

Pimpri Chinchwad Education Trust's

Pimpri Chinchwad University

Sate, Pune - 412106



Curriculum Structure

Master of Business Administration (MBA)

(General)

(Pattern 2026)

School of Management



Effective from Academic Year 2026-27

Preamble:

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. For instance, AI will almost certainly automate some jobs, particularly those that rely on assembly lines or data collection. The mobile internet and cloud technology are already impacting the business world to a larger extent. What is certain is that the future managers will need to align their skillset to keep pace in this VUCA world. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies.

In this fast disruptive digital economy and VUCA world, high-quality management education is essential for India. Use of technology is one of the powerful ways to enhance the students' ability to meet the ever- changing requirements of the corporate world and society. MBA students be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness are the central focus of MBA curriculum design and development. The core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every non-business and business leader's success.

Vision and Mission of Programme:

Vision - Nurture Leaders and Responsible Corporate Citizens for an era of Digital Business and Transformations.

Mission

- M1: Evolve the curriculum in tune with emerging technology trends and industry needs.
- M2: Develop skills and competencies in the business domains and leading-edge technology.
- M3: Nurture agile leader with ability to drive change, innovation, and transformation.
- M4: To make the students pleasantly employable.

Program Educational Objectives (PEOs):

Post-Graduates from the MBA program are expected to attain or achieve the following.

Program Educational Objectives:

- Comprehensive knowledge of technical concepts, technology platforms, and solutions.
- Exhibit good business functional knowledge and skills.
- Inculcate key attributes of visualization of technology, innovation, critical and integrative thinking enable to solve business problems.

Program Outcomes (POs)

- **PO1: Leadership:** Students will proactively demonstrate the ability to take initiative. They will be able to generate agreement, fairly and objectively, by working through different, even conflicting, points of view. They will be result oriented and have the ability to take calculated risks.
- **PO2: Innovation:** Students will demonstrate the ability to visualize innovative solutions and gather user needs holistically.
- **PO3: Critical & Analytical Thinking:** Students will be able to analyse a situation to its root cause, using tangible and intangible information.
- **PO4: Communication:** Students will be able to make a good personal impact, and articulate good written and spoken skills.
- **PO5: Global Perspective:** Students will be aware of contemporary globally accepted practices, tools, and techniques. They will demonstrate ability to view problems and solutions from a global perspective organizational, locational, and cultural.
- **PO6: Role of Self in the organization & in the society:** Students will demonstrate clarity on their personal goals, while being aware of the social context. They will be sensitive to ethical issues and believe in working out solutions based on sustainability principles.
- **PO7: Techno-Proponent (PO):** Apply the knowledge and passion for technology to solve business problems in an effective manner

- **PO8: Entrepreneurial Mindset:** Graduates will exhibit an entrepreneurial mindset, demonstrating creativity, innovation, and an ability to identify and pursue business opportunities.
- **PO9: Business Acumen:** Graduates will have an in-depth comprehension of various business functions, encompassing finance, marketing, operations, and human resources, and will be capable of applying this knowledge to address real-world business challenges.
- **PO10: Decision-Making:** Students will exhibit an awareness of ethical considerations in business and possess the capacity to make informed and responsible decisions that are in accordance with ethical principles and social responsibility.

Program Specific Outcomes (PSo)

1. Strategic Decision-Making: MBA graduates will demonstrate proficiency in analysing complex business scenarios and making strategic decisions for organizational success.
2. Effective Leadership: Graduates will possess strong leadership skills, enabling them to inspire and guide teams towards achieving business objectives.
3. Business Acumen: MBA program graduates will showcase a comprehensive understanding of various business functions, such as finance, marketing, operations, and human resources.
4. Ethical Decision-Making: Graduates will exhibit the ability to make ethical and socially responsible decisions in the business environment.
5. Global Perspective: MBA graduates will develop a global mindset, understanding the impact of globalization and cultural diversity on business operations and effectively navigating the global marketplace

Curriculum Framework for MBA
Curriculum Framework for MBA (General)

Sr. No.	Type of course	Abbreviations
1.	Program Core	PC
2.	General Elective	GE
3.	Skill Enhancement Course	SEC
4.	Value Added Course	VAC
5.	Indian Knowledge System	IKS
6.	Foreign Language	FL

MBA General Program credit Structure

Semester/ Category	I	II	Total (PG Diploma)required 40	III	IV	Total (MBA degree)required 80
Program Core	Max:12 Min:09	Max:12 Min:09	Max:24 Min:18	Max:00 Min:03	Max:00 Min:03	Max:24 Min:24
PC MOOCS	Max:03 Min:00	Max:03 Min:00	Max:06 Min:00	Max:03 Min:00	Max:03 Min:00	Max:12 Min:00
DSE	0	0	0	Max:09 Min:09	Max:09 Min:09	Max:18 Min:18
ASE	Max:02 Min:02	Max:02 Min:02	Max:04 Min:04	0	0	Max:04 Min:04
SEC	Max:02 Min:02	Max:02 Min:02	Max:04 Min:04	Max:02 Min:02	Max:02 Min:02	Max:08 Min:08
VAC+IKS+Foreign Language	Max:05 Min:05 (2+1+2)	Max:05 Min:05 (2+1+2)	10Min- 10Max	Max:04 Min:04 (2+2)	Max:04 Min:04 (2+2)	Max:18 Min:18
GE	Max:03 Min:03	Max:03 Min:03	Max:06 Min:06	Max:03 Min:03	Max:03 Min:03	Max:12 Min:12
Summer Internship	0	0	0	Max:04 Min:04	0	Max:04 Min:04
Research Project/Dissertation	0	0	0	0	Max:04 Min:04	Max:04 Min:04
Total	24Min- 24Max	24Min- 24Max	48Min- 48Max	25Min- 25Max	25Min- 25Max	98Min- 98Max

- Student can complete 3 credits from core either offline or from the MOOCS (Swayam/ NPTEL/ PCU approved platform)
- VAC, SEC & Multidisciplinary subjects can be chosen from the basket given from the basket

School of Management										
Program Structure of MBA General 2026-28										
WEF: A.Y. 2026-27 (Pattern 2026)										
<u>SEMESTER I</u>										
Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Cr-Min	Cr-Max	CA	ESE
1	PC	Program Core	Principles of Management and OB	3	0	0	3	3	40	60
	PC	Program Core	Managerial Economics	3	0	0	3	3	40	60
	PC	Program Core	Accounting for Managers	3	0	0	3	3	40	60
	PC	Program Core	Research Methodology	3	0	0	3	0	40	60
	PC	Program Core (MOOCS)	Research Methodology	3	0	0	0	3	40	60
2	GEI	General elective I	Choose from GE Basket	3	0	0	3	3	40	60
3	SEC1	Skill Enhancement Course – I	Choose from SEC Basket	2	0	0	2	2	20	30
4	AECI	Ability Enhancement Course-I	Aptitude and Logical Reasoning	2	0	0	2	2	20	30
5	VAC1	Value Added Course – I	Choose from VAC basket	2	0	0	2	2	20	30
	VAC	IKS	Choose from IKS basket	1	0	0	1	1	10	20
	VAC	Foreign Language	Choose from Basket	0	0	2	2	2	20	30
		Total					24			

SEC Basket for Semester I

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	SEC A	Business Statistics & Data Analysis	SEC	2	0	0	2	20	30
2	SEC B	Introduction to financial Markets/ Banking and Insurance (Through NSE platform)	SEC	2	0	0	2	20	30

VAC Basket for Semester I

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	VAC A	Universal Human Values and Professional Ethics	VAC	2	0	0	2	20	30
2	VAC B	Legal Aspects of Business	VAC	2	0	0	2	20	30

IKS Basket for Semester I

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	IKS A	Exploring Indian Knowledge Systems: A Comprehensive Resource	IKS	1	0	0	1	10	20
2	IKS B	Constitution of India	IKS	1	0	0	1	10	20

General Elective Basket for Semester I

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	GE A	Operation and Supply chain Management	General elective	3	0	0	3	40	60
2	GE B	Geopolitics & Global Economic	General elective	3	0	0	3	40	60

Foreign Language Basket for Semester I

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	FL A	German – I	Foreign Language	0	0	2	2	20	30
2	FL B	Japanese – I	Foreign Language	0	0	2	2	20	30
3	FL C	Korean – I	Foreign Language	0	0	2	2	20	30

***Course Codes to be finalised in consultation with ERP coordinator and University Examination cell.**

SEMESTER II

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Cr-Min	Cr-Max	CA	ESE
1	PC	Program Core	Financial Management for Managers	3	0	0	3	3	40	60
	PC	Program Core	Human Resource Management	3	0	0	3	3	40	60
	PC	Program Core	Marketing Management	3	0	0	3	3	40	60
	PC	Program Core	Entrepreneurship Development	3	0	0	3	0	40	60
	PC	Program Core(MOOCs)	Entrepreneurship Development	3	0	0	0	3	40	60
2	GEII	General elective II	Choose from GE Basket	3	0	0	3	3	40	60
3	SECII	Skill Enhancement Course – II	Choose from SEC Basket	2	0	0	2	2	20	30
4	AECII	Ability Enhancement Course-II	Career Readiness and Placement Preparation	2	0	0	2	2	20	30
5	VACII	Value Added Course – II	Choose from VAC basket	2	0	0	2	2	20	30
	VAC	IKS-II	Choose from IKS basket	1	0	0	1	1	10	20
	VAC	Foreign Language	Choose from Basket	0	0	2	2	2	20	30
		Total					24			

SEC Basket for Semester II

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	SEC B	International Business Environment	SEC	2	0	0	2	20	30
2	SEC A	Introduction to financial Markets/ Banking and Insurance (Through NSE platform)	SEC	2	0	0	2	20	30

VAC Basket for Semester II

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	VAC B	Legal Aspects of Business	VAC	2	0	0	2	20	30

2	VAC A	Universal Human Values and Professional Ethics	VAC	2	0	0	2	20	30
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IKS Basket for Semester II

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	IKS B	Constitution of India	IKS	1	0	0	1	10	20
2	IKS A	Exploring Indian Knowledge Systems: A Comprehensive Resource	IKS	1	0	0	1	10	20

General Elective Basket for Semester II

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	GEB	General elective	Geopolitics & Global Economic	3	0	0	3	40	60
2	GEA	General elective	Operation and Supply Chain Management	3	0	0	3	40	60

Foreign Language Basket for Semester II

Sr. No.	Course Code*	Course Title / Category	Course Type	L	T	P	Credits	CA	ESE
1	FL A	German – II	Foreign Language	0	0	2	2	20	30
2	FL B	Japanese – II	Foreign Language	0	0	2	2	20	30
3	FL C	Korean – II	Foreign Language	0	0	2	2	20	30

SEMESTER III

Sr. No.	Course Code*	Course Type	Course Title	L	T	P	Cr-Min	Cr-Max	CA	ESE
1	PC	Program Core	Strategic Management	3	0	0	3	0	40	60
	PC	Program Core(MOOCs)	Strategic Management	3	0	0	0	3	40	60
	DSE	Discipline Specific Elective	Choose from DSE Basket Below	3	0	0	0	3	40	60
	DSE	Discipline Specific Elective	Choose from DSE Basket Below	3	0	0	0	3	40	60
	DSE	Discipline Specific Elective	Choose from DSE Basket Below	3	0	0	0	3	40	60
2	GEIII	General elective III	Choose from GE Basket Below	3	0	0	3	3	40	60
3	SEC1II	Skill Enhancement Course – III	Choose from SEC Basket Below	2	0	0	2	2	20	30
4	Proj	Summer Internship project	SIP	0	0	2	4	4	50	100
5	VAC1II	Value Added Course – III	Choose from SEC Basket Below	2	0	0	2	2	20	30
	VAC	Foreign Language	Choose from SEC Basket Below	0	0	2	2	2	20	30
		Total					25			

Semester III Subjects

Discipline Specific Elective Choose subjects from below Sem III

Electives (Two Courses under Each Specializations)							
Finance (FN)							
PMGFN201	Security Analysis & Portfolio Management	SPL	3	0	0	3	3
PMGFN202	Management of Financial Institutions and Services	SPL	3	0	0	3	3
PMGFN203	Financial Derivatives	SPL	3	0	0	3	3
PMGFN204	Foreign Exchange and Risk Management	SPL	3	0	0	3	3
FinTech (FT)							
PMGFT201	Foundations of FinTech	SPL	3	0	0	3	3
PMGFT202	AI & ML Applications in Finance	SPL	3	0	0	3	3
PMGFT203	Financial Modelling	SPL	3	0	0	3	3
PMGFT209	Financial Derivatives	SPL	3	0	0	3	3

Investment Banking (IB)							
PMGIB201	Portfolio Management	SPL	3	0	0	3	3
PMGIB202	Management of Financial Institutions and Services	SPL	3	0	0	3	3
PMGIB203	Financial Derivatives	SPL	3	0	0	3	3
PMGIB204	Equity Valuation and Research	SPL	3	0	0	3	3
Marketing (MK)							
PMGMK201	Rural Marketing	SPL	3	0	0	3	3
PMGMK202	Integrated Marketing Communication	SPL	3	0	0	3	3
PMGMK203	Sales and Distribution Management	SPL	3	0	0	3	3
PMGMK204	Marketing 5.0	SPL	3	0	0	3	3
Digital Marketing (DM)							
PMGDM201	Advanced Social Media Analytics and Insights	SPL	3	0	0	3	3
PMGDM202	AI-Driven Digital Marketing Strategies	SPL	3	0	0	3	3
PMGDM203	Virtual and Augmented Reality in Marketing	SPL	3	0	0	3	3
PMGDM204	Global Social Media Engagement Strategies	SPL	3	0	0	3	3
Human Resource Management (HR)							
PMGHR201	Organizational Change and Development	SPL	3	0	0	3	3
PMGHR202	HR Analytics	SPL	3	0	0	3	3
PMGHR203	Employee Relations & Labour Legislation	SPL	3	0	0	3	3
PMGHR204	Cross- Cultural Management	SPL	3	0	0	3	3
Logistics and Supply Chain Management (LS)							
PMGLS201	International logistics and Management	SPL	3	0	0	3	3
PMGLS202	Port and Airport Management for logistics	SPL	3	0	0	3	3
PMGLS203	Procurement, Storage and warehouse Management	SPL	3	0	0	3	3
PMGLS204	Distribution Management for Global Supply Chains	SPL	3	0	0	3	3
Entrepreneurship and Venture Development (ED)							
PMGED201	Social Entrepreneurship	SPL	3	0	0	3	3
PMGED202	Institutional & Legal Framework for Start Ups and Family Business	SPL	3	0	0	3	3

