Online Courses

Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:

- Demonstration of creating charts
- Writing research paper
- Video demonstration of doing research with different sectors like automobile, IT industries.
- Contents related activities (Activity-based discussions
- For active participation of students, instruct the students to prepare questionnaire to collect the data.
- Organizing Group wise discussions on research work, research ethics etc.

BUSINESS ANALYTICS & GEN AI			
Course Code	**26MBA24**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA24.1	Understand the concepts of business analytics and its role in managerial decision making
26MBA24.2	Apply data collection, preprocessing, and management techniques for business problems
26MBA24.3	Perform exploratory data analysis (EDA) to derive meaningful business insights
26MBA24.4	Develop and interpret data visualizations and dashboards using BI tools
26MBA24.5	Understand and apply basic predictive analytics and machine learning concepts
26MBA24.6	Analyze real-world business problems and provide data-driven solutions through projects

MODULE-1	**FOUNDATIONS OF BUSINESS ANALYTICS**	**26MBA24.1**	**10 Hours**
Introduction to Business Analytics: Meaning, Evolution, Scope and Importance; Analytics Value Chain; Types of Analytics: Descriptive, Diagnostic, Predictive and Prescriptive; Role of Analytics in Managerial Decision-Making; Data-driven Organizations and Digital Transformation; Business Analytics vs Business Intelligence (BI), Data Science, Machine Learning and AI; Business Problem Formulation; Applications of Business Analytics in Marketing, Finance, HR, Operations, Supply Chain and Retail.			
Skill development activities	Prepare a business analytics report based on sales, marketing, HR, or financial data. Identify a real-world business problem and formulate it as an analytics problem. Perform data cleaning and preprocessing on a given dataset by handling missing values and duplicates.		
Text Book	Text Book: 1.1–1.4; Text Book: 2 – 1.1–1.3		
MODULE-2	**BUSINESS DATA MANAGEMENT**	**26MBA24.2**	**10 Hours**
Introduction to Business Data Management, Types of Data: Structured, Semi-Structured and Unstructured; Data Sources: Internal and External; Primary and Secondary Data; Data Quality; Data Cleaning and Preprocessing; Data Warehousing and Data Lakes; Introduction to Data Mining; Business Problems to Data Mining Tasks; Supervised and Unsupervised Data Mining; Data Mining Process; Data Governance, Privacy and Security.			
Skill development activities	Perform data cleaning and preprocessing on a given dataset. Conduct Exploratory Data Analysis (EDA) using descriptive statistics and Pivot Tables.		
Text Book	Text Book: 1.1, 2.1–2.3; Text Book 4 – 1.1, 2.1–2.2		
MODULE-3	**EXPLORATORY DATA ANALYSIS (EDA)**	**26MBA24.3**	**10 Hours**
Introduction to EDA; Understanding Data Distribution and patterns; Variation and Covariation; Missing Values; Patterns in Data; Descriptive Statistics; Correlation; Trends, Seasonality and Anomalies; Data Summarization using Tables, Cross-tabulation and Pivot Tables; Business Interpretation of Data.			
Skill development activities	Conduct Exploratory Data Analysis (EDA) using descriptive statistics and Pivot Tables.		
Text Book	Text Book: 2.1–2.4; Text Book 3 – 3.1–3.3		
MODULE-4	**DATA VISUALIZATION AND BUSINESS INTELLIGENCE**	**26MBA24.4**	**10 Hours**
Introduction and Importance of Data Visualization; Data Types and Dataset Types; Attribute Types: Categorical, Ordinal, Interval and Ratio; Charts, Graphs and Storytelling with Data; Principles of Effective Visualization; Business Intelligence (BI); Dashboards and KPIs; Interactive Visualization; Heat Maps, Tree Maps and Geographic Maps; Communicating Business Insights.			
Skill development activities	Design an interactive business dashboard using Microsoft Excel, Power BI, Tableau Public, or Google Looker Studio. Develop Key Performance Indicators (KPIs) for a selected business organization and present them using dashboards.		
Text Book	Text Book: 1.1, 2.1, 3.1, 4.1; Text Book: 1 – 3.1–3.3		
MODULE-5	**PREDICTIVE ANALYTICS AND ARTIFICIAL INTELLIGENCE**	**26MBA24.5 & 26MBA24.6**	**10 Hours**
Introduction to Predictive Analytics; Regression and Classification Techniques (Conceptual); Decision Trees and Clustering; Models, Induction and Prediction; Time Series Forecasting; Model Validation; Optimization; What-if and Scenario Analysis;			

