K.R. MANGALAM UNIVERSITY

THE COMPLETE WORLD OF EDUCATION

SCHOOL OF MANAGEMENT AND COMMERCE

(SOMC)

Programme Handbook

(Programme Study and Evaluation Scheme)

Bachelor of Commerce

(B. Com)

Programme Code: 21

FOUR YEAR UNDERGRADUATE PROGRAMME

As per National Education Policy 2020

(Multiple Entry and Exit in Academic Programmes)

(with effect from 2024-25 session)

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

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1. Preface

Introduction

The K.R. Mangalam Group has made a name for itself in the field of education. Over a period of time, the various educational entities of the group have converged into a fully functional corporate academy. Resources at KRMU have been continuously upgraded to optimize opportunities for the students. Our students are groomed in a truly inter-disciplinary environment wherein they develop integrative skills through interaction with students from engineering, management, journalism and media study streams.

The K.R. Mangalam story goes back to the chain of schools that offered an alternative option of world-class education, pitching itself against the established elite schools, which had enjoyed a position of monopoly till then. Having blazed a new trail in school education, the focus of the group was aimed at higher education. With the mushrooming of institutions of Higher Education in the National Capital Region, the university considered it very important that students take informed decisions and pursue career objectives in an institution, where the concept of education has evolved as a natural process.

K.R. Mangalam University was founded in the year 2013 by Mangalam Edu Gate, a company incorporated under Section 25 of the Companies Act, 1956.

Uniqueness of KRMU

i. Enduring legacy of providing education to high achievers who demonstrate leadership in diverse fields.
ii. Protective and nurturing environment for teaching, research, creativity, scholarship, social and economic justice.

Education Objectives

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

v. To provide job oriented professional education to the student community with particular focus on Haryana.

2. Categories of Courses

Major: The major would provide the opportunity for a student to pursue in-depth study of a particular subject or discipline.

Generic Electives: Generic Electives enable B. Com students to broaden their academic experience beyond their primary major. By choosing courses from areas of specialisations including – Marketing, Human Resources Management and Analytics, this allows students to explore areas which are related to commerce and can enrich their career options.

These electives are valuable for fostering multidisciplinary understanding, promoting versatility, and providing students with complementary skills and perspectives.

Multidisciplinary (Open Elective): These courses are intended to broaden the intellectual experience and form part of liberal arts and science education. These introductory-level courses may be related to any of the broad disciplines given below:

- Natural and Physical Sciences
- Mathematics, Statistics, and Computer Applications
- Library, Information, and Media Sciences
- Commerce and Management
- Humanities and Social Sciences

A diverse array of Open Elective Courses, distributed across different semesters and aligned with the categories, is offered to the students. These courses enable students to expand their perspectives and gain a holistic understanding of various disciplines. Students can choose courses based on their areas of interest.

Ability Enhancement Course (AEC): Students are required to achieve competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills. The courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, that help students articulate

their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity.

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

Value-Added Course (VAC): The Value-Added Courses (VAC) are aimed at inculcating Humanistic, Ethical, Constitutional and Universal human values of truth, righteous conduct, peace, love, non-violence, scientific and technological advancements, global citizenship values and life-skills falling under below given categories:

- Understanding India – Indian Knowledge Systems
- Environmental Science/Education
- Digital and Technological Solutions
- Health & Wellness, Yoga education, Sports, and Fitness

3. University Vision and Mission

3.1 Vision

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

3.2 Mission

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

4. About the School of Management and Commerce

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

5. School Vision and Mission

Vision

To be a Top Business School in India recognized Globally for Excellence and Innovation in Management Education and Research

Mission

The mission of the Business School is to:

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

6. About the Programme

The Bachelor of Commerce programme is designed to provide students with a broad understanding of commerce, business practices, and economic principles. This undergraduate program focuses on equipping students with essential skills in areas such as accounting, finance, management, and economics, offering a solid foundation for various careers in business and finance.

The B.Com programme is structured to provide flexibility and breadth in learning, allowing students to explore a wide range of subjects within commerce. It prepares students for entry-level positions in business and equips them with the

knowledge required to pursue advanced studies or professional certifications in areas such as accounting, finance, and management. Through a combination of theoretical knowledge and practical application, the program aims to develop well-rounded graduates who are ready to meet the demands of the dynamic business environment.

6.1 Definitions

- **Programme Educational Objectives (PEOs)**

  Programme Educational Objectives of a degree are the statements that describe the expected achievements of graduates in their career, and what the graduates are expected to perform, achieve and how will they conduct professionally during the first few years after graduation.