PMGED203	Product Design, Development and Commercialization	SPL	3	0	0	3	3
PMGED204	Rural Entrepreneurship	SPL	3	0	0	3	3

General Elective Basket for Semester III

Sr. No.	Course Code*	Course Type	Course Title	L	T	P	Credits	CA	ESE
1	GEA	General elective	Digital Transformation and E-Business	3	0	0	3	40	60
2	GEB	General elective	Project Management	3	0	0	3	40	60

Foreign Language Basket for Semester III

Sr. No.	Course Code*	Course Type	Course Title	L	T	P	Credits	CA	ESE
1	FL A	German – III	Foreign Language	0	0	2	2	20	30
2	FL B	Japanese – III	Foreign Language	0	0	2	2	20	30
3	FL C	Korean – III	Foreign Language	0	0	2	2	20	30

VAC Basket for Semester III

Sr. No.	Course Code*	Course Type	Course Title	L	T	P	Credits	CA	ESE
1	VAC A	VAC	Design Thinking and Innovation Management	2	0	0	2	20	30
2	VAC B	VAC	Intellectual Property Rights and Technology Law	2	0	0	2	20	30

SEMESTER IV

Sr. No.	Course Code*	Course Type	Course Title / Category	L	T	P	Cr-Min	Cr-Max	CA	ESE
1	PC	Program Core	AI and Emerging Technologies for Business	3	0	0	3	0	40	60
	PC	Program Core(MOOCs)	AI and Emerging Technologies for Business	3	0	0	0	3	40	60
	DSE	Discipline Specific Elective	Choose from DSE Basket Below	3	0	0	0	3	40	60
	DSE	Discipline Specific Elective	Choose from DSE Basket Below	3	0	0	0	3	40	60
	DSE	Discipline Specific Elective	Choose from DSE Basket Below	3	0	0	0	3	40	60
2	GEIV	General elective IV	Choose from GE Basket Below	3	0	0	3	3	40	60
3	SECIV	Skill Enhancement Course – IV	Choose from SEC Basket Below	2	0	0	2	2	20	30
4	PROJ	Dissertation	Desk Research	0	0	2	4	4	50	100
5	VACII	Value Added Course – IV	Choose from VAC IV Basket Below	2	0	0	2	2	20	30
	VAC	Foreign Language	Choose from FL Basket Below	0	0	2	2	2	20	30
		Total					25			

Semester IV Subjects:

Discipline Specific Elective Choose subjects from below Sem IV

Electives (Two Courses under Each Specializations)

Finance (FN)							
PMGFN205	Credit Risk Analytics	SPL	3	0	0	3	3
PMGFN206	Wealth Management	SPL	3	0	0	3	3
PMGFN207	Financial and Tax Planning	SPL	3	0	0	3	3
PMGFN208	Behavioural Finance	SPL	3	0	0	3	3
FinTech (FT)							
PMGFT205	Blockchain and Crypto Currency	SPL	3	0	0	3	3
PMGFT206	Algorithmic Trading	SPL	3	0	0	3	3
PMGFT207	Fintech Regulations & Ethics	SPL	3	0	0	3	3
PMGFT208	Fintech and Financial Modelling	SPL	3	0	0	3	3
Investment Banking (IB)							

PMGIB206	Wealth Management	SPL	3	0	0	3	3
PMGIB207	Mutual Funds, Hedge Funds and Exchange Traded Funds	SPL	3	0	0	3	3
PMGIB208	Mergers, Acquisition and corporate Restructuring	SPL	3	0	0	3	3
PMGIB209	Behavioural Finance	SPL	3	0	0	3	3
Marketing (MK)							
PMGMK205	Product and Brand Management	SPL	3	0	0	3	3
PMGMK207	Retail management	SPL	3	0	0	3	3
PMGMK206	Services Marketing	SPL	3	0	0	3	3
PMGMK208	International Marketing & Strategies	SPL	3	0	0	3	3
Digital Marketing (DM)							
PMGDM205	E-commerce Innovations and Strategies	SPL	3	0	0	3	3
PMGDM208	Global Digital Marketing Trends and Strategy	SPL	3	0	0	3	3
PMGDM206	Innovation and Entrepreneurship in Digital Marketing	SPL	3	0	0	3	3
PMGDM207	International Marketing & Strategies	SPL	3	0	0	3	3
Human Resource Management (HR)							
PMGHR206	Transactional Analysis and Managerial Counselling	SPL	3	0	0	3	3
PMGHR207	Political behaviour and Impression management in Organizations	SPL	3	0	0	3	3
PMGHR208	Acquisition of Talent and Consulting to Management	SPL	3	0	0	3	3
PMGHR201	Organizational Change & Development	SPL	3	0	0	3	3
Logistics and Supply Chain Management (LS)							
PMGLS206	Green Logistics	SPL	3	0	0	3	3
PMGLS207	Supply Chain Risk Modelling and Management	SPL	3	0	0	3	3
PMGLS208	Export-Import Management	SPL	3	0	0	3	3
PMGLS209	Logistics Information System	SPL	3	0	0	3	3
Entrepreneurship and Venture Development (ED)							
PMGED205	Contemporary Business Practices	SPL	3	0	0	3	3

PMGED207	Entrepreneurship-New Venture Management	SPL	3	0	0	3	3
PMGED208	Managing Private -Public Partnerships	SPL	3	0	0	3	3
PMGED215	Family Business Planning & Management	SPL	3	0	0	3	3

General Elective Basket for Semester IV

Sr. No.	Course Code*	Course Type	Course Title / Category	L	T	P	Credits	CA	ESE
1	GEB	General elective	Project Management	3	0	0	3	40	60
2	GEA	General elective	Digital Transformation and E-Business	3	0	0	3	40	60

Foreign Language Basket for Semester IV

Sr. No.	Course Code*	Course Type	Course Title / Category	L	T	P	Credits	CA	ESE
1	FL A	German – IV	Foreign Language	0	0	2	2	20	30
2	FL B	Japanese – IV	Foreign Language	0	0	2	2	20	30
3	FL C	Korean – IV	Foreign Language	0	0	2	2	20	30

VAC Basket for Semester IV

Sr. No.	Course Code*	Course Type	Course Title	L	T	P	Credits	CA	ESE
1	VAC B	VAC	Intellectual Property Rights and Technology Law	2	0	0	2	20	30
2	VAC A	VAC	Design Thinking and Innovation Management	2	0	0	2	20	30

SEMESTER I

PC I COURSE CURRICULUM

Principles and Practices of Management & Organizational Behavior

Name of the Program:	MBA				Semester: I	Level: PG	
Course Name	Principles and Practices of Management & Organizational Behavior				Course Code/ Course Type	PC	
Course Pattern	2026		Version		1.0		
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisit	Bachelor's Degree						
Course Objectives (CO):	<p>The objectives of PPOM & OB course are:</p> <ol style="list-style-type: none"> 1. Recall the basic concepts and principles of management. 2. Recognize the ability to apply the multifunctional approach to organizational objectives. 3. Apply professional mastery; managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization. 4. Evaluate and have better control over resources for effective management. 5. Design and create an evaluation system where principles of management will enhance decision-making abilities and sharpen tools for the purpose. 						
Course Learning Outcomes (CLO):	<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Identify cases as real time experience in the field of Management and Organizational Behavior. 2. Explain conceptual knowledge of management, various functions of Management and theories in OB. 3. Comprehend and apply management and behavioral models to relate attitude, perception and personality. 4. Analyze the recent trends in Management and models in organizational behavior for better control. 5. Decide/evaluate ongoing business situations through the application of the management principles. 						

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction: Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, History of Management, Recent trends in Management	CLO 1	9

UNIT II		
Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques; Organising: Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures; Leading: Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership; Controlling: Meaning, Importance, Steps in the control process, Types of Control	CLO 2	9
UNIT III		
Organisational Behaviour: Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations	CLO 3	9
UNIT IV		
Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organization, Values in the workplace, Types of values; Perception: Meaning, Model of Perceptual process. Emotions in workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management; Motivation: Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation	CLO 4	9
UNIT V		
Teams & Culture: Teams: Advantages of Teams, Model of Team Effectiveness, Stages of Team Development, Power, Meaning, Sources, and Contingencies of Power, Consequences of Power; Culture: Meaning, Elements of Organizational Culture, Importance of Organisational Culture. Organisational Change, Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour	CLO 5	9
Total Hours		45

Textbooks:

1. Organizational Behavior, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015
2. Essentials of Management, Koontz, McGraw Hill, 8/e, 2014
3. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010. 01.02.2023 12.01.2023

Reference Books:

1. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). Principles & Practices of Management (11th edition). New Delhi: Kalyani Publishers
2. Williams. Management, (International edition) South-western Cengage Learning.
3. L M Prasad, (2007). Principles and Practices of Management, Himalaya Publishing House

Online Resources/E-Learning Resources:

1. Principles of Management (<https://www.coursera.org/learn/principlesofmanagement>)
2. Certification in Principles and Practices of Management (<https://www.udemy.com/course/certification-in-principles-and-practices-of-management/?couponCode=ST8MT40924>)
3. Principles of Management (<https://open.lib.umn.edu/principlesmanagement/>)

PC2 COURSE CURRICULUM

Managerial Economics

Name of the Program:		MBA		Semester: I		Level: PG	
Course Name		Managerial Economics		Course Code/ Course Type		PC	
Course Pattern		2026		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theor y	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of Managerial Economics are:</p> <ol style="list-style-type: none"> 1. Recall the importance of Managerial Economics in management and businesses. 2. Apply the principles of managerial economics to achieve business objectives. 3. Equipped with the tools necessary to forecast product demand. 4. Apply the latest pricing strategies effectively. 5. Comprehend and analyze the macro environment affecting business decision-making. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Comprehend microeconomic concepts for effective decision-making in uncertain times. 2. Apply demand and supply laws, elasticities, and demand prediction for resource optimization. 3. Evaluate production changes' impact on output and costs, linking to business volatility analysis. 4. Gain insights into production variations, cost influence on businesses, and volatility analysis. 5. Grasp macroeconomic concepts and their impact on businesses and the economy 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
<p>Basic Concepts and principles: Concept of Economy, Economics, Microeconomics, Macroeconomics, Nature, and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics, and its relevance in business decisions. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle. Utility – Meaning, Cardinal Utility and Ordinal Utility, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.</p>	CLO 1	9

UNIT II		
<p>Demand and Supply Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand, and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Product. Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium.</p>	CLO 2	9
UNIT III		
<p>Production and Cost analysis: Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with two variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue.</p>	CLO 3	9
UNIT IV		
<p>Market structure and Pricing Practices: -Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: - Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.</p>	CLO 4	9
UNIT V		
<p>General Economics and Indian Business Environment Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP. Business Cycle: Introduction, Meaning and Features, Phases of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. Indian Business environment: -Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment</p>	CLO 5	9
Total Hours		45

Text Books:

1. "Managerial Economics: Principles and Worldwide Applications" by D.N. Dwivedi (Publication: Vikas Publishing House, Edition: 2020)
2. "Managerial Economics" by Yogesh Maheshwari (Publication: PHI Learning Pvt. Ltd., Edition: 3rd, Year: 2019)

Reference Books:

1. "Managerial Economics: Analysis, Problems, Cases" by Truett and Truett (Publication: Cengage Learning, Edition: 13th, Year: 2020)
2. "Managerial Economics: Economic Tools for Today's Decision Makers" by Paul G. Keat and Philip K. Y. Young (Publication: Pearson, Edition: 9th, Year: 2021)
3. "Managerial Economics" by Christopher R. Thomas and S. Charles Maurice (Publication: McGraw-Hill Education, Edition: 12th, Year: 2020)
4. "Managerial Economics in a Global Economy" by Dominick Salvatore (Publication: Oxford University Press, Edition: 8th, Year: 2021)

Online Resources/E-Learning Resources:

1. https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Managerial_Economics_15497.pdf
2. https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_1/DEECO515_MANAGERIAL_ECONOMICS.pdf

PC3 COURSE CURRICULUM

Accounting for Managers

Name of the Program:		MBA		Semester: I		Level: PG	
Course Name		Accounting for Managers		Course Code/ Course Type		PC	
Course Pattern		2026		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of Accounting for Managers are: <ol style="list-style-type: none"> 1. Introduce fundamental concepts, principles, and systems of financial accounting. 2. Develop understanding of preparation and presentation of financial statements as per standards. 3. Apply various financial tools and techniques for enhanced analytical power in decision-making. 4. Familiarize students with cost and management accounting techniques for decision-making. 1. Expose students to emerging trends in accounting such as ESG, CSR, and forensic accounting. 			
Course Learning Outcomes (CLO):				Students would be able to: <ol style="list-style-type: none"> 1. Explain the fundamental concepts, principles, and processes of financial accounting, including the preparation of journal, ledger, trial balance, and final accounts. 2. Prepare and interpret financial statements of companies as per Schedule III and cash flow statements as per AS-3, including depreciation accounting. 3. Analyze financial statements using ratio analysis, trend analysis, common size statements, and DuPont analysis to evaluate financial performance. 4. Apply cost and management accounting techniques such as cost sheet preparation, marginal costing, CVP analysis, and budgeting for decision-making. 5. Describe emerging trends in accounting, including HR accounting, forensic accounting, CSR accounting, sustainability accounting, and ESG reporting. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		