Simulation; Introduction to Machine Learning; Business Applications of AI and ML; Generative AI, Responsible AI and AI Ethics.	
Skill development activities	Discuss case studies of team and group behavior and the challenges to improvise the same.
Text Book	Text Book: 1.10, 2.10, 1.11, 1.12; Text Book 3 – 6.1, 7.1, 8.1, 9.1; Text Book 4 – 3.1, 4.1; Text Book5-1,2

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Albright, S. C., & Winston, W. L. (2025). Business analytics: Data analysis and decision making (8th ed.). Cengage Learning.
2. Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2025). Machine learning for business analytics: Concepts, techniques, and applications in Python (2nd ed.). Wiley.
3. Nussbaumer Knaflic, C. (2026). Storytelling with data: A data visualization guide for business professionals (10th anniversary ed.). Wiley.
4. Evans, J. R. (2026). Business analytics (3rd ed., digital update). Pearson.
5. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2024). Business analytics (5th ed.). Cengage Learning.

Reference Books

1. Davenport, T. H., & Bean, R. (2022). All-in on AI: How smart companies win big with artificial intelligence. Harvard Business Review Press.
2. Marr, B. (2021). Data strategy: How to profit from a world of big data, analytics and artificial intelligence (2nd ed.). Kogan Page.
3. McAfee, A., & Brynjolfsson, E. (2023). The geek way: The radical mindset that drives extraordinary results. Little, Brown Spark.

Web links and Video Lectures (e-Resources):

- NPTEL – Business Analytics: https://nptel.ac.in
- SWAYAM Portal: https://swayam.gov.in
- Google Looker Studio Learning Center: https://support.google.com/looker-studio
- Tableau Learning: https://www.tableau.com/learn/training
- IBM Skills Build – Data Analytics & AI: https://skillsbuild.org
- Google Cloud Skills Boost: https://www.cloudskillsboost.google
- Kaggle Learn: https://www.kaggle.com/learn
- Cisco Networking Academy – Data Analytics Essentials: https://www.netacad.com
- Coursera – Business Analytics Courses: https://www.coursera.org

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Identify a real-world business problem and formulate it as a business analytics problem.
- Collect business data and perform data cleaning and preprocessing using spreadsheet tools.
- Conduct Exploratory Data Analysis (EDA) using descriptive statistics and Pivot Tables.
- Create business dashboards using Microsoft Excel, Power BI, Tableau Public, or Google Looker Studio.
- Analyze sales, marketing, finance, or HR datasets to identify trends, patterns, and business insights.
- Develop Key Performance Indicators (KPIs) for a selected organization and present them using dashboards.
- Analyze a business case involving predictive analytics and recommend suitable analytical techniques.
- Compare the applications of Artificial Intelligence and Machine Learning across different business functions.
- Prepare and present a case study on Generative AI and Responsible AI in business.
- Participate in group discussions, case analyses, and presentations on data-driven decision-making.

GLOBAL LOGISTICS AND SUPPLY CHAIN			
Course Code	**26MBA25**	**Credits**	**4**
L:T:P:S	**4:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**50**	**SEE Marks**	**50**
TW & SL / Sem	**70**	**Total Marks**	**100**
Total Hours /Sem	**120**	**Exam Hours**	**3**

Course outcomes:
At the end of the course, the student will be able to:

26MBA25.1	Apply fundamentals of logistics, supply chain management, digital supply chains, and SCOR model
26MBA25.2	Analyze logistics, transportation, and green logistics practices for operational efficiency
26MBA25.3	Apply procurement, sourcing, and supplier relationship strategies in supply chains
26MBA25.4	Evaluate warehousing, inventory management, and warehouse automation techniques
26MBA25.5	Analyze warehouse operations and inventory control methods for effective resource utilization
26MBA25.6	Assess digital technologies and analytics for sustainable supply chain performance