- **Programme Outcomes (POs)**

  Programme Outcomes are statements that describe what the students are expected to know and would be able to do upon the graduation. These relate to the skills, knowledge, and behavior that students acquire through the programme.

- **Programme Specific Outcomes (PSOs)**

  Programme Specific Outcomes are statements about the various levels of knowledge specific to the given program which the student would be acquiring during the program.

- **Credit**

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

6.2 Programme Educational Objectives (PEOs)

After the course, the students will be able to:

PEO1: Lead teams in a dynamic business environment.
PEO2: Develop predictive models for evolving financial markets.
PEO3: Contribute to the development of audit processes by conducting research.
PEO4: Integrate sustainability & ethics in decision making ensuring inclusivity and compassion.
PEO5: Practice responsible global citizenship by exhibiting environmental and social accountability.
PEO6: Exhibit skills and attitude to be a lifelong learner.

6.3 Programme Outcomes (POs)

PO1: Apply conceptual knowledge to real life national and global economic scenarios

PO2: Analyse corporate disclosures and annual financial reports
PO3: Decipher reasons and repercussions of macroeconomic policies on individuals and corporate sector
PO4: Assess the technical and technological evolution of financial services and products in emerging financial markets
PO5: Communicate and negotiate to collaborate, coordinate and lead multicultural teams
PO6: Practice responsible global citizenship by considering the social and environmental impact of economic and business decisions.
PO7: Imbibe lifelong learning skills for continuous improvement.
PO8: Contribute to theory and practice by conducting pure and applied field research

6.4 Programme Specific Outcomes (PSOs)

After the course the students will be able to:

PSO1: Applying the conceptual knowledge of economics and financial markets to real life conditions
PSO2: Analysing the corporate reports and disclosures to decipher corporate value
PSO3: Analysing the corporate responsibility towards environment, society & governance
PSO4: Assessing innovations in financial products and services to cater to emerging financial markets
PSO5: Communicating effectively to create, build & lead global teams
PSO6: Demonstrating continuous improvement through lifelong learning

6.5 Career Avenues

A B. Com programme opens up a wide range of career avenues for graduates. Here are some potential career paths that graduates can pursue:

- Research Analyst
- Data Analyst
- Business Consultant
- Market Researcher
- Financial Analyst
- Policy Analyst
- Academic Researcher
- Entrepreneurship

These are just a few examples of the career avenues available to B.Com (P) graduates. The program equips students with a strong academic foundation, research skills, and analytical abilities, making them well-suited for various roles in commerce, business, and research-oriented fields.

6.6 Duration - The duration of this programme is three years (six semesters).

6.7 Criteria for award of degree:

B.com: 50+45+43= 138 credit in six semesters in three years.

7. Education Philosophy and Purpose:

- **Learn to Earn a Living:**
  At KRMU we believe in equipping students with the skills, knowledge, and qualifications necessary to succeed in the job market and achieve financial stability. All the programmes are tailored to meet industry demands, preparing students to enter specific careers and contributing to economic development.
- **Learn to Live:**
  The university believes in the holistic development of learners, fostering sensitivity towards society, and promoting a social and emotional understanding of the world. Our aim is to nurture well-rounded individuals who can contribute meaningfully to society, lead fulfilling lives, and engage with the complexities of the human experience.

➢ University Education Objective: Focus on Employability and Entrepreneurship through Holistic Education using Bloom's Taxonomy

By targeting all levels of Bloom's Taxonomy—remembering, understanding, applying, analysing, evaluating, and creating—students are equipped with the knowledge, skills, and attitudes necessary for the workforce and entrepreneurial success. At KRMU we emphasize on learners critical thinking, problem-solving, and innovation, ensuring application of theoretical knowledge in practical settings.This approach nurtures adaptability, creativity, and ethical decision-making,enabling graduates to excel in diverse professional environments and to innovate in entrepreneurial endeavours, contributing to economic growth and societal well-being.