Introduction to Financial Accounting: Meaning and Scope of Accounting, Nature of Accounting, Accounting Concepts and Conventions, GAAP, Types of accounts, Double Entry System of Accounting, recording of transactions: journalizing, ledger posting, preparation of Trial Balance. Final Account	CLO 1	09
UNIT II		
Preparation of Financial Statements: Preparation of Companies Financial Statements: as per Revised Schedule III of Companies Act, 2013: Income Statement and Balance Sheet, Cash flow Statement as Per AS-3. Accounting for Depreciation	CLO 2	09
UNIT III		
Analysis of Financial Statements: Comparative and Common Size Statement, Trend Analysis, Inter Firm Comparison, Ratio Analysis: Liquidity ratios, Solvency ratios, Profitability ratios, activity/turnover ratios, Market capitalization ratios; DuPont Analysis	CLO 3	09
UNIT IV		
Introduction to Cost & Management Accounting: Elements of Cost, Cost Classification, Preparation of cost sheet. Marginal Costing and Cost Volume Profit Analysis, Budgeting-Fixed & Flexible budget.	CLO 4	09
UNIT V		
Latest Developments, Trends & Practices: Human Resource Accounting, Forensic Accounting, Accounting for corporate social responsibility, Introduction to Sustainability Accounting, ESG reporting.	CLO 5	09
Total Hours		45

Textbooks:

1. "Financial Accounting for Management: Text and Cases" by Amrish Gupta Edition: Latest edition available at the time (e.g., 10th edition as of 2022) Publication Year: Varies depending on the edition
2. "Management Accounting" by Dr. M. N. Arora Edition: Latest edition available at the time (e.g., 5th edition as of 2022) Publication Year: Varies depending on the edition
3. "Accounting for Managers" by Dr. R. N. Pillai and Bagavathi Edition: Latest edition available at the time (e.g., 1st edition as of 2022) Publication Year: Varies depending on the edition

References:

1. "Management Accounting: Text, Problems and Cases" by M. N. Arora Edition: Latest edition available at the time (e.g., 4th edition as of 2022) Publication Year: Varies depending on the edition.
2. "Management Accounting: Principles and Practice" by V. K. Saxena and C. D. Vashist Edition: Latest edition available at the time (e.g., 5th edition as of 2022) Publication Year: Varies depending on the edition
3. "Accounting for Management" by Amresh Kumar Edition: Latest edition available at the time (e.g., 3rd edition as of 2022) Publication Year: Varies depending on the edition

Online Resources/E-Learning Resources

1. https://www.edx.org/learn/accounting/indian-institute-of-management-bangalore-accounting-for-decision-making?index=product&queryID=6bf502c060e5bf1b2c483d59f568f4f0&position=3&linked_from=autocomplete&c=autocomplete
2. <https://www.edx.org/learn/management-accounting/indian-institute-of-management-bangalore-management-accounting-for-decision->

making?index=product&queryID=6bf502c060e5bf1b2c483d59f568f4f0&position=4&linked_from
=autocomplete&c=autocomplete

3. <https://archive.nptel.ac.in/courses/110/105/110105146/>

PC4 COURSE CURRICULUM

Research Methodology

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Research Methodology		Course Code/ Course Type		PC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				<ol style="list-style-type: none"> 1.To develop firm understanding of the basic framework of research process 2. To develop a thorough understanding of various research designs and techniques 3. To identify various sources of information for literature review and data collection 4. To demonstrate knowledge of research process by conducting a literature review in their research area interest 5. Define and develop a possible research interest area to be taken ahead in their business research projects later to conduct an independent publishable research project 			
Course Learning Outcomes (CLO):				<ol style="list-style-type: none"> 1. Apply knowledge of fundamental principles of statistics. 2. Explain statistics processes for the betterment of the organisation. 3. Assess various formulas and inferences of statistical methods and theories for data science. 4. Analyze statistical inferences influencing various data science procedures. 5. Create data science models based on the statistical inferences. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
UNIT I – Foundations of Business Research	1	9



Introduction to Business Research, Nature and Scope of Business Research, Types of Business Research used in management studies, Scientific Investigation in Business, Concepts and Constructs, Definitions and Variables, Propositions and Hypotheses, Theory Building and Models, Information Needs of Managers, Technology Applications in Business Research including Internet, E-mail, Browsers and Websites, Role of Research in Managerial Decision-Making, Ethical Issues in Business Research.		
UNIT II		
UNIT II – Research Design and Research Approach Meaning and Purpose of a Research Design, Elements of a Research Design, Types of Research Designs (Exploratory, Descriptive, Causal), Formulation of the Research Problem, Developing the Problem Statement, Hypothesis Formulation and Characteristics of a Good Hypothesis, Testing of Hypothesis (basic framework), Selection of Appropriate Research Approach, Importance of Research Design in Business Studies.	2	9
UNIT III		
UNIT III – Sampling Design, Measurement and Scaling Concept of Sampling and Sample Design, Probability and Non-Probability Sampling Methods, Determination of Sample Size, Concept of Measurement in Business Research, Levels of Measurement (Nominal, Ordinal, Interval, Ratio), Scaling Techniques, Thurstone Scale, Likert Scale, Guttman Scale and Semantic Differential Scale, Reliability of Measurement, Validity of Measurement.	3	9
UNIT IV		
UNIT IV – Data Collection Methods and Instruments Sources of Data (Primary and Secondary), Methods of Primary Data Collection used in academic research such as Interviews, Surveys, Observations and Experiments, Structured and Unstructured Interviews, Face-to-Face and Telephone Interviews, Observation Methods, Design and Construction of Questionnaires, Principles of Question Wording, Question Sequencing, Structured and Unstructured Questionnaires, Guidelines for Developing Valid and Reliable Questionnaires as used in university research methodology courses.	4	9
UNIT V		
UNIT V – Research Report Writing and Presentation Meaning and Importance of Research Reports, Types of Research Reports, Components of a Standard Research Report including Title Page, Table of Contents, Executive Summary, Introduction, Main Body, Findings and Interpretation, Conclusion and Recommendations, Acknowledgements, References and Appendices, Formatting Guidelines similar to university project standards, Oral Presentation of Research, Designing Presentation Content, Use of Visual Aids, Role of the Presenter, Effective Delivery and Handling Questions.	5	9
Total Hours :		45

Learning resources

Textbooks:

1. Research Methodology, CR Kothari & Gaurav Garg (Methods & Techniques), New Age International Publishers
2. Publishers
3. Schindler, Business Research Methods, McGraw Hill Education, 13th Edition

4. Research Methods for Business: A Skill Building Approach, 7th Edition, Uma Sekaran, Roger Bougie

Reference Books:

1. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods. Cengage Learning
2. Bryman, Alan & Bell, Emma (2015). Business Research Methods (Fourth Edition), Oxford University Press
3. Press
4. G.C. Beri, Marketing Research, Tata McGraw- Hill Publishers

Online Resources/E-Learning Resources

https://www.youtube.com/watch?v=5pPsU7ZIUks&utm_source=

<https://www.youtube.com/watch?v=eDw-Xhnx6tU>

<https://www.youtube.com/watch?v=iSHcC-QNCP4>

GENERAL ELECTIVES

COURSE CURRICULUM

Operation and Supply Chain Management

Name of the Program:		MBA			Semester : I		Level: PG	
Course Name		Operation and Supply Chain Management			Course Code/ Course Type		GE	
Course Pattern		2026			Version		1.0	
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral	
3	-	0	3	3	30	70	NA	
Pre-Requisite: Bachelor's Degree								
Course Objectives (CO):		<p>The objectives of Operations and Supply Chain Management are:</p> <ol style="list-style-type: none"> 1. Recall definitions, significance, and historical evolution. 2. Recognize different types of operations processes and layouts. 3. Apply concepts of demand forecasting and capacity planning methods. 4. Evaluate SCM models and customer service metrics. 5. Design and create integrated solutions considering key enablers and challenges. 						
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply knowledge of operations and SCM to optimize business processes. 2. Analyze operational data to identify patterns, trends, and areas for improvement. 3. Apply inventory planning and control methods such as EOQ, ABC analysis, and inventory turns ratios. 4. Evaluate the effectiveness of supply chain management strategies in terms of collaboration, responsiveness, and customer service. 5. Create solutions for supply chain challenges by integrating facilities, inventory, transportation, information, sourcing, and pricing effectively. 						

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	CLO 1	9
UNIT II		
Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production,	CLO 2	9

Assembly line and Continuous Flow, Process and Product Layout. Service System. Design Matrix: Design of Service Systems, Service Blueprinting.		
UNIT III		
Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate Production. Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	CLO 3	9
UNIT IV		
Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behaviour of ordering cost, carrying cost, and shortage cost. EOQ – definition, Basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point	CLO 4	9
UNIT V		
Supply Chain Management: Generalized Supply Chain Management Model – Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Operations Management Theory & Practice, B. Mahadevan , Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.

Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Online Resources/E-Learning Resources

1. Swayam MOOC Course: Supply Chain Analytics by IIT Roorkee ([Course Link](#))
2. Online Book: Supply Chain Management: Strategy, Planning, and Operation. Author Sunil Chopra (Kellogg School of Management, Northwestern University), Peter Meindl (Stanford University). Pearson Publication ([Book Link](#))
3. MOOC Course: Operations And Supply Chain Management- IIT Madras ([Course Link](#))
4. MOOC Course: Supply Chain Management and Capacity Planning ([Course Link](#))

COURSE CURRICULUM

Name of the Program:		MBA			Semester : I		Level: PG
Course Name		Geopolitics & Global Economic			Course Code/ Course Type		GE
Course Pattern		2026			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	30	70	-
Pre-Requisite:							
Course Objectives (CO):		<p>The objectives of the course are:</p> <ol style="list-style-type: none"> To understand the geopolitical factors influencing international economic relations. To analyze the impact of global economic trends and institutions on business strategy and policymaking. To explore the interdependence between political stability, international trade, and economic development. To examine the roles of global powers and alliances in shaping the world economy. To prepare students to assess geopolitical risk and economic indicators in global decision-making. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> Interpret geopolitical developments and their implications for global economic stability. Assess the influence of global institutions (e.g., IMF, WTO, World Bank) on national and corporate strategies. Evaluate international economic indicators and policy responses. Understand the dynamics of international trade, capital flows, and global supply chains. Identify and mitigate geopolitical risks in global business planning. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
Unit 1: Introduction to Geopolitics and Global Economics		
Concept and scope of geopolitics and geo-economics. History of global economic development. Globalization and its discontents. State vs market: economic liberalism and political realism. Economic geography and its influence on trade and conflict	1	9
Unit 2: Global Economic Institutions and Governance		
Role and structure of the IMF, World Bank, WTO, OECD. G7, G20, BRICS, ASEAN – political and economic cooperation. International monetary system and currency politics. Global financial architecture and economic surveillance. International economic law and dispute resolution mechanisms.	2	9
Unit 3: Geopolitical Risk and Business Strategy		

<ul style="list-style-type: none"> • Political risk analysis tools and methodologies • Energy geopolitics: oil, gas, and green transitions • Trade wars and protectionism (e.g., US-China trade conflict) • Technology and cyber sovereignty • Sanctions, embargoes, and economic warfare 	3	9
Unit 4: Emerging Markets and Regional Dynamics		
<ul style="list-style-type: none"> • Rise of China and Asia-Pacific strategies • Middle East, Africa, and Latin America – geopolitical significance • Role of the European Union in global governance • India's geopolitical and economic positioning • Belt and Road Initiative (BRI) and strategic corridors 	4	9
Unit 5: Future Trends and Global Economic Shocks		
<ul style="list-style-type: none"> • Impact of pandemics, climate change, and migration on global economics • Global financial crises and recovery models (2008, COVID-19, etc.) • Deglobalization and reshoring trends • Digital currencies and the future of the global financial system • Artificial intelligence, automation, and geopolitics of technology 	5	9
Total		45

Learning resources

Core Textbooks:

1. “Geopolitics: A Very Short Introduction” by Klaus Dodds – Oxford University Press
2. “The Globalization of World Politics” by John Baylis, Patricia Owens, and Steve Smith – Oxford University Press
3. “Global Political Economy: Understanding the International Economic Order” by Robert Gilpin – Princeton University Press

Recommended Readings:

1. “The Post-Cold War World: Turbulence and Change in World Politics since 1989” by Michael Cox
2. “Why Nations Go to War” by John G. Stoessinger
3. World Bank & IMF Annual Reports (available online)
4. WTO World Trade Report
1. The Economist, Foreign Affairs, Brookings Institution, and CSIS articles on current geopolitical and economic trends

VALUE ADDED COURSES

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Universal Human Values and Professional Ethics		Course Code/ Course Type		UBB VAC(UHV)	
Course Pattern		2026		Version			
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2	-	-	2	2	20	30	-
Course Objectives (CO):				<p>CO1 Understand the need, process, and importance of value education in personal and professional life.</p> <p>CO2 Develop awareness of harmony within the self and between self and body.</p> <p>CO3 Understand the role of trust, respect, and values in family and society.</p> <p>CO4 Recognize the interconnection between human beings, nature, and existence.</p> <p>CO5 Apply universal human values and ethical principles in professional and business conduct.</p>			
Course Learning Outcomes (CLO):				<p>CLO1 Explain the meaning, need, and process of value education.</p> <p>CLO2 Identify the difference between the needs of self and body for happiness and prosperity.</p> <p>CLO3 Describe the importance of trust, respect, and justice in human relationships.</p> <p>CLO4 Explain harmony in nature and the concept of coexistence.</p> <p>CLO5 Relate universal human values to professional ethics and responsible business practices. .</p>			

Contents/Syllabus:(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I Introduction to Value Education		
Need for value education • Basic guidelines, content, and process of value education • Self-exploration, natural acceptance, and experiential validation • Human aspirations: happiness and prosperity • Right understanding, relationship, and physical facilities	1	6
UNIT II Harmony in the Human Being		
• Understanding human being as coexistence of self and body • Needs of self and needs of body • Difference between happiness and physical comfort • Role of body as an instrument of self	2	6