MODULE-1	**INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT**	**26MBA25.1**	**10 Hours**
Logistics and Supply Chain Management: Concepts, Objectives, Scope and Importance, Evolution and Types of Supply Chains, Supply Chain Drivers and Performance Measures, Process View and Decision Phases in Supply Chain Management, Value Chain and Supply Chain Integration-Business and Supply Chain Management, Digital Supply Chains, SCOR Model, IoT and Blockchain in Supply Chain, AI Tools for Supply Chain Performance and Process Analysis O9 Solutions and Celonis, AI Tools for Digital Supply Chain and Supply Chain Integration Blue Yonder.			
Skill development activities	Analyze the supply chain of a leading organization.		
Text Book	Text Book: Textbook1: 1.1–1.4; Textbook 2: 1.1–1.3; Textbook 3: 1.1–1.4		
MODULE-2	**LOGISTICS AND TRANSPORTATION MANAGEMENT**	**26MBA25.2**	**10 Hours**
Logistics Costs and Logistics Subsystems, Inbound and Outbound Logistics, Bullwhip Effect, Modes of Transportation, Multi-modal and Intermodal Transportation, Inland Milk Run, Third-Party (3PL) and Fourth-Party Logistics (4PL), Last-Mile Delivery, Green and Reverse Logistics, AI Tools for Logistics and Transportation Optimization Blue Yonder, project44 and OptimoRoute AI Tools for Last-Mile, Green and Reverse Logistics Onfleet, Ever stream Analytics and Optoro.			
Skill development activities	Evaluate logistics strategies to improve transportation efficiency.		
Text Book	Text Book: Textbook 2: 2.1,2.3,2.4,2.5; Textbook 3: 2.1,2.4		
MODULE-3	**PROCUREMENT AND SUPPLY CHAIN STRATEGIES**	**26MBA25.3**	**10 Hours**
Strategic Procurement and Outsourcing, Make-or-Buy Decisions, E-Procurement, Push and Pull Strategies, Lean, Agile and Reverse Supply Chains, Strategic Sourcing, Supplier Relationship Management (SRM), Supply Chain Resilience and Sustainability, AI Tools for Strategic Procurement and Supplier Management Coupa AI, Keelvar and Ivalua, AI Tools for Supply Chain Resilience and Sustainable Procurement Everstream Analytics and IntegrityNext.			
Skill development activities	Develop supplier evaluation criteria and sourcing strategies.		
Text Book	Text Book: Textbook 1: 3.1–3.5; Textbook 3: 3.1–3.4; Textbook 4: 3.1–3.3		
MODULE-4	**WAREHOUSE AND INVENTORY MANAGEMENT**	**26MBA25.4**	**10 Hours**
Warehousing: Meaning, Importance and Functions, Receiving, Storage and Dispatch Operations, Material Handling and Warehouse Safety, Warehouse Management Systems (WMS), ABC Inventory Analysis, Warehouse Automation, AI Tools for Warehouse Management and Inventory Optimization Manhattan Active WM, Blue Yonder WMS and Netstock, AI Tools for Warehouse Automation and Safety GreyOrange, Locus Robotics and Protex AI.			
Skill development activities	Analyze warehouse operations and inventory control techniques.		
Text Book	Text Book: Textbook 2: 4.1–4.5; Textbook 4: 4.1–4.3; Textbook 5: 4.1–4.4		
MODULE-5	**DIGITAL SUPPLY CHAIN AND EMERGING TRENDS**	**26MBA25.5 & 26MBA25.6**	**10 Hours**
Supply Chain Network Design, Demand Forecasting, Risk Management, Sustainable Supply Chain Management, Supply Chain Analytics, Artificial Intelligence and Big Data in SCM, ERP (SAP SCM/Oracle SCM), Digital Twin and Blockchain Applications, AI Tools for Supply Chain Forecasting, Analytics and Risk Management o9 Solutions, Blue Yonder and Everstream Analytics, AI Tools for Supply Chain Network Optimization and Digital Transformation.			
Skill development activities	Analyze a case on digital transformation in supply chain management.		

Text Book	Text Book: Textbook 1: 5.1–5.4; Textbook 4: 5.1–5.4; Textbook 5: 5.1–5.5

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution			
		Test (s)	Qualitative Assessment 1	Qualitative Assessment 2	Qualitative Assessment 3
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5
L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Chopra, S. (2026). *Supply chain management: Strategy, planning, and operation* (8th ed.). Pearson. ISBN: 9780135350126.
2. Bowersox, D. J., Closs, D. J., Bowersox, J. C., Whipple, J., & Cooper, M. B. (2026). *Supply chain logistics management* (2026 release, international student ed.). McGraw Hill. ISBN: 9781265099435.
3. Christopher, M. (2023). *Logistics & supply chain management* (6th ed.). FT Publishing International. ISBN: 9781292416182.
4. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2022). *Designing and managing the supply chain: Concepts, strategies, and case studies* (4th ed.). McGraw Hill. ISBN: 9789355321787.
5. Sanders, N. R. (2025). *Supply chain management: A global perspective* (4th ed.). Wiley. ISBN: 9781394187652.