• Self-discipline, health, and right utilization of body		
UNIT III Harmony in Family and Society		
• Family as the basic unit of human interaction • Values in human relationships • Trust and respect as foundational values • Difference between intention and competence • Justice, mutual fulfillment, and social harmony	3	6
UNIT IV Harmony in Nature and Existence		
• Understanding harmony in nature • Four orders of nature • Interconnectedness and mutual fulfillment • Recyclability and self-regulation in nature • Coexistence and holistic view of existence	4	6
UNIT V Professional Ethics and Responsible Conduct		
• Natural acceptance of human values • Ethical human conduct • Humanistic education and humanistic constitution • Professional competence for universal human order • People-friendly and eco-friendly business practices • Role of managers in ethical and responsible organizations	5	6
Total Hours :		30

Books

1. A Foundation Course in Human Values and Professional Ethics — R. R. Gaur, R. Sangal, G. P. Bagaria
2. Human Values — A. N. Tripathy
3. Indian Ethos and Modern Management — B. L. Bajpai

References

1. A Foundation Course in Human Values and Professional Ethics — Teachers' Manual
2. Jeevan Vidya Ek Parichay — A. Nagraj
3. How the Other Half Dies — Susan George

Online Resources

1. UHV Official Website
 2. AICTE Universal Human Values Resources
 3. Value Education Resources
 4. Story of Stuff
 5. IIT Delhi Value Education Lectures
- Modern Technology — The Untold Story

COURSE CURRICULUM –

Legal aspects of Business

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Legal Aspects of Business		Course Code/ Course Type		VAC	
Course Pattern		2026		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theo ry	Practic al	Tutor ial	Total Cred its	Ho urs	CIA	ESA	Practical/Ora l
2	0	0	2	2	20	30	0
Pre-Requisite:							
Course Objectives (CO):		The objectives of this course are: <ul style="list-style-type: none"> 1. To understand the legal framework that governs business operations. 2. To explore the role of legal aspects in business decision-making. 3. To analyze contracts, corporate structures, and laws affecting business. 4. To provide an overview of intellectual property rights (IPR) and their relevance to business. 5. To develop the ability to identify and manage legal risks in business activities 					
Course Learning Outcomes (CLO):		Students would be able to: <ul style="list-style-type: none"> 1. Demonstrate an understanding of the legal principles applicable to business operations. 2. Apply legal knowledge in making strategic business decisions. 3. Analyze contracts and corporate legal structures for risk management. 4. Understand the importance of intellectual property rights in business. 5. Evaluate and address legal challenges in business contexts. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Legal Environment of Business		
Overview of legal systems (Common law, Civil law, etc.) Role of law in business and society. Understanding business laws: Civil, Criminal, and Commercial Laws	CLO 1	6
Unit 2 : Contract Law and Business Agreements		
Elements of a contract: Offer, Acceptance, Consideration, etc. Types of contracts: Bilateral, Unilateral, and Executed Contracts Breach of contract and remedies	CLO 2	6
Unit 3 : Company Law and Corporate Governance		
Structure of business organizations: Sole Proprietorship, Partnership, and Corporations Legal requirements for forming and operating a company. Corporate governance and responsibilities of directors.	CLO3	6
Unit 4 : Labor and Employment Laws		

Employment contracts and employee rights , Labor laws: Worker's compensation, discrimination, and harassment , Termination, dismissal, and redundancy laws	CLO4	6
Unit 5 : Intellectual Property Rights (IPR)		
Introduction to Intellectual Property (IP). Types of IP: Patents, Trademarks, Copyrights, and Trade Secrets. Importance of IPR for business protection and innovation	CLO5	6
Total Hours		30 hours

Learning resources

Textbooks:

1. Business Law and the Legal Environment by Jeffrey F. Beatty, Susan S. Samuelson, Patricia Sanchez Abril (17th Edition).
2. Business Law: A Hands-On Approach by Neal Bevens (5th Edition).

Reference Books:

1. Business Law and the Regulation of Business by Neal Bevens (12th Edition).
2. Business Law and the Legal Environment: A Comprehensive Guide by Jeffrey F. Beatty, Susan S. Samuelson.

Online Resources/E-Learning Resources:

1. Business Law – Harvard Online Course
2. Intellectual Property Rights: An Overview – Coursera

IKS VAC

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Constitution of India		Course Code/ Course Type		UBB IKS	
Course Pattern		2026		Version			
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	-	-	1	1	10	20	-
Course Objectives (CO):				CO1 Understand the core principles and features of the Constitution. CO2 Identify and explain fundamental rights, duties, and directive principles. CO3 Recognize the structure and functions of government institutions. CO4 Understand the role of constitutional bodies in governance. CO5 Apply constitutional principles to ethical decision-making and business conduct			
Course Learning Outcomes (CLO):				CLO1 Define the Constitution and explain its role in shaping democratic governance. CLO2 Describe citizens' rights, duties, and their importance in a democratic society. CLO3 Explain the structure and functioning of government institutions. CLO4 Analyse the role of constitutional institutions in governance and administration. CLO5 Relate constitutional knowledge to business ethics and citizenship responsibilities.			

Course Contents/Syllabus:(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I Introduction to Constitution		
<ul style="list-style-type: none"> • Definition and importance of the Constitution • Key features of the Indian Constitution (or your country's Constitution) • The concept of a written vs. unwritten Constitution • Historical background and evolution of the Constitution 	1	3
UNIT II Fundamental Rights, Duties and Directive Principles		
Overview of fundamental rights <ul style="list-style-type: none"> • Right to equality, freedom, protection, and justice • Duties of citizens • Directive Principles of State Policy (DPSP) • Relationship between rights, duties, and governance 	2	3
UNIT III Structure of Government		
<ul style="list-style-type: none"> • Structure of government: Executive, Legislature, and Judiciary 	3	3



<ul style="list-style-type: none">• The separation of powers and checks and balances• Role of the Parliament, President, Prime Minister, and Judiciary		
UNIT IV Constitutional Institutions and Governance		
<ul style="list-style-type: none">• Election Commission, Public Service Commission, and other constitutional bodies• The role of these bodies in ensuring good governance• Importance of transparency, accountability, and rule of law	4	3
UNIT V Constitution, Business and Responsible Citizenship		
Constitutional values in business practice The role of the Constitution in ethical business conduct Rights of employees, customers, and businesses Responsible citizenship and its relation to business	5	3
Total Hours :		15

Books:

1. Indian Polity by M. Laxmikanth
2. Constitutional Law of India by H.M. Seervai
3. Introduction to the Constitution of India by D.D. Basu

References:

1. The Constitution of India – Official Text (Government Publication)
2. The Oxford Handbook of the Indian Constitution edited by Sujit Choudhry
3. Constitutional Law of India by P. M. Bakshi

Online Resources:

1. Constitution of India - Official Government Portal
2. National Portal of India - Ministry of Law and Justice
3. Lawctopus
4. Unacademy

Websites for Updates and Articles:

1. India's Parliament Website
2. Legal Service India

Exploring Indian Knowledge Systems: A Comprehensive Resource

Name of the Program:		MBA			Semester: I		Level: PG	
Course Name		Exploring Indian Knowledge Systems: A Comprehensive Resource			Course Code/ Course Type		VAC	
Course Pattern		2026			Version		1.0	
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral	
1	-	-	1	1	10	20		
Pre-Requisite: 12 th pass								
Course Objectives (CO):					CO1: Explain the foundations and scope of Indian Knowledge Systems. CO2: Describe major Indian philosophical traditions and ideas. CO3: Identify contributions of India in mathematics, science, and astronomy. CO4: Analyze traditional Indian approaches to environment and society. CO5: Relate Indian knowledge systems to modern interdisciplinary applications.			
Course Learning Outcomes (CLO):					CLO1: Recognize key sources and features of IKS. CLO2: Summarize basic Indian philosophical concepts. CLO3: Explain contributions of Indian scholars in science and mathematics. CLO4: Describe traditional ecological and health knowledge systems. CLO5: Connect IKS concepts with contemporary global challenges.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Foundations of Indian Knowledge Systems		
Meaning, scope, and evolution of IKS Sources of Indian knowledge: Vedas, Upanishads, Sutras Concept of knowledge in Indian tradition Holistic and interdisciplinary nature of IKS	CLO 1	3
Unit 2: Indian Philosophy & Thought Systems		
Schools of Indian philosophy (Nyaya, Vaisheshika, Sankhya, Yoga, etc.) Concepts of Dharma, Karma, and Moksha Logic and reasoning in Indian tradition Ethical and value-based systems	CLO 2	03
Unit 3: Science, Mathematics & Astronomy in India		
Ancient Indian mathematics and numerals Contributions of Aryabhata, Bhaskara, and others	CLO 3	03

Indian astronomy and calendar systems Scientific reasoning in classical texts		
Unit 4: Indian Knowledge in Society, Environment & Life Sciences		
Traditional ecological knowledge Ayurveda and health sciences (basic introduction) Water management and sustainability practices Indigenous technologies and environmental balance	CLO 4	03
Unit 5: Applications & Contemporary Relevance of IKS		
IKS in modern education and research Indian knowledge in AI, computing, and design thinking Role of IKS in sustainable development Integrating traditional knowledge with modern innovation	CLO 5	03
Total Hours		15

Learning resources

Textbooks:

1. Exploring Indian Knowledge Systems: A Comprehensive Resource – Prof. V. Ramanathan (IIT BHU)
2. What Indian Knowledge Systems is all about – Gautam R. Desiraju (IISc Bangalore)

Reference Books:

1. *The Wonder That Was India* – **A.L. Basham**
2. *Indian Knowledge Systems* – Edited academic compilations (UGC/IKS Division resources)

Online Resource

1. Indian Knowledge Systems Division <https://www.iksindia.org>
2. National Education Policy 2020 <https://www.education.gov.in>

SKILLS ENHANCEMENT COURSES

COURSE CURRICULUM -

Business Statistics & Data Analysis

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Business Statistics & Data Analysis		Course Code/ Course Type		SEC	
Course Pattern		2026		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2		0	2	2	20	30	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of this course are: <ol style="list-style-type: none"> 1. Recall fundamental statistical concepts and techniques. 2. Understand the role of data analysis in business decision-making. 3. Apply statistical tools to analyze business data. 4. Analyze data trends and relationships for managerial insights. 5. Evaluate and interpret statistical results for effective decision-making. 					
Course Learning Outcomes (CLO):		Students would be able to: <ol style="list-style-type: none"> 1. Identify appropriate statistical tools for different business situations. 2. Explain descriptive and inferential statistical techniques. 3. Apply statistical methods to analyze and interpret data. 4. Analyze relationships between variables using statistical models. 5. Evaluate business problems using data-driven decision-making approaches. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Business Statistics		
Meaning, importance, types of data, measurement scales, data collection methods, classification and tabulation of data	CLO 1	6
Unit 2 : Descriptive Statistics		
Measures of central tendency (mean, median, mode), Measures of dispersion (range, variance, standard deviation), Skewness and kurtosis, Data visualization techniques	CLO 2	6
Unit 3 : Probability and Distributions		
Basic probability concepts, rules of probability, probability distributions (Binomial, Poisson, Normal), applications in business decision-making	CLO 3	6
Unit 4 : Inferential Statistics		
Sampling techniques, estimation, hypothesis testing (t-test, z-test, chi-square test), confidence intervals, errors in hypothesis testing	CLO 4	6
Unit 5 : Data Analysis Techniques		

Correlation and regression analysis, Time series analysis (trend and seasonal variations), Introduction to data analytics tools (Excel/SPSS), interpretation of results for business decisions	CLO 5	6
Total Hours		30

Textbooks:

1. Anderson, Sweeney & Williams – *Statistics for Business and Economics*, Cengage
2. Levin & Rubin – *Statistics for Management*, Pearson
3. Gupta, S. P. – *Statistical Methods*, Sultan Chand

Reference Books:

1. Keller, G. – *Statistics for Management and Economics*, Cengage
2. Newbold, Carlson & Thorne – *Statistics for Business and Economics*, Pearson
3. Black, K. – *Business Statistics*, Wiley

Online Resources / E-Learning:

1. NPTEL – Business Statistics
2. Coursera – Data Analysis and Statistical Inference
3. Khan Academy – Statistics and Probability

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Introduction to financial Markets		Course Code/ Course Type		SEC	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				<ol style="list-style-type: none"> 1. Explain the structure and role of financial markets in the economy. 2. Describe market operations, trading mechanisms, and financial service platforms. 3. Examine financial regulations, compliance requirements, and ethical standards. 4. Apply financial analysis and valuation techniques to financial instruments. 5. Evaluate global financial markets, risks, crises, and emerging opportunities. 			
Course Learning Outcomes (CLO):				<ol style="list-style-type: none"> 1. Identify different types of financial markets, products, and instruments. 2. Explain trading processes, clearing, settlement, brokers, mutual funds, and FinTech services. 3. Analyze the role of regulatory bodies and compliance frameworks in financial markets. 4. Use fundamental analysis, technical analysis, valuation methods, and portfolio concepts. 5. Assess international markets, exchange rate mechanisms, global crises, and emerging market opportunities. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Financial Markets, Products & Instruments		
Overview of Financial Markets, Classification of Financial Markets: Money Market vs. Capital Market, Primary and Secondary Markets, Role of Financial Markets in the Economy. Equity Instruments: Stocks, Preferred Shares, Debt Instruments: Bonds, Treasury Bills, Derivatives: Futures, Options, Swap, Hybrid Instruments: Convertible Securities	1	9



UNIT II Market Operations and Trading Mechanism		
Stock Exchanges and Trading Platforms, Order Types and Trade Execution, Clearing and Settlement Process, Role of Brokers and Market Makers. Asset Management and Mutual Funds, FinTech and Digital Financial Service.	2	9
UNIT III Regulatory Framework and Compliance		
Key Regulatory Bodies: SEC, CFTC, RBI, SEBI, etc., Major Financial Regulations: Dodd-Frank Act, MiFID II, Basel III, Anti-Money Laundering (AML) and Know Your Customer (KYC) Requirements, Ethical Standards in Financial Services.	3	9
UNIT IV Financial Analysis and Valuation		
Fundamental Analysis: Financial Statements, Ratios, Technical Analysis: Charts, Indicators, Valuation Methods: DCF, Comparable Companies Analysis, Precedent Transactions. Portfolio Management: Portfolio Theory and Asset Allocation, Risk and Return Analysis, Portfolio Performance Evaluation, Behavioral Finance and Investor Psychology	4	9
UNIT V Global Financial Markets		
International Financial Markets and Instruments, Foreign Exchange Markets and Exchange Rate Mechanisms, Global Financial Crises: Causes and Consequences, Emerging Markets and Opportunities	5	9
Total Hours :		45

Learning resources

Textbooks:

- NSE Academy, NCFM -Financial Markets: Basic and Advanced Module, Mumbai
- M. Y. Khan, Indian Financial System, McGraw Hill Education, 2019
- Financial Markets and Institutions" by Frederic S. Mishkin and Stanley G. Eakins
- Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus

Reference Books:

- Options, Futures, and Other Derivatives" by John C. Hull
- Fundamentals of Financial Management" by James C. van Horne and John M. Wachowicz Jr.
- The Intelligent Investor" by Benjamin Graham

Online Resources/E-Learning Resources

- Basics of NSMART Tool
- NSMART Workspace setup Functionalities
- NSMART Query - NSMART Trading
- NSMART Cash settlement & reports
- NSMART LIVE Trading

Case Study

- **Case study1:** Analyse the causes, key players, regulatory failures, and the aftermath of the 2008 financial crisis and study the rise and fall of internet companies in the late 1990s and early 2000s, focusing on investor behavior and market speculation.

- **Case study 2:** Investigate the financial fraud and accounting irregularities that led to Enron's collapse and discuss the role of auditors and regulatory bodies and explore the factors leading to the bankruptcy of Lehman Brothers and its impact on the global financial system. Non-Confidential
- **Case Study 3:** Study the development and growth of Exchange-Traded Funds (ETFs), their impact on markets, and their advantages over traditional mutual funds.
- **Case study 4:** Analyse the rise of FinTech companies, focusing on innovations like peer-to-peer lending, robo-advisors, and blockchain technology.
- **Case Study 5:** Discuss the ethical issues surrounding the creation and marketing of complex financial products and Analyze the ethical lapses and organizational culture that led to the creation of fake accounts at Wells Fargo.



Banking and Finance

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Banking and finance		Course Code/ Course Type		SEC	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorials	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				<ol style="list-style-type: none"> 6. Understand the fundamentals, types, and functions of banking and insurance. 7. Explain advanced banking products, services, and customer-specific financial solutions. 8. Analyze digital banking products, technology-driven services, and associated risks. 9. Apply insurance and risk management concepts to different life and business situations. 10. Evaluate treasury management practices and financial risk management strategies. 			
Course Learning Outcomes (CLO):				<ol style="list-style-type: none"> 6. Identify different types of banks, banking functions, regulatory concepts, and basic insurance policies. 7. Describe retail banking, corporate banking, NRI services, HNI services, wealth management, and financial planning. 8. Examine digital banking channels, payment systems, ATMs, mobile banking, internet banking, frauds, and value-added services. 9. Select suitable insurance products and explain claim procedures, risk coverage, and insurance intermediaries. 10. Assess liquidity management, foreign exchange risk, hedging, regulations, technology, and treasury best practices. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Fundamentals of Banking and Insurance		
Concept; Definition of Banking; Types of banks - Commercial Banks, Small Finance Banks, Payments Banks; Public Sector Banks, Private Sector Banks, Foreign Banks, Regional Rural Banks; Functions of banking – deposits, lending and investments; Reserve Bank of India and its role as the banking regulator; Key policy rates – Bank Rate, Repo Rate, Reverse Repo Rate, Marginal Standing Facility (MSF); Banking Regulation Act,	1	9



1949. Bank-Customer Relationship, NPA and Securitization, Understanding a Bank's Financials, Regulatory Framework, Overview of Insurance, Types of Insurance Policies.		
UNIT II Advance Banking and Insurance		
Difference between Retail Banking and Corporate Banking; Products offered under retail banking; Payment and settlement services – paper-based and electronic payments; Definition of NRI; Various account services provided to NRI; Definition of High Networth Individuals (HNIs); Portfolio Management Services (PMS) & Wealth Management; Concept of Financial planning and the steps involved in financial planning.	2	9
UNIT III Digital Banking and Value-added Services		
Introduction to digital banking products- cards– EMV Technology such as Tap and Go, NFC, - ATMs, ATM Network Planning such as Onsite & Offsite, Security & Surveillance, Cash Deposit Machines (CDR)– Cash Re-cyclers Overview – Mobile Banking - Internet Banking,– POS terminals - Profitability Risk Management and Frauds, Back End Operations and Technology for ATMs, CDRs, POS, Cash Recyclers, IMPS, Mobile Banking, Internet Banking, Banking Mobile, Banking Payments System, Digital Disruption and New Technologies, e-Locker, iMobile and other Value Added Services.	3	9
UNIT IV Insurance and Risk Management		
Introduction to Insurance, Fundamentals of Risk Management, need for insurance; Concept of Risk; Various types of risk; Types of insurance products – Life, Non-life and Medical; Life insurance products – Pure Risk policies & Investment policies; non-life insurance products – Fire, Burglary, Marine, Vehicle, Accident, Travel/Transit; Medical Insurance – need and significance; Insurance claims and the processes involved; Actuarial services. Insurance Contract Terminology Elements and Principles, General Insurance, Personal and Liability Insurance, Financial Planning and Life Insurance, Insurance Intermediaries.	4	9
UNIT V Treasury Management		
Treasury Management: Meaning; Functions of Treasury Management; Financial Risk Management; Liquidity Management – Accounts Receivable/Payables (AR/AP), Order to Cash (O2C); Regulations & Technology; Foreign Exchange & Hedging FX risk; Best practices	5	9
Total Hours :		45

Learning resources

Textbooks:

- Principles & Practice of Banks, M/S Macmillan India Ltd
- Indian Banking, S Natrajan & Dr. R Parmeshwaram
- Banking Principles & Operations, M.N.Gopinath Digital banking, Indian Institute of Banking & Finance, Taxmann, 2019
- Retail and Digital Banking: Principles and Practise, John Henderson

Reference Books:

- The Digital Banking Revolution audiobook: How financial technology companies are rapidly transforming the traditional retail banking industry through disruptive innovation. Luigi Wewege, Narrated by Jim Cassidy, Sept 2017
- Digital Bank: Strategies to launch or become a digital bank, Chris Skinner

- R. Cooper, “Corporate Treasury and Cash Management”, 2003, Palgrave Macmillan UK

Online Resources/E-Learning Resources

Case Study

Case Studies:

Case study 1: Visit the Websites of five different Insurance Companies Offering Life Insurance. Get details on the Various Policies Offered by them.

Case Study 2: Prepare a Comprehensive Report for each of these Banks Covering the following

- Retail Banking products (one Asset Product and one Liability Product) are best suited for people in different stages of the life cycle.
- Five client categories to be selected:
 - (a) A young executive who has just joined the job after studies.
 - (b) A young housewife with 1 small child.
 - (c) A middle-aged middle level Senior Executive in a Private Firm having two school going children and dependent parents.
 - (d) An elderly lady staying alone with no dependents, and
 - (e) A member of the armed forces in mid 30s.
- Based on the data which you give in the above, justify your selections for each of them.
- List the documents to be submitted by the customers for applying for each product. You can obtain sample forms from any of the banks as you think appropriate.
- Explain the operational details for each of the products

Case study 3: Prepare a Comprehensive Report for each of these Companies Covering the following:

- Insurance products best suited for the different life stages – take five examples like young executive having joined job after studies, young married woman with one small child, middle aged man having two school going children and one dependent parent, Elderly lady staying alone with no dependents, member of the armed forces in mid 30s.
- From the chart above, recommend the best suited life insurance policy to each of them.
- List the documents to be submitted for applying for each type of insurance and help them fill out the application form. You can obtain sample application forms from the relevant insurance company.
- Explain the claims procedure along with requirements for claiming insurance at the time of occurrence of the insured event.

Projects List:

Project 1: An employee of a public enterprise injured during the maintenance of public service, The victim or his/her dependent reaches an agent (You) for settlement of claims in respect of compensation on Permanent disability accompany them.

Project 2: Collect cases on outlier claims of 3 different insurance companies

Project 3: Customers as a parent asking for the most suitable policies for their girl child for her potential college and marriage expenses as an agent you need to provide a suitable government

scheme by comparing capital premium pricing among all the policies available and accompany them throughout the procedures

Project 4: You are the Territory manager of a renowned Insurance Company. A construction company owner wants to take policy for his site workers. What policy will you suggest to him and what details you will collect from him? (Submit the Filled Application Form of any company also mention the features of the policy)

Project 5: Create a new product with a combination of savings and life cover and also need to have the features of an innovative value proposition.

Project 6: Analyzing the Impact of Fintech on Traditional Indian Banking: Assess how Fintech startups are disrupting and influencing traditional banking models in India. Identify potential challenges and opportunities for collaboration.

Project 7: Financial Inclusion in Rural India: Assessing the Role of Microfinance Institutions: Evaluate the effectiveness of microfinance institutions in promoting financial inclusion and economic development in rural India.

1. **Project 8:** Adoption of Digital Payments in India: Trends and Challenges: Analyze the growth and barriers to adoption of digital payment methods like UPI, wallets, and mobile banking in India.

SEMESTER II

Program Core

Financial Management for Managers

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Financial Management for Managers		Course Code/ Course Type		PC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of Financial Management for Managers are:</p> <ol style="list-style-type: none"> 1. Explain the fundamental concepts, scope, objectives, and evolution of Financial Management, including risk–return trade-off and time value of money. 2. Apply capital budgeting techniques and cost of capital concepts to evaluate investment projects under certainty and capital rationing conditions. 3. Analyze capital structure decisions and leverage effects using theoretical frameworks and EBIT–EPS analysis. 4. Evaluate dividend policies and corporate payout decisions using dividend theories and numerical models. 5. Design effective working capital management strategies by integrating cash, inventory, receivables, and payables management for value maximization. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Comprehend the scope, objectives, risk–return trade-off and apply time value of money concepts to solve financial decision-making problems. 2. Apply and analyze capital budgeting techniques and cost of capital concepts to evaluate and select investment projects. 3. Analyze and evaluate capital structure theories and leverage decisions using EBIT–EPS and risk analysis. 4. Evaluate dividend policies and payout decisions using dividend theories, numerical models, and case analysis. 5. Apply, analyze, and design effective working capital management strategies for optimal short-term financial performance. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Management: its Evolution, Definition, Scope, and Objectives (Profit Maximization and Wealth Maximization), Capitalization, Functions of Finance Manager in Modern Age, Concept of Risk and Return, Corporate Governance and Agency Problem, Time Value of Money: Concept and numerical on compounding and discounting including annuity and perpetuity. Comprehensive Numerical.	CLO 1	9
UNIT II		
Capital Budgeting Decisions and Cost of Capital:	CLO 2	9



Project Planning, Project report and feasibility study. Definition, features, challenges, types and assumptions of Capital budgeting decisions, financial viability tests / Evaluation techniques: Merits and demerits of each (ARR, PBP, NPV, PI, IRR, Modified IRR), Project selection under capital rationing. Decision for projects with unequal lives. Concept of Cost of Capital: Cost of Equity, Debt, Preference and Reserves / Retained earnings, Weighted average cost of capital. Comprehensive Numerical / case.		
UNIT III		
Capital Structure Decisions and Leverage: Capital Structure: Meaning and Factors determining Capital Structure, Different sources of finance, Optimal Capital Structure, Theories of Capital Structure: NI approach, Traditional Approach, NOI Approach, MM Approach, The Trade-off theory. EBIT-EPS-MPS Analysis, Financial Break Even Point, Indifference Point Analysis and EPS Volatility. Leverage analysis: Meaning and types. Operating, financial and combined leverage along with its implications. Comprehensive Numerical / case.	CLO 3	9
UNIT IV		
Dividend Decision: - Dividend Meaning Forms / types. Significance of dividend; Factors affecting Dividend Policy; Types of Dividend Policies; Walter Dividend Model; Gordon Dividend Model; MM Dividend Hypothesis; Stock Splits and Share Buyback; Comprehensive Numerical / case.	CLO 4	9
UNIT V		
Working Capital Management – WCM Concept meaning components and classification; Determinants and need of Working Capital; Approaches of financing working capital requirements; Working Capital Cycle; Management of Cash; Management of Inventory; Management of Receivables and Payables; Financing Working capital requirements. Comprehensive Numerical/Case on Capital budgeting, Capital Structure, Leverage and Dividend Policy	CLO 5	9
Total Hours		45

Learning resources

Text Books:

- "Financial Management: Theory and Practice" by Prasanna Chandra (McGraw-Hill Education, Edition: 11th, Year: 2021)
- "Financial Management: Text, Problems and Cases", Ravi M Kishore (Taxmann Publications, Edition: 5th, Year: 2019)

Reference Books:

- "Financial Management: Text, Problems and Cases" by M.Y. Khan and P.K. Jain (McGraw-Hill Education, Edition: 8th, Year: 2020)
- "Fundamentals of Financial Management" by Eugene F. Brigham and Joel F. Houston (Cengage Learning, Edition: 16th, Year: 2021)
- "Corporate Finance" by Jonathan Berk and Peter DeMarzo (Pearson, Edition: 5th, Year: 2020)
- "Financial Management: Principles and Applications" by Sheridan Titman, Arthur J. Keown, and John D. Martin (Pearson, Edition: 15th, Year: 2019)

Online Resources/E-Learning Resources:

- <https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/syllabus/>
- <https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/>
- <https://ocw.mit.edu/courses/15-402-finance-theory-ii-spring-2003/>