Reference Books

1. Christopher, M. (2023). *Logistics & supply chain management* (6th ed.). FT Publishing International. ISBN: 9781292416182.
2. Handfield, R. B., Giunipero, L. C., Monczka, R. M., & Patterson, J. L. (2026). *Purchasing and supply chain management* (8th ed.). Cengage. ISBN: 9798214042039.
3. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2022). *Designing and managing the supply chain: Concepts, strategies, and case studies* (4th ed.). McGraw Hill. ISBN: 9789355321787.

Web links and Video Lectures (e-Resources):

- https://ocw.mit.edu/course-lists/transportation-logistics-and-supply-chains/
- https://www.coursera.org/specializations/supply-chain-management/
- https://alison.com/course/an-introduction-to-supply-chain-management
- https://www.edx.org/learn/logistics
- https://www.simplilearn.com/skillup-free-online-courses

Activity-Based Learning (Suggested Activities in Class)/ Case Based learning

- Analyse the supply chain of a leading organization and identify key drivers.
- Prepare a logistics network and transportation plan for a selected product.
- Develop supplier evaluation criteria and procurement strategies using case studies.
- Perform ABC inventory analysis and warehouse layout planning.
- Demonstrate demand forecasting and supply chain analytics using Excel/Power BI.

- Analyze real-world case studies on AI, ERP, Blockchain, and Digital Twin applications in supply chain management.
- Ask students to select the best shipping route and transport mode for exporting goods by comparing cost, time, and risk.
- Discuss how a company can manage delivery delays caused by port closures or supplier shortages.
- Let student teams compare suppliers from different countries based on price, quality, and delivery time.

ENTREPRENEURSHIP AND VENTURE CREATION			
Course Code	**26MBA26**	**Credits**	**03**
L:T:P:S	**3:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**40**	**SEE Marks**	**50**
TW & SL / Sem	**50**	**Total Marks**	**100**
Total Hours /Sem	**90**	**Exam Hours**	**03**

Course outcomes:
At the end of the course, the student will be able to:

26MBA26.1	Apply the knowledge in Identifying problems, customer needs, and customer–problem fit
26MBA26.2	Explain ideation, market analysis, competitor mapping, and prototype development
26MBA26.3	Develop a Lean Canvas, revenue model, and GTM strategy for a business venture
26MBA26.4	Develop a financial plan by estimating startup costs and profitability
26MBA26.5	Ability to analyze bootstrapping and funding options to support startup growth
26MBA26.6	Promote to develop startup teams by identifying co-founders, mentors, and scaling strategies

MODULE-1	**PROBLEM IDENTIFICATION & CUSTOMER VALIDATION**	**26MBA26.1**	**8 Hours**
Problem Identification - Develop Macro Industry-Problem Perspective, assemble 'Real-World' Problem, Analyze Problems, Identify Customer Segments, assess 'Jobs-To-Be-Done' (JTBD) for a Customer Segment, Develop Customer Persona, Understand Customer Validation, Pivot / Refine Customer-Problem fit for feasibility.			
Skill development activities	Examine Chosen Problems, Validate Customer-Problem fit.		
Textbook	Textbook 1: 1.2.1, 1.2.2, 1.3, 1.3.1, 1.3.2, 1.4, 1.4.1		
MODULE-2	**SOLUTION IDEA GENERATION & PROTOTYPE DEVELOPMENT**	**26MBA26.2**	**8 Hours**
Examine Ideation Techniques, Generate Solution Ideas, Identify Global Competitors, Competition Mapping Review Industry Trends and Estimate Market Size (TAM), Prototype development & MVP - Overview, Build an initial Prototype, Prototypes for Early Validation.			
Skill development activities	Market Size (TAM), Prototype development.		
Textbook	Textbook 2: 2.2.1, 2.2.2, 2.2.3, 2.4.1, 2.4.2, 2.6.1, 2.6.2		
MODULE-3	**OPPORTUNITY FEASIBILITY ASSESSMENT & BUSINESS MODELLING**	**26MBA26.3**	**8 Hours**
Map your Relative Position in the Market, Estimate Opportunity Size, Revenue model, Lean Canvas, Marketing & Sales - Understand Marketing and Sales, recommend a GTM Approach, Map a Sales Process.			
Skill development activities	Lean Canvas		
Textbook	Textbook 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.4.1, 2.9.1, 2.10.1, 2.10.1		
MODULE-4	**FINANCIAL MANAGEMENT AND PROFITABILITY**	**26MBA26.4 ,26MBA26.5**	**8 Hours**
Understand Startup Costs, Get Started with Financial Planning, Analyze the Path to Profitability, Understand Bootstrapping Strategies & explore Funding Options.			
Skill development activities	Hands on Financial parameters.		
Textbook	Textbook 1: 4.1, 4.2; 1: 4.3, 4.4; 2: 3.1, 7.1.7, 9.1, 10.1		
MODULE-5	**TEAM BUILDING & SCALING**	**26MBA26.6**	**8 Hours**
Finding Co-Founders and Mentors, Building an Initial Team, Scale Orientation.			
Skill development activities	Persuasive Story-Telling for a Feasible Venture Idea.		
Text Book	Textbook 1: 3.1-3, 3.2, 3.3, 4.3,4.4; Textbook 3: 10.1, 10.2, 11.1, 11.2		