Program Core

Human Resource Management

COURSE CURRICULUM

Name of the Program:		MBA		Semester :II		Level: PG	
Course Name		Human Resource Management		Course Code/ Course Type		PC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	0	3	3	40	60	NA
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of Human Resource Management are:</p> <ol style="list-style-type: none"> 1. Recall key concepts in Human Resource Management 2. Recognise emerging trends and practices in HRM, recognizing their impact on organizational and employee management. 3. Apply methods for Human Resource Acquisition and Retention, covering HR planning, job analysis, recruitment, selection, and career planning. 4. Evaluate and interpret contemporary job descriptions and specifications, demonstrating proficiency in the job analysis process. 5. Design and create comprehensive training and development program to enhance employee skills and competencies aligned with organizational objectives. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply knowledge of fundamental principles of Human Resource Management. 2. Analyze HR planning and acquisition processes. 3. Evaluate performance appraisal and training effectiveness using the Kirkpatrick Model. 4. Assess various forms, components, and theories of compensation management, and analyze factors influencing remuneration decisions. 5. Create HRD strategies integrating technology and learning initiatives. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Human Resource Management: Understanding HRM: Definition, Objectives, and Scope. Structure of the HR Department. Analyzing the Core Functions & Challenges in HRM. Understanding Personnel Management (PM): Definition, Difference between HRM and PM. Introduction to Strategic Human Resource Management (SHRM): Definition	CLO 1	9



and Significance of SHRM. Nature of SHRM. Understanding the Harvard Model in HRM. Exploring the SHRM Matching Model		
UNIT II		
HR Acquisition & Retention: Definition of HRP. Identifying Needs, Significance and Benefits of HRP. Exploring the Steps and Process of HRP. Techniques of HR Demand Forecasting. Methods of HR Supply Forecasting. Challenges in HRP. Process of Job Analysis. Defining & distinguishing between Job Description and Job Specification. Defining Job Design (JD). Process of JD. Understanding Job Enrichment. Understanding Recruitment. Exploring Various Sources & Methods of Recruitment. Differentiating Between Recruitment and Selection. Process of Selection. Understanding Career, Career stages and Career Anchors. Objective & Process of Career Planning. Analyzing the Steps in Career Planning. Roles of employer and employee in Career Management. Understanding the Succession Planning Objective & Process.	CLO 2	9
UNIT III		
Managing Employee Performance and Training: Definition, Objectives, Process & Methods of Performance Appraisal. Concept, Purpose & Techniques of Potential Appraisal. Definition, Need, Process of Training. Methods of Training. Concept & Need of Development. Difference between Training and Development. Defining Competency mapping and understanding its benefits. Developing competency model. Understanding Assessment centers. Measure of Tools. Evaluation of Training Effectiveness via Kirkpatrick Model.	CLO 3	9
UNIT IV		
Compensation Management: Concept, Different forms, Significances, Components, Theories of Compensation Management. Compensation Administration Process. Key factors influencing Remuneration. Wage/ Salary Differentials and Components of Salary. Overview of Fringe Benefits & Fringe Benefits Tax (FBT). Concept of Incentive and Bonus. Employee Stock Options (ESOPS). Retirement, Termination, VRS (Voluntary Retirement Scheme), Golden Handshake. Suspension: Concepts and Methods. Grievance Procedure in Indian Industry	CLO 4	9
UNIT V		
Human Resource Development (HRD): Meaning of HRD. Need, Objectives & Scope of HRD. Functions and Process of HRD. Integration of technology in HRD processes. E-learning and virtual training platforms. Challenges and opportunities posed by digital transformation. Reskilling and upskilling initiatives for employees in response to technological advancements. Leveraging digital tools for personalized learning and development opportunities	CLO 5	9
Total Hours		45 Hours

Textbooks:

1. Human Resource Management, by Gary Dessler, Biju Varkkey, Pearson Education, 17ed, 22 June 2023
2. Human Resource Management: Text and Cases, by K Aswathappa, Sadhna Dash, McGraw Hill, 10th Edition – 29 May 2023
3. Routledge Handbook of Human Resource Management in Asia by Fang Lee Cooke and Sunghoon Kim, Routledge; 1st edition (30 June 2020)

Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Chartered Institute of Personnel & Development, 1st edition (30 May 2006).
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, by Michael Armstrong, Stephen Taylor, Kogan Page; 15th edition (3 January 2020).
3. Applied Psychology in Human Resource Management, Cascio & Aguins, Pearson; 7th edition (26 January 2010).

Program Core

Marketing Management

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Marketing Management		Course Code/ Course Type		PC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of Marketing Management are: <ol style="list-style-type: none"> To recall the goals of this programme are to motivate the students and to help them inculcate some of the fundamentals of marketing and applications To recognize what marketing is all about and how it has impacted the world and their country Apply some of the major marketing concepts, sales & promotion strategies, communication tools, pricing strategies and methods Analyze leveraging of effective communication channels in Marketing Evaluate the global trends and derive specific strategies to stay competitive 			
Course Learning Outcomes (CLO):				Students would be able to: <ol style="list-style-type: none"> To identify scope of marketing and consumer behavior patterns Explain an understanding of fundamental and major concepts of marketing and research To apply the Ps of marketing and formulate strategies for the market <ol style="list-style-type: none"> Analyze the communication & promotion strategies Analyze the emerging issues in marketing 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Module I		
Module 1: Foundations of Marketing – Introduction to Marketing, Fundamental Concepts in Marketing, Case Study Discussions, Marketing in the Service Industry, The Evolution of Marketing Practices, Modern Marketing Trends and Challenges	CLO 1	9
Module II		
Module 2: Marketing Strategy & Competitive Analysis – Understanding Competitor Analysis, Setting Marketing Objectives, Strategy Development	CLO 2	9



and Core Competencies, Overview of the PESTEL Framework, Competitive Market Analysis, Case Study Exploration		
Module III		
Module 3: Marketing Research & Consumer Insights – Introduction to Marketing Information Systems, Key Components of a Marketing Information System, Steps in the Marketing Research Process, Market Decision Problems & Research Problems (MDP & MRP), Basics of Exploratory Research, Advanced Exploratory Research, Causal Research Methods, Measurement and Scaling Techniques, Designing Questionnaires and Sampling Methods, Various Sampling Techniques in Marketing Research, Data Collection, Processing, and Analysis, Multivariate Analysis in Marketing Research	CLO 3	9
Module IV		
Module 4: Consumer Behavior & Decision-Making – Introduction to Consumer Behavior & Need Recognition, Information Search Process in Consumer Decision Making, Socio-Cultural Factors Affecting Consumer Behavior, Psychological Influences on Consumer Choices, Evaluating Alternatives Before Purchase, Consumer Purchase and Post-Purchase Behavior, Understanding Service Consumption, Structural Models of Consumer Attitude	CLO 4	9
Module V		
Module 5: Market Segmentation, Positioning & Strategy – Industrial Buying Behavior - Part I, Industrial Buying Behavior - Part II, Industrial Marketing and the Buying Process, Three Key Aspects of Industrial Buyer Behavior, Revisiting the Consumer Decision-Making Process, Identifying and Evaluating Market Opportunities, Market Segmentation - Part II, Target Market Selection and Segmentation, Strategies for Post-Segmentation Marketing, Fundamentals of Marketing Strategy, Positioning Strategies in Marketing, B2B Market Segmentation and Targeting, Effective Positioning and Branding Strategies	CLO 5	9
Total Hours :		45

Learning resources

Textbooks:

1. "Principles of Marketing" by Philip Kotler and Gary Armstrong (19th Edition),2023
2. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler (14th Edition)2020
3. "Marketing Management" by Philip Kotler and Kevin Lane Keller (15th Edition)

Reference Books:

1. "Marketing: A Love Story: How to Matter to Your Customers" by Bernadette Jiwa
2. "Influence: The Psychology of Persuasion" by Robert Cialdini (Revised Edition)
3. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger

Online Resources/E-Learning Resources

1. <https://old.mu.ac.in/wp-content/uploads/2020/09/Marketing-Management-Paper-III-Eng.pdf>
2. <https://josephscollege.ac.in/lms/Uploads/pdf/material/MM.pdf>
3. <https://drnishikantjha.com/papersCollection/Marketing%20Management.pdf>

Program Core:

Entrepreneurship Development

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: II		Level: PG	
Course Name		Entrepreneurship Development		Course Code/ Course Type		PC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> To familiarize students with concepts and emerging trends in entrepreneurship. To develop understanding of social and women entrepreneurship in the Indian context. To build knowledge of structures, processes, and management of social enterprises. To explore innovative and sustainable entrepreneurial opportunities in the 21st century. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> CLO 1: Understand the concept and evolution of social entrepreneurship. CLO 2: Analyze business models and operational strategies of social enterprises. CLO 3: Evaluate governance, performance, and contemporary issues in social entrepreneurship. CLO 4: Understand the concept, challenges, and dynamics of women entrepreneurship. CLO 5: Analyze growth strategies, policies, and support systems for women entrepreneurs. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Understanding Social Entrepreneurship and Organizational form: Defining Social Entrepreneurship Difference between Social and Business Entrepreneurship, Evolution of Social Entrepreneurship in India, Process and Types of Social Entrepreneurship, Challenges, Strategies and future of social entrepreneurship.	CLO 1	9
UNIT II		



Building blocks of social enterprise: Social enterprise as a business model, types of Business Model, Understanding the Pricing Models, Creating the Delivery Channels, Financing the social enterprise, Making social enterprise competitive, Communication strategies for social enterprises. Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.	CLO 2	9
UNIT III		
New Directions for Social Entrepreneurship: Managing startup social enterprises, Measuring performance of social enterprises, Governance of Social Enterprises, Corporate Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship, Case Studies.	CLO 3	9
UNIT IV		
Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur, Entrepreneurial Process among Women Entrepreneurs, Financial Structure of Enterprises Owned by Women Entrepreneurs, Challenges of Women entrepreneur.	CLO 4	9
UNIT V		
Growth & Strategies: Women entrepreneur in India and abroad, Government policy on Women Entrepreneurship, Organization Promoting Women Entrepreneurs in India, Profile of Enterprise, Socio – Economic Origins, Motivating & Facilitating Factors of Women Entrepreneur; Work-Home role Conflict- Entrepreneurial Performance, Problem & prospects. Case Studies.	CLO 5	9
Total Hours		45

Textbooks:

- Doherty B., George Foster, Chris Mason (2009); Management for Social Enterprise; Sage Publication; U.K.
- Nicholls Alex (2008); Social Entrepreneurship: A New Model of Sustainable Social Change; Oxford University Press; New York.
- Agarwal A., Kumar P. (2018); Social Entrepreneurship and Sustainable Business Models: The Case of India; Palgrave MacMillian.
- Guo, C., & Bielefeld, W. (2014). Social entrepreneurship: An evidence-based approach to creating social value. San Francisco, CA: Jossey-Bass.

References:

- Gurnani P.S. (2016); Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India; Educreation Publication; New Delhi
- Anil Kumar Thakur, Rahman, R. (2009), —women Entrepreneurship|, Deep Deep Publications Pvt. Ltd., New Delhi.
- Maura McAdam (2013); Female Entrepreneurship; Routledge, London
- Santha S., R. Vasanthagopal (2008); Women Entrepreneurship in India; New Century Publications
- D. Lalitha Rani (1996) Women Entrepreneurship; APH Publishing: New Delhi.

GENERAL ELECTIVES

COURSE CURRICULUM

Operation and Supply Chain Management

Name of the Program:		MBA			Semester : II		Level: PG	
Course Name		Operation and Supply Chain Management			Course Code/ Course Type		GE	
Course Pattern		2026		Version		1.0		
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral	
3	-	0	3	3	30	70	NA	
Pre-Requisite: Bachelor's Degree								
Course Objectives (CO):		<p>The objectives of Operations and Supply Chain Management are:</p> <ol style="list-style-type: none"> 1. Recall definitions, significance, and historical evolution. 2. Recognize different types of operations processes and layouts. 3. Apply concepts of demand forecasting and capacity planning methods. 4. Evaluate SCM models and customer service metrics. 5. Design and create integrated solutions considering key enablers and challenges. 						
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply knowledge of operations and SCM to optimize business processes. 2. Analyze operational data to identify patterns, trends, and areas for improvement. 3. Apply inventory planning and control methods such as EOQ, ABC analysis, and inventory turns ratios. 4. Evaluate the effectiveness of supply chain management strategies in terms of collaboration, responsiveness, and customer service. 5. Create solutions for supply chain challenges by integrating facilities, inventory, transportation, information, sourcing, and pricing effectively. 						

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	CLO 1	9
UNIT II		
Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production,	CLO 2	9

Assembly line and Continuous Flow, Process and Product Layout. Service System. Design Matrix: Design of Service Systems, Service Blueprinting.		
UNIT III		
Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate Production. Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	CLO 3	9
UNIT IV		
Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behaviour of ordering cost, carrying cost, and shortage cost. EOQ – definition, Basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point	CLO 4	9
UNIT V		
Supply Chain Management: Generalized Supply Chain Management Model – Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

4. Operations Management Theory & Practice, B. Mahadevan , Pearson.
5. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
6. Production and Operations Management, R B Khanna, PHI, New Delhi.

Reference Books:

5. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
6. Operations Management, William J. Stevenson, TMGH.
7. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
8. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Online Resources/E-Learning Resources

5. Swayam MOOC Course: Supply Chain Analytics by IIT Roorkee ([Course Link](#))
6. Online Book: Supply Chain Management: Strategy, Planning, and Operation. Author Sunil Chopra (Kellogg School of Management, Northwestern University), Peter Meindl (Stanford University). Pearson Publication ([Book Link](#))
7. MOOC Course: Operations And Supply Chain Management- IIT Madras ([Course Link](#))
8. MOOC Course: Supply Chain Management and Capacity Planning ([Course Link](#))

COURSE CURRICULUM

Name of the Program:		MBA			Semester : II		Level: PG
Course Name		Geopolitics & Global Economic			Course Code/ Course Type		GE
Course Pattern		2026			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	30	70	-
Pre-Requisite:							
Course Objectives (CO):		<p>The objectives of the course are:</p> <ol style="list-style-type: none"> To understand the geopolitical factors influencing international economic relations. To analyze the impact of global economic trends and institutions on business strategy and policymaking. To explore the interdependence between political stability, international trade, and economic development. To examine the roles of global powers and alliances in shaping the world economy. To prepare students to assess geopolitical risk and economic indicators in global decision-making. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> Interpret geopolitical developments and their implications for global economic stability. Assess the influence of global institutions (e.g., IMF, WTO, World Bank) on national and corporate strategies. Evaluate international economic indicators and policy responses. Understand the dynamics of international trade, capital flows, and global supply chains. Identify and mitigate geopolitical risks in global business planning. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
Unit 1: Introduction to Geopolitics and Global Economics		
Concept and scope of geopolitics and geo-economics. History of global economic development. Globalization and its discontents. State vs market: economic liberalism and political realism. Economic geography and its influence on trade and conflict	1	9
Unit 2: Global Economic Institutions and Governance		
Role and structure of the IMF, World Bank, WTO, OECD. G7, G20, BRICS, ASEAN – political and economic cooperation. International monetary system and currency politics. Global financial architecture and economic surveillance. International economic law and dispute resolution mechanisms.	2	9
Unit 3: Geopolitical Risk and Business Strategy		

<ul style="list-style-type: none"> Political risk analysis tools and methodologies Energy geopolitics: oil, gas, and green transitions Trade wars and protectionism (e.g., US-China trade conflict) Technology and cyber sovereignty Sanctions, embargoes, and economic warfare 	3	9
Unit 4: Emerging Markets and Regional Dynamics		
<ul style="list-style-type: none"> Rise of China and Asia-Pacific strategies Middle East, Africa, and Latin America – geopolitical significance Role of the European Union in global governance India's geopolitical and economic positioning Belt and Road Initiative (BRI) and strategic corridors 	4	9
Unit 5: Future Trends and Global Economic Shocks		
<ul style="list-style-type: none"> Impact of pandemics, climate change, and migration on global economics Global financial crises and recovery models (2008, COVID-19, etc.) Deglobalization and reshoring trends Digital currencies and the future of the global financial system Artificial intelligence, automation, and geopolitics of technology 	5	9
Total		45

Learning resources

Core Textbooks:

1. “Geopolitics: A Very Short Introduction” by Klaus Dodds – Oxford University Press
2. “The Globalization of World Politics” by John Baylis, Patricia Owens, and Steve Smith – Oxford University Press
3. “Global Political Economy: Understanding the International Economic Order” by Robert Gilpin – Princeton University Press

Recommended Readings:

1. “The Post-Cold War World: Turbulence and Change in World Politics since 1989” by Michael Cox
2. “Why Nations Go to War” by John G. Stoessinger
3. World Bank & IMF Annual Reports (available online)
4. WTO World Trade Report
5. The Economist, Foreign Affairs, Brookings Institution, and CSIS articles on current geopolitical and economic trends

VALUE ADDED COURSES

COURSE CURRICULUM

Sustainability and Climate Change

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Sustainability and Climate Change		Course Code/ Course Type		VAC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theo r y	Practic a l	Tutori a l	Total Cred i t s	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2	0	0	2	2	20	30	NA
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO)				<p>The objectives of this course are:</p> <ol style="list-style-type: none"> 1. Recall the basic concepts of sustainability, environment, and climate change. 2. Understand the causes and impacts of climate change on society, economy, and business. 3. Apply sustainability principles in managerial and organizational decision-making. 4. Analyze environmental challenges, climate risks, and sustainable development practices. 5. Evaluate strategies for climate action, corporate sustainability, and responsible business practices. 			
Course Learning Outcomes (CLO):				<ol style="list-style-type: none"> 1. Identify key concepts of sustainability, sustainable development, and climate change. 2. Explain the causes, effects, and global responses to climate change. 3. Apply sustainability practices in business and management contexts. 4. Analyze climate-related risks, environmental challenges, and stakeholder responsibilities. 5. Evaluate sustainable business models, ESG practices, and climate action strategies 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Sustainability and Sustainable Development		
Meaning and scope of sustainability, Concept of sustainable development, Triple Bottom Line: People, Planet and Profit, Sustainable Development Goals, Importance of sustainability in management, Role of businesses in sustainable development	CLO 1	6

Unit 2: Climate Change: Concepts, Causes and Impacts		
Meaning of climate change, Difference between weather and climate, Greenhouse effect and global warming, Major causes of climate change, Carbon footprint, Impact of climate change on environment, society, economy, agriculture, health and business	CLO 2	6
Unit 3: Environmental Challenges and Climate Risk Management		
Pollution, biodiversity loss, deforestation, resource depletion, waste management, water scarcity, climate-related risks for organizations, disaster risk and resilience, adaptation and mitigation strategies, role of technology in climate risk reduction	CLO3	6
Unit 4: Sustainability in Business and Management		
Corporate social responsibility and sustainability, Green business practices, Sustainable supply chain management, Circular economy, Renewable energy, Energy efficiency, Sustainable consumption and production, Green marketing and sustainable innovation	CLO4	6
Unit 5: Climate Governance, ESG and Future Strategies		
Climate policies and international agreements, Paris Agreement, ESG concept and reporting, Corporate climate responsibility, Carbon neutrality and net zero, Climate finance, Sustainable leadership, Future trends in sustainability and climate action	CLO5	6
Total Hours		30 hours

Learning resources

Textbooks:

- Rogers, P. P., Jalal, K. F., & Boyd, J. A. An Introduction to Sustainable Development. Earthscan/Routledge.
- Henson, R. The Thinking Person's Guide to Climate Change. American Meteorological Society.
- Botkin, D. B., & Keller, E. A. Environmental Science: Earth as a Living Planet. Wiley.

Reference Books:

- Sachs, J. D. The Age of Sustainable Development. Columbia University Press.
- Esty, D. C., & Winston, A. S. Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage. Yale University Press.
- Hawken, P. The Ecology of Commerce: A Declaration of Sustainability. Harper Business.

Online Resources/E-Learning Resources

- United Nations Sustainable Development Goals: <https://sdgs.un.org/goals>
- Intergovernmental Panel on Climate Change: <https://www.ipcc.ch>
- United Nations Framework Convention on Climate Change: <https://unfccc.int>

COURSE CURRICULUM –

Legal aspects of Business

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Legal Aspects of Business		Course Code/ Course Type		VAC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theo ry	Practic al	Tutor ial	Total Cred its	Ho urs	CIA	ESA	Practical/Ora l
2	0	0	2	2	20	30	0
Pre-Requisite:							
Course Objectives (CO):		The objectives of this course are: 6. To understand the legal framework that governs business operations. 7. To explore the role of legal aspects in business decision-making. 8. To analyze contracts, corporate structures, and laws affecting business. 9. To provide an overview of intellectual property rights (IPR) and their relevance to business. 10. To develop the ability to identify and manage legal risks in business activities					
Course Learning Outcomes (CLO):		Students would be able to: 6. Demonstrate an understanding of the legal principles applicable to business operations. 7. Apply legal knowledge in making strategic business decisions. 8. Analyze contracts and corporate legal structures for risk management. 9. Understand the importance of intellectual property rights in business. 10. Evaluate and address legal challenges in business contexts.					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Legal Environment of Business		
Overview of legal systems (Common law, Civil law, etc.) Role of law in business and society. Understanding business laws: Civil, Criminal, and Commercial Laws	CLO 1	6
Unit 2 : Contract Law and Business Agreements		
Elements of a contract: Offer, Acceptance, Consideration, etc. Types of contracts: Bilateral, Unilateral, and Executed Contracts Breach of contract and remedies	CLO 2	6
Unit 3 : Company Law and Corporate Governance		
Structure of business organizations: Sole Proprietorship, Partnership, and Corporations Legal requirements for forming and operating a company. Corporate governance and responsibilities of directors.	CLO3	6
Unit 4 : Labor and Employment Laws		

Employment contracts and employee rights , Labor laws: Worker's compensation, discrimination, and harassment , Termination, dismissal, and redundancy laws	CLO4	6
Unit 5 : Intellectual Property Rights (IPR)		
Introduction to Intellectual Property (IP). Types of IP: Patents, Trademarks, Copyrights, and Trade Secrets. Importance of IPR for business protection and innovation	CLO5	6
Total Hours		30 hours

Learning resources

Textbooks:

3. Business Law and the Legal Environment by Jeffrey F. Beatty, Susan S. Samuelson, Patricia Sanchez Abril (17th Edition).
4. Business Law: A Hands-On Approach by Neal Bevens (5th Edition).

Reference Books:

3. Business Law and the Regulation of Business by Neal Bevens (12th Edition).
4. Business Law and the Legal Environment: A Comprehensive Guide by Jeffrey F. Beatty, Susan S. Samuelson.

Online Resources/E-Learning Resources:

3. Business Law – Harvard Online Course
4. Intellectual Property Rights: An Overview – Coursera

IKS VAC

Indian Concepts and Theories in Psychology

Name of the Program:		MBA		Semester: II		Level: PG	
Course Name		Indian Concepts and Theories in Psychology		Course Code/ Course Type		VAC	
Course Pattern		2026		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	-	-	1	1	10	20	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				<p>CO1: Explain the foundations of Indian psychology and its sources.</p> <p>CO2: Analyse concepts of self, mind, and consciousness in Indian thought.</p> <p>CO3: Describe mental processes as explained in Indian philosophical systems.</p> <p>CO4: Apply Yoga and meditation concepts for psychological well-being.</p> <p>CO5: Integrate Indian psychological ideas with modern behavioral sciences.</p>			
Course Learning Outcomes (CLO):				<p>CLO1: Identify key features of Indian psychological traditions.</p> <p>CLO2: Compare Indian and Western views of mind and behavior.</p> <p>CLO3: Explain concepts like Atman, Chitta, and Buddhi.</p> <p>CLO4: Demonstrate understanding of Yoga-based mental health practices.</p> <p>CLO5: Relate Indian psychology to modern personal and professional life.</p>			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Introduction to Indian Psychology		
Meaning, scope, and evolution of Indian Psychology, Difference between Indian and Western psychology, Sources: Vedas, Upanishads, Bhagavad Gita Concept of mind (Manas) and consciousness	CLO 1	3
Unit 2: Self and Consciousness in Indian Thought		
Concept of Atman and Purusha. Layers of consciousness (Koshas theory) Mind-body relationship in Indian tradition. Ego, self-realization, and identity	CLO 2	03
Unit 3 Mental Processes in Indian Psychology		
Chitta, Manas, Buddhi, Ahamkara. Emotions (Rasa theory). Attention, perception, and cognition in Indian texts. Role of meditation in mental regulation	CLO 3	03

Unit 4: Yoga and Psychological Well-being		
Patanjali's Yoga Sutras (Ashtanga Yoga). Stress, anxiety, and mental health management. Meditation and mindfulness practices. Holistic health and lifestyle psychology	CLO 4	03
Unit 5: Applications of Indian Psychology		
Positive psychology in Indian context. Leadership and decision-making (Bhagavad Gita insights). Emotional intelligence in Indian thought. Relevance in modern counseling and therapy	CLO 5	03
Total Hours		15

Learning resources

Textbooks:

- Exploring Indian Knowledge Systems: A Comprehensive Resource – Prof. V. Ramanathan (IIT BHU)
- What Indian Knowledge Systems is all about – Gautam R. Desiraju (IISc Bangalore)

Reference Books:

- *The Wonder That Was India* – **A.L. Basham**
- *Indian Knowledge Systems* – Edited academic compilations (UGC/IKS Division resources)

Online Resource

- Indian Knowledge Systems Division <https://www.iksindia.org>
- National Education Policy 2020 <https://www.education.gov.in>

Exploring Indian Knowledge Systems: A Comprehensive Resource

Name of the Program:		MBA		Semester: II		Level: PG	
Course Name		Exploring Indian Knowledge Systems: A Comprehensive Resource		Course Code/ Course Type		VAC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	-	-	1	1	10	20	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				CO1: Explain the foundations and scope of Indian Knowledge Systems. CO2: Describe major Indian philosophical traditions and ideas. CO3: Identify contributions of India in mathematics, science, and astronomy. CO4: Analyze traditional Indian approaches to environment and society. CO5: Relate Indian knowledge systems to modern interdisciplinary applications.			
Course Learning Outcomes (CLO):				CLO1: Recognize key sources and features of IKS. CLO2: Summarize basic Indian philosophical concepts. CLO3: Explain contributions of Indian scholars in science and mathematics. CLO4: Describe traditional ecological and health knowledge systems. CLO5: Connect IKS concepts with contemporary global challenges.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Foundations of Indian Knowledge Systems		
Meaning, scope, and evolution of IKS Sources of Indian knowledge: Vedas, Upanishads, Sutras Concept of knowledge in Indian tradition Holistic and interdisciplinary nature of IKS	CLO 1	3
Unit 2: Indian Philosophy & Thought Systems		
Schools of Indian philosophy (Nyaya, Vaisheshika, Sankhya, Yoga, etc.) Concepts of Dharma, Karma, and Moksha Logic and reasoning in Indian tradition Ethical and value-based systems	CLO 2	03
Unit 3: Science, Mathematics & Astronomy in India		
Ancient Indian mathematics and numerals Contributions of Aryabhata, Bhaskara, and others Indian astronomy and calendar systems	CLO 3	03

Scientific reasoning in classical texts		
Unit 4: Indian Knowledge in Society, Environment & Life Sciences		
Traditional ecological knowledge Ayurveda and health sciences (basic introduction) Water management and sustainability practices Indigenous technologies and environmental balance	CLO 4	03
Unit 5: Applications & Contemporary Relevance of IKS		
IKS in modern education and research Indian knowledge in AI, computing, and design thinking Role of IKS in sustainable development Integrating traditional knowledge with modern innovation	CLO 5	03
Total Hours		15

Learning resources

Textbooks:

- Exploring Indian Knowledge Systems: A Comprehensive Resource – Prof. V. Ramanathan (IIT BHU)
- What Indian Knowledge Systems is all about – Gautam R. Desiraju (IISc Bangalore)