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		**Marks Distribution**			
		Test (s)	**Qualitative Assessment 1**	**Qualitative Assessment 2**	**Qualitative Assessment 3**
		25	7.5	7.5	10
L1	Remember	-	-	-	-
L2	Understand	-	2.5	-	2.5
L3	Apply	8	2.5	2.5	2.5
L4	Analyze	9	2.5	2.5	2.5

L5	Evaluate	8	-	2.5	2.5
L6	Create	-	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	15
L4	Analyze	15
L5	Evaluate	10
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Khanka, S. S. (2026). Entrepreneurial development (5th ed.). S. Chand Publishing.
2. Roy, R. (2026). Entrepreneurship: From ideas to impact (4th ed.). Oxford University Press
3. Pawar, A., & Saritha, D. (2025). Essentials of entrepreneurship development. Bharti Publications.

Reference Books:

1. Shokeen, S., Singh, P., & Dabas, A. (2024). Entrepreneurship development. JSR Publishing
2. Mukherjee, A. K., & Roy, S. (2023). Introduction to entrepreneurship development. Oxford University Press

Web links and Video Lectures (e-Resources):

- Startup India Learning Program — https://www.startupindia.gov.in/
- NPTEL – Entrepreneurship Courses — https://nptel.ac.in/
- Y Combinator Startup Library — https://www.ycombinator.com/library
- Strategyzer Resources — https://www.strategyzer.com/
- MIT OpenCourseWare – Entrepreneurship — https://ocw.mit.edu/
- Harvard Business Review — https://hbr.org/
- SBA Learning Center — https://www.sba.gov/learning-center
- TED Talks – Entrepreneurship Playlist — https://www.ted.com/topics/entrepreneur

Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:

- Industry Problem Identification Exercise: Students identify a real-world industry problem and validate it through customer interviews and JTBD analysis.
- Prototype and MVP Development: Student teams design a low-fidelity prototype/MVP and conduct early customer validation to collect feedback.
- Lean Canvas and Business Model Workshop: Students prepare a Lean Canvas, estimate TAM, formulate a revenue model, and present a Go-to-Market (GTM) strategy for a startup idea.
- Startup Pitch and Funding Simulation: Teams prepare a financial plan, identify suitable funding options, build a founding team, and deliver a 5-minute investor pitch before a review panel.

SOCIAL IMMERSION PROGRAM THROUGH SEMINAR			
Course Code	**26MBA27**	**Credits**	**1**
L:T:P:S	**0:0:1:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**-**	**SEE Marks**	**-**
TW & SL / Sem	**30**	**Total Marks**	**50**
Total Hours /Sem	**30**	**Exam Hours**	**-**

Course outcomes:

At the end of the course, the student will be able to:

26MBA27.1	Identify, gather, organize, analyze and interpret the data relating to a business problem
26MBA27.2	Demonstrate the conceptual understanding of the topic chosen for presentation
26MBA27.3	Develop presentation and leadership skills
26MBA27.4	Demonstrate the skills required for effective presentations
26MBA27.5	Demonstrate the skills required to link management and business
26MBA27.6	Develop multidisciplinary approach for problem solving by linking concepts

GENERAL GUIDELINES

The societal project shall be for a period of one week, commencing from the next day of completing the II semester SEE MBA exam.

- Students are required to come to the college regularly and discuss the project with their guides.
- Students are required to analyze the societal problem taken for the study and make a report of 12 to 15 pages to be submitted to the respective guides.
- Any social subject which the large segment of the population recognizes as a valid concern can be taken as the topic for the study.
- Title for the societal project shall be given to the respective guides.
- Students need not go to the company for this project. It is a Desk Based Research. The students can collect data from online sources or can collect primary data.
- On completion of the societal project, the student shall prepare a report in the following format:

Format of Societal Project:

- Executive summary
- Introduction
- Problem identified for the study
- Objectives of the study (At least 2 objectives)
- Discussion
- Evaluation shall be for 50 marks. Submission of report will carry 30 marks and Presentation will carry 20 marks.
- Students are required to get minimum passing marks to become eligible for the final VTU exam.

Societal Project Guidelines:

- Societal Projects shall be printed in the A4 size, with 1" margin on all the sides.
- The project report shall be prepared using MS Word with New Times Roman, font size 12.
- Report shall be submitted in the form of soft bind copy to the respective guides.

Examples of Societal Projects:

- CSR/ISR (Corporate social responsibility/ individual social responsibility)
- Make in India initiative
- Any Government Schemes
- Sectoral analysis
- Price inflation
- Election Freebies
- Religion and democracy
- Technology disruption and its impact on business and society
- Role of higher education institutions
- Corporate governance
- Farmers Bill
- Challenges of Agri business in India
- Commercialization of education

- Sports vandalism
- Government control of temples, churches and mosques
- Akshaya Patra
- Green marketing etc.

ADVANCED AI FOR BUSINESS TOOLS			
Course Code	**26MBA28**	**Credits**	**-**
L:T:P:S	**0:0:0:0**	**CIE Marks**	**50**
TLP Contact Hours / Sem	**30**	**SEE Marks**	**-**
TW & SL / Sem	**-**	**Total Marks**	**50**
Total Hours /Sem	**30**	**Exam Hours**	**-**

Course outcomes:
At the end of the course, the student will be able to:

26MBA28.1	Apply advanced spreadsheet functions and data management techniques, including XLOOKUP, INDEX-MATCH, dynamic arrays, Power Query, Power Pivot, and VBA basics, to organize, clean, transform, and analyze business data
26MBA28.2	Develop financial and business decision-support models using financial and logical functions, Pivot Tables, Scenario Manager, Solver, Goal Seek, Monte Carlo simulation, and interactive spreadsheet dashboards
26MBA28.3	Apply time-series forecasting techniques using Excel and Python, including trend analysis, exponential smoothing, ARIMA concepts, demand forecasting, and sales forecasting, to support business planning and decision-making
26MBA28.4	Analyse and visualize business data using Jamovi, Tableau, Power BI, SQL, and related business intelligence tools to develop interactive dashboards, communicate data-driven insights, and support managerial reporting
26MBA28.5	Apply hypothesis testing, correlation, regression, and Python-based statistical and predictive analytics techniques to examine business problems and generate evidence-based managerial insights
26MBA28.6	Develop data-driven business solutions using predictive analytics, machine learning, customer segmentation, sentiment analysis, and generative AI while applying principles of responsible and ethical use of AI in business reporting and decision-making

MODULE-1	**BASICS AND REFERENCE FUNCTIONS USING MS EXCEL**	**26MBA28.1**	**6 Hours**
Excel Basics, Lookup Functions Advanced Excel, XLOOKUP, INDEX-MATCH, Dynamic Arrays, Power Query, Power Pivot, Dashboard Design, KPI Reporting, Data Cleaning, VBA Basics.			
Skill development activities	Develop an interactive Excel business dashboard using lookup functions, XLOOKUP, INDEX-MATCH, dynamic arrays, Power Query, Power Pivot, data cleaning, KPI reporting, and basic VBA automation.		
Text Book	Text Book 1:1,2		
MODULE-2	**FINANCIAL FUNCTIONS**	**26MBA28.2**	**6 Hours**
Financial Functions, Logical Functions, Pivot Tables Financial Modelling, Scenario Manager, Solver Optimization, Goal Seek, Monte Carlo Simulation (Introduction), Interactive Excel Dashboards, Power BI Integration.			
Skill development activities	Develop an interactive financial model using Excel functions, Pivot Tables, Scenario Manager, Solver, Goal Seek, introductory Monte Carlo simulation, and Power BI integration for business forecasting and decision-making.		
Text Book	Text Book 2:1,2,3		
MODULE-3	**TIME SERIES FORECASTING**	**26MBA28.3**	**6 Hours**
Time Series Forecasting using Excel & Python, ARIMA (Concept), Exponential Smoothing, Business Forecasting Models, Demand Forecasting, Sales Forecasting, Trend Analysis.			
Skill development activities	Develop a business forecasting model using Excel and Python to perform time-series analysis, apply ARIMA concepts and exponential smoothing, and forecast sales and demand through trend analysis.		
Text Book	Text Book 3:1,2,3,4		
MODULE-4	**INTRODUCTION AND DATA VISUALIZATION**	**26MBA28.4**	**6 Hours**
Jamovi Data Visualization Tableau, Power BI, Interactive Dashboards, Data Storytelling, Business Intelligence, SQL Basics, Data Warehousing Concepts, DAX (Introduction).			
Skill development activities	Create an interactive business intelligence dashboard using Jamovi, Tableau, and Power BI, incorporating data visualization, storytelling, basic SQL queries, data warehousing concepts, and introductory DAX measures.		