Reference Books:

- *The Wonder That Was India* – **A.L. Basham**
- *Indian Knowledge Systems* – Edited academic compilations (UGC/IKS Division resources)

Online Resource

- Indian Knowledge Systems Division <https://www.iksindia.org>
- National Education Policy 2020 <https://www.education.gov.in>

SKILLS ENHANCEMENT COURSES

COURSE CURRICULUM -

Business Statistics & Data Analysis

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Business Statistics & Data Analysis		Course Code/ Course Type		SEC	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2		0	2	2	20	30	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of this course are: <ul style="list-style-type: none"> 1. Recall fundamental statistical concepts and techniques. 2. Understand the role of data analysis in business decision-making. 3. Apply statistical tools to analyze business data. 4. Analyze data trends and relationships for managerial insights. 5. Evaluate and interpret statistical results for effective decision-making. 					
Course Learning Outcomes (CLO):		Students would be able to: <ul style="list-style-type: none"> 1. Identify appropriate statistical tools for different business situations. 2. Explain descriptive and inferential statistical techniques. 3. Apply statistical methods to analyze and interpret data. 4. Analyze relationships between variables using statistical models. 5. Evaluate business problems using data-driven decision-making approaches. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Business Statistics		
Meaning, importance, types of data, measurement scales, data collection methods, classification and tabulation of data	CLO 1	6
Unit 2 : Descriptive Statistics		
Measures of central tendency (mean, median, mode), Measures of dispersion (range, variance, standard deviation), Skewness and kurtosis, Data visualization techniques	CLO 2	6
Unit 3 : Probability and Distributions		
Basic probability concepts, rules of probability, probability distributions (Binomial, Poisson, Normal), applications in business decision-making	CLO3	6
Unit 4 : Inferential Statistics		
Sampling techniques, estimation, hypothesis testing (t-test, z-test, chi-square test), confidence intervals, errors in hypothesis testing	CLO4	6
Unit 5 : Data Analysis Techniques		

Correlation and regression analysis, Time series analysis (trend and seasonal variations), Introduction to data analytics tools (Excel/SPSS), interpretation of results for business decisions	CLO5	6
Total Hours		30 hours

Textbooks:

1. Anderson, Sweeney & Williams – *Statistics for Business and Economics*, Cengage
2. Levin & Rubin – *Statistics for Management*, Pearson
3. Gupta, S. P. – *Statistical Methods*, Sultan Chand

Reference Books:

1. Keller, G. – *Statistics for Management and Economics*, Cengage
2. Newbold, Carlson & Thorne – *Statistics for Business and Economics*, Pearson
3. Black, K. – *Business Statistics*, Wiley

Online Resources / E-Learning:

1. NPTEL – Business Statistics
2. Coursera – Data Analysis and Statistical Inference
3. Khan Academy – Statistics and Probability

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Introduction to financial Markets		Course Code/ Course Type		SEC	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorials	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				<ul style="list-style-type: none"> 11. Explain the structure and role of financial markets in the economy. 12. Describe market operations, trading mechanisms, and financial service platforms. 13. Examine financial regulations, compliance requirements, and ethical standards. 14. Apply financial analysis and valuation techniques to financial instruments. 15. Evaluate global financial markets, risks, crises, and emerging opportunities. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> 11. Identify different types of financial markets, products, and instruments. 12. Explain trading processes, clearing, settlement, brokers, mutual funds, and FinTech services. 13. Analyze the role of regulatory bodies and compliance frameworks in financial markets. 14. Use fundamental analysis, technical analysis, valuation methods, and portfolio concepts. 15. Assess international markets, exchange rate mechanisms, global crises, and emerging market opportunities. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Financial Markets, Products & Instruments		
Overview of Financial Markets, Classification of Financial Markets: Money Market vs. Capital Market, Primary and Secondary Markets, Role of Financial Markets in the Economy.	1	9

Equity Instruments: Stocks, Preferred Shares, Debt Instruments: Bonds, Treasury Bills, Derivatives: Futures, Options, Swap, Hybrid Instruments: Convertible Securities		
UNIT II Market Operations and Trading Mechanism		
Stock Exchanges and Trading Platforms, Order Types and Trade Execution, Clearing and Settlement Process, Role of Brokers and Market Makers. Asset Management and Mutual Funds, FinTech and Digital Financial Service.	2	9
UNIT III Regulatory Framework and Compliance		
Key Regulatory Bodies: SEC, CFTC, RBI, SEBI, etc., Major Financial Regulations: Dodd-Frank Act, MiFID II, Basel III, Anti-Money Laundering (AML) and Know Your Customer (KYC) Requirements, Ethical Standards in Financial Services.	3	9
UNIT IV Financial Analysis and Valuation		
Fundamental Analysis: Financial Statements, Ratios, Technical Analysis: Charts, Indicators, Valuation Methods: DCF, Comparable Companies Analysis, Precedent Transactions. Portfolio Management: Portfolio Theory and Asset Allocation, Risk and Return Analysis, Portfolio Performance Evaluation, Behavioral Finance and Investor Psychology	4	9
UNIT V Global Financial Markets		
International Financial Markets and Instruments, Foreign Exchange Markets and Exchange Rate Mechanisms, Global Financial Crises: Causes and Consequences, Emerging Markets and Opportunities	5	9
Total Hours :		45

Learning resources

Textbooks:

- NSE Academy, NCFM -Financial Markets: Basic and Advanced Module, Mumbai
- M. Y. Khan, Indian Financial System, McGraw Hill Education, 2019
- Financial Markets and Institutions" by Frederic S. Mishkin and Stanley G. Eakins
- Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus

Reference Books:

- Options, Futures, and Other Derivatives" by John C. Hull
- Fundamentals of Financial Management" by James C. van Horne and John M. Wachowicz Jr.
- The Intelligent Investor" by Benjamin Graham

Online Resources/E-Learning Resources

- Basics of NSMART Tool
- NSMART Workspace setup Functionalities
- NSMART Query - NSMART Trading
- NSMART Cash settlement & reports
- NSMART LIVE Trading

Case Study

- **Case study1:** Analyse the causes, key players, regulatory failures, and the aftermath of the 2008 financial crisis and study the rise and fall of internet companies in the late 1990s and early 2000s, focusing on investor behavior and market speculation.
- **Case study 2:** Investigate the financial fraud and accounting irregularities that led to Enron's collapse and discuss the role of auditors and regulatory bodies and explore the factors leading to the bankruptcy of Lehman Brothers and its impact on the global financial system. Non-Confidential
- **Case Study 3:** Study the development and growth of Exchange-Traded Funds (ETFs), their impact on markets, and their advantages over traditional mutual funds.
- **Case study 4:** Analyse the rise of FinTech companies, focusing on innovations like peer-to-peer lending, robo-advisors, and blockchain technology.
- **Case Study 5:** Discuss the ethical issues surrounding the creation and marketing of complex financial products and Analyze the ethical lapses and organizational culture that led to the creation of fake accounts at Wells Fargo.

Banking and Finance

Name of the Program:		BBA		Semester : I		Level: UG	
Course Name		Banking and finance		Course Code/ Course Type		SEC	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				<ul style="list-style-type: none"> 16. Understand the fundamentals, types, and functions of banking and insurance. 17. Explain advanced banking products, services, and customer-specific financial solutions. 18. Analyze digital banking products, technology-driven services, and associated risks. 19. Apply insurance and risk management concepts to different life and business situations. 20. Evaluate treasury management practices and financial risk management strategies. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> 16. Identify different types of banks, banking functions, regulatory concepts, and basic insurance policies. 17. Describe retail banking, corporate banking, NRI services, HNI services, wealth management, and financial planning. 18. Examine digital banking channels, payment systems, ATMs, mobile banking, internet banking, frauds, and value-added services. 19. Select suitable insurance products and explain claim procedures, risk coverage, and insurance intermediaries. 20. Assess liquidity management, foreign exchange risk, hedging, regulations, technology, and treasury best practices. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Fundamentals of Banking and Insurance		



Concept; Definition of Banking; Types of banks - Commercial Banks, Small Finance Banks, Payments Banks; Public Sector Banks, Private Sector Banks, Foreign Banks, Regional Rural Banks; Functions of banking – deposits, lending and investments; Reserve Bank of India and its role as the banking regulator; Key policy rates – Bank Rate, Repo Rate, Reverse Repo Rate, Marginal Standing Facility (MSF); Banking Regulation Act, 1949. Bank-Customer Relationship, NPA and Securitization, Understanding a Bank's Financials, Regulatory Framework, Overview of Insurance, Types of Insurance Policies.	1	9
UNIT II Advance Banking and Insurance		
Difference between Retail Banking and Corporate Banking; Products offered under retail banking; Payment and settlement services – paper-based and electronic payments; Definition of NRI; Various account services provided to NRI; Definition of High Networth Individuals (HNIs); Portfolio Management Services (PMS) & Wealth Management; Concept of Financial planning and the steps involved in financial planning.	2	9
UNIT III Digital Banking and Value-added Services		
Introduction to digital banking products- cards– EMV Technology such as Tap and Go, NFC, - ATMs, ATM Network Planning such as Onsite & Offsite, Security & Surveillance, Cash Deposit Machines (CDR)– Cash Re-cyclers Overview – Mobile Banking - Internet Banking,– POS terminals - Profitability Risk Management and Frauds, Back End Operations and Technology for ATMs, CDRs, POS, Cash Recyclers, IMPS, Mobile Banking, Internet Banking, Banking Mobile, Banking Payments System, Digital Disruption and New Technologies, e-Locker, iMobile and other Value Added Services.	3	9
UNIT IV Insurance and Risk Management		
Introduction to Insurance, Fundamentals of Risk Management, need for insurance; Concept of Risk; Various types of risk; Types of insurance products – Life, Non-life and Medical; Life insurance products – Pure Risk policies & Investment policies; non-life insurance products – Fire, Burglary, Marine, Vehicle, Accident, Travel/Transit; Medical Insurance – need and significance; Insurance claims and the processes involved; Actuarial services. Insurance Contract Terminology Elements and Principles, General Insurance, Personal and Liability Insurance, Financial Planning and Life Insurance, Insurance Intermediaries.	4	9
UNIT V Treasury Management		
Treasury Management: Meaning; Functions of Treasury Management; Financial Risk Management; Liquidity Management – Accounts Receivable/Payables (AR/AP), Order to Cash (O2C); Regulations & Technology; Foreign Exchange & Hedging FX risk; Best practices	5	9
Total Hours :		45

Learning resources

Textbooks:

- Principles & Practice of Banks, M/S Macmillan India Ltd
- Indian Banking, S Natrajan & Dr. R Parmeshwaram

- Banking Principles & Operations, M.N.Gopinath Digital banking, Indian Institute of Banking & Finance, Taxmann, 2019
- Retail and Digital Banking: Principles and Practise, John Henderson

Reference Books:

- The Digital Banking Revolution audiobook: How financial technology companies are rapidly transforming the traditional retail banking industry through disruptive innovation. Luigi Wewege, Narrated by Jim Cassidy, Sept 2017
- Digital Bank: Strategies to launch or become a digital bank, Chris Skinner
- R. Cooper, "Corporate Treasury and Cash Management", 2003, Palgrave Macmillan UK

Online Resources/E-Learning Resources

Case Study

Case Studies:

Case study 1: Visit the Websites of five different Insurance Companies Offering Life Insurance. Get details on the Various Policies Offered by them.

Case Study 2: Prepare a Comprehensive Report for each of these Banks Covering the following

- Retail Banking products (one Asset Product and one Liability Product) are best suited for people in different stages of the life cycle.
- Five client categories to be selected:
 - (a) A young executive who has just joined the job after studies.
 - (b) A young housewife with 1 small child.
 - (c) A middle-aged middle level Senior Executive in a Private Firm having two school going children and dependent parents.
 - (d) An elderly lady staying alone with no dependents, and
 - (e) A member of the armed forces in mid 30s.
- Based on the data which you give in the above, justify your selections for each of them.
- List the documents to be submitted by the customers for applying for each product. You can obtain sample forms from any of the banks as you think appropriate.
- Explain the operational details for each of the products

Case study 3: Prepare a Comprehensive Report for each of these Companies Covering the following:

- Insurance products best suited for the different life stages – take five examples like young executive having joined job after studies, young married woman with one small child, middle aged man having two school going children and one dependent parent, Elderly lady staying alone with no dependents, member of the armed forces in mid 30s.
- From the chart above, recommend the best suited life insurance policy to each of them.
- List the documents to be submitted for applying for each type of insurance and help them fill out the application form. You can obtain sample application forms from the relevant insurance company.
- Explain the claims procedure along with requirements for claiming insurance at the time of occurrence of the insured event.

Projects List:

Project 1: An employee of a public enterprise injured during the maintenance of public service, The victim or his/her dependent reaches an agent (You) for settlement of claims in respect of compensation on Permanent disability accompany them.

Project 2: Collect cases on outlier claims of 3 different insurance companies

Project 3: Customers as a parent asking for the most suitable policies for their girl child for her potential college and marriage expenses as an agent you need to provide a suitable government scheme by comparing capital premium pricing among all the policies available and accompany them throughout the procedures

Project 4: You are the Territory manager of a renowned Insurance Company. A construction company owner wants to take policy for his site workers. What policy will you suggest to him and what details you will collect from him? (Submit the Filled Application Form of any company also mention the features of the policy)

Project 5: Create a new product with a combination of savings and life cover and also need to have the features of an innovative value proposition.

Project 6: Analyzing the Impact of Fintech on Traditional Indian Banking: Assess how Fintech startups are disrupting and influencing traditional banking models in India. Identify potential challenges and opportunities for collaboration.

Project 7: Financial Inclusion in Rural India: Assessing the Role of Microfinance Institutions: Evaluate the effectiveness of microfinance institutions in promoting financial inclusion and economic development in rural India.

Project 8: Adoption of Digital Payments in India: Trends and Challenges: Analyze the growth and barriers to adoption of digital payment methods like UPI, wallets, and mobile banking in India