Text Book	Text Book 4:2,3,5,6		
MODULE-5	**HYPOTHESIS TESTING**	**26MBA28.5, 26MBA28.6**	**6 Hours**
Hypothesis Testing, Correlation & Regression Python for Business Analytics, Predictive Analytics, AI-assisted Statistical Analysis, Machine Learning Basics, Customer Segmentation, Sentiment Analysis, Generative AI for Business Reporting, Responsible AI.			
Skill development activities	Conduct a business analytics project using Python to perform hypothesis testing, correlation, regression, predictive modelling, customer segmentation, and sentiment analysis, while using AI tools for statistical analysis and business reporting responsibly.		
Text Book	Text Book 5:2,3,4		

CIE Assessment Pattern (50 Marks)

Marks Distribution

RBT Levels		**Test (s) 25 marks**	**Alternative Assessment 1 (12.5 marks)**	**Alternative Assessment 2 (12.5 marks)**
L1	Remember	-	-	-
L2	Understand	-	2.5	2.5
L3	Apply	8	2.5	2.5
L4	Analyze	9	4.5	4.5
L5	Evaluate	8	3	3
L6	Create	-	-	-

Suggested Learning Resources:

Text Books:

1. Alexander, M., & Kusleika, D. (2024). Excel 365 Bible. Wiley.
2. McFedries, P. (2024). Microsoft Excel 365 formulas and functions. Que Publishing.
3. Winston, W. L. (2023). Microsoft Excel data analysis and business modeling (7th ed.). Microsoft Press.
4. Jelen, B. (2024). Excel gurus gone wild. Holy Macro! Books.
5. Goldmeier, J. (2023). Advanced Excel essentials. Apress.

Reference Books

1. Walkenbach, J. (2021). Excel 2021 Bible. Wiley.
2. Bovey, R., Wallentin, D., Bullen, S., & Green, J. (2022). Professional Excel development: The definitive guide to developing applications using Microsoft Excel, VBA, and .NET (3rd ed.). Addison-Wesley Professional.
3. Jelen, B., & Alexander, M. (2022). Pivot table data crunching: Microsoft Excel 365. Holy Macro! Books.
4. Harvey, G. (2023). Excel 365 for dummies. Wiley.

Web links and Video Lectures (e-Resources):

Microsoft Excel Official https://www.youtube.com/@Microsoft
Leila Gharani https://www.youtube.com/@LeilaGharani
ExcelIsFun https://www.youtube.com/@ExcelIsFun
Chandoo https://www.youtube.com/@chandoo_
Kevin Stratvert https://www.youtube.com/@KevinStratvert

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Create Employee Salary Dashboard.
- Build KPI Dashboard.
- Clean Sales Dataset using Power Query.
- Design HR Dashboard.
- Automate Attendance Sheet using VBA.
- Develop Sales Report using Pivot Tables.
- Create Dynamic Dashboard with Slicers.
- Analyze Company Performance using Power Pivot.

APPENDIX A

List of Assessment Pattern

1.	Assignments
2.	Group Discussion
3.	Case Studies/ Caselets
4.	Practical Orientation on Design thinking
5.	Participatory & Industry-integrated Learning
6.	Practical Activities / Problem solving exercise
7.	Class Presentation
8.	Analysis of Industry/ Technical/ Business Reports
9.	Report on Industrial Visit
10.	Industrial / Social/ Rural projects
11.	Participation in external seminars/ workshops
12.	Any other academic activity
13.	Online /offline Quizzes

APPENDIX B OUTCOME BASED EDUCATION

Outcome-based education (OBE) is an educational theory that bases each part of an educational system around goals (outcomes). By the end of the educational experience each student should have achieved the goal. There is no specified style of teaching or assessment in OBE; instead, classes, opportunities, and assessments should all help students achieve the specified outcomes. There are three educational Outcomes as defined by the National Board of Accreditation:

Program Educational Objectives: The Educational objectives of an engineering degree program are the statements that describe the expected achievements of graduate in their career and also in particular what the graduates are expected to perform and achieve during the first few years after graduation. [nbaindia.org]

Program Outcomes: What the student would demonstrate upon graduation. Graduate attributes are separately listed in Appendix

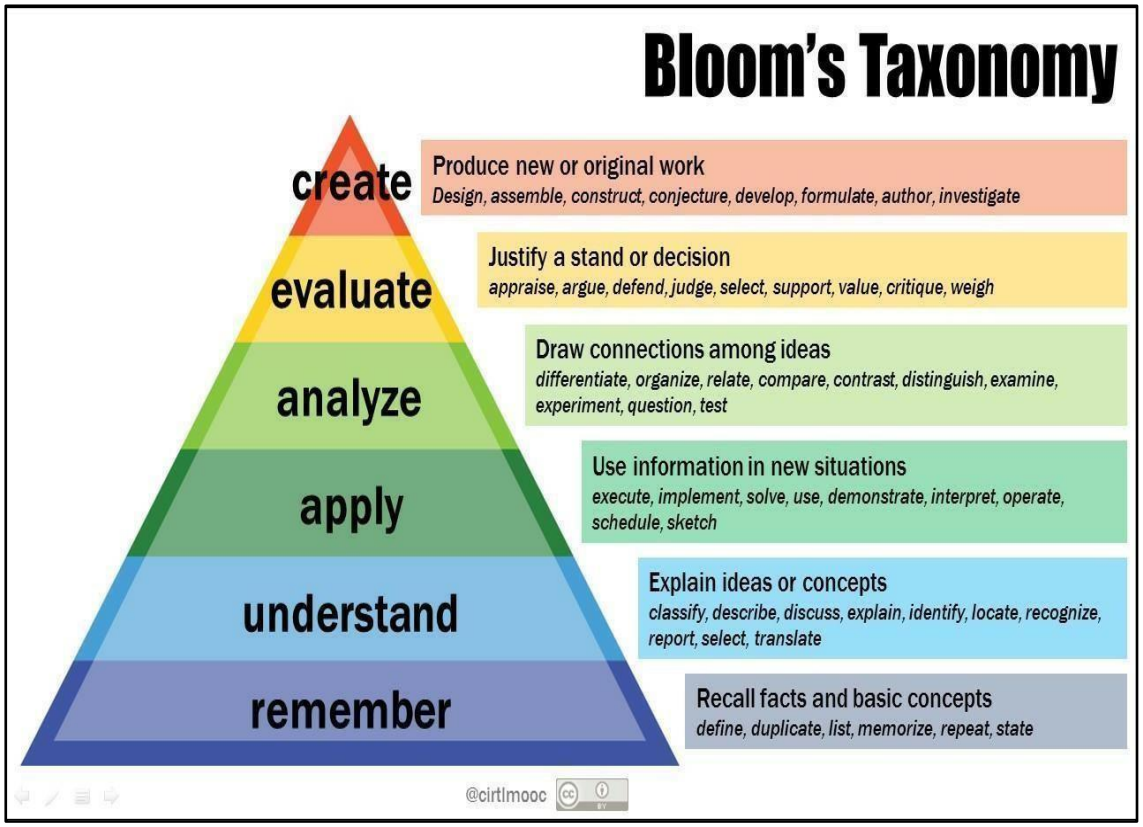
Course Outcome: The specific outcome/s of each course/subject that is a part of the program curriculum. Each subject/course is expected to have a set of Course Outcomes

APPENDIX-C GRADUATE PARAMETERS

Management Knowledge: Apply knowledge of management theories and practices to solve business problems for long term business sustainability.
Analytical: Foster analytical and critical thinking abilities for data-based decision making.
Value Based Leadership: Develop value-based leadership in management students.
Ethics: Ability to understand, analyze and communicate global, legal and ethical aspects of business.
Team work: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
Entrepreneurship & Lifelong Learning: Ability to develop entrepreneurship spirit among management graduates with the essence of lifelong learning.
Multidisciplinary: Promote multidisciplinary approach for problem solving by developing a sense of business acumen.

APPENDIX D BLOOM'S TAXONOMY

Bloom's taxonomy is a classification system used to define and distinguish different levels of human cognition—i.e., thinking, learning, and understanding. Educators have typically used Bloom's taxonomy to inform or guide the development of assessments (tests and other evaluations of student learning), curriculum (units, lessons, projects, and other learning activities), and instructional methods such as questioning strategies. [eduglosarry.org]



www.newhorizonindia.edu

Ring Road, Bellandur Post, Near Marathahalli,
Bengaluru, Karnataka 560103, India.

Follow us