➢ **Importance of Structured Learning Experiences**

A structured learning experience (SLE) is crucial for effective education as it provides a clear and organized framework for acquiring knowledge and skills. By following a well-defined curriculum, teaching-learning methods and assessment strategies, learners can build on prior knowledge systematically, ensuring that foundational concepts are understood before moving on to more complex topics. This approach not only enhances comprehension but also fosters critical thinking by allowing learners to connect ideas and apply them in various contexts. Moreover, a structured learning experience helps in setting clear goals and benchmarks, enabling both educators and students to track progress and make necessary adjustments. Ultimately, it creates a conducive environment for

sustained intellectual growth, encouraging learners to achieve their full potential. At K.R. Mangalam University SLE is designed as rigorous activities that are integrated into the curriculum and provide students with opportunities for learning in two parts:

- Inside classroom (cognitive outcome, student centric learning, methods, approach, tools and techniques)
- Outside classroom (People skills and psychomotor skills comprising of various types of activities in industry, community and labs)

Educational Planning and Execution: What, when and how learning will happen

The B. Com Programme follows a structured academic calendar, ensuring a balanced progression of coursework, and research components over six semesters. The faculty comprises a mix of experienced academic professionals and industry experts, ensuring students receive both theoretical knowledge and practical insights. Student performance is closely monitored through continuous assessments, project reviews, and faculty mentorship. Regular feedback is collected to identify areas for improvement, and corrective measures, such as supplementary workshops or tutorials, are implemented as needed. The program is designed for continuous improvement, with updates to the curriculum based on industry trends, student feedback, and evolving market demands, ensuring relevance and quality.

Entry Phase

Upon entry, students are introduced to the fundamental concepts of commerce, business, and economics in the Bachelor of Commerce programme Orientation sessions focus on familiarizing students with the core principles of financial systems, markets, and the ethical responsibilities of business professionals. This initial phase highlights the importance of acquiring knowledge not only as a tool for career success but as a means to contribute positively to the broader economic and social landscape.

Core Learning

As student progress in the Bachelor of Commerce programme, they delve deeper into both theoretical and practical aspects of commerce and business. Courses on financial analysis, corporate governance, and strategic management equip

students with essential skills for their future careers. Practical case studies, internships, and industry collaborations emphasize the connection between learning and career success, while also fostering a strong sense of ethical responsibility, leadership, and personal development. We have a strong students' support system in terms of differential learning (slow & fast learning), mentor-mentee system and personal counselling thereby ensuring students move up on the learning curve.

Skill Development

The Bachelor of Commerce programme places a strong emphasis on developing versatile skills—financial analysis, critical thinking, problem-solving, and business communication—essential for a successful career in commerce and business. Through collaborative projects, industry visits, internships, and networking opportunities, students gain practical experience and build teamwork and leadership skills. These competencies are vital not only for professional success but also for fostering meaningful connections and relationships in their personal and professional lives. Learn teamwork and communication, vital not just for professional success but also for fostering meaningful relationships in their personal lives.

Ethics and Values

The programme places a strong emphasis on ethics, values, and a code of conduct. Students are encouraged to embody professionalism and integrity in their work, preparing them to be responsible communicators and active citizens.

Career Counselling and Entrepreneurship

Career counselling services provide guidance on job placements, internships, and skill development, helping students navigate their career paths. Additionally, the university's incubation centre fosters entrepreneurial and leadership qualities, encouraging students to explore innovative ideas and start their ventures.

- **Course Registration -** Major and Generic Elective Selection – Every student has to register at the beginning of each semester for the courses offered in the given semester. Major courses are registered centrally for the students.

However, for other multidisciplinary courses (Generic Elective, Discipline Specific Elective) the students have to register by themselves through ERP.

- **Internships/Projects/Dissertations/Apprenticeships** – Students need to do a summer internship after the second and fourth semesters, which carries 2 credits each, duration being 4-6 weeks per internship, during the summer breaks.

- **Student Support Services**

  - Mentor-Mentee Every student is allotted a Mentor or ensuring that they get an opportunity to share their academic concerns and grievances. Mentor ensures that the issues raised by the student are resolved to the satisfaction of the student.
  - Counselling and Wellness Services -To take care of the emotional needs of the students, there is a Counselling office where students can share their personal problems and get resolutions.
  - Career Services and Training – The University runs Coaching classes for Entrance Tests for higher education including – CAT, MAT, IELTS, TOEFL etc.

- **Assessment and Evaluation**
  - Grading Policies and Procedures for theory courses, practical courses, projects, Internships, Dissertation – Assessment details are provided with all the courses individually.
  - Feedback and Continuous Improvement Mechanisms – continuous feedback is a part of the learning process, and faculty uses every class to monitor the learning of the students
  - Academic Integrity and Ethics - Academic integrity is one of the most essential aspects of the learning process. Every submission from the student is processed through Drill Bit to ensure its content is not plagiarized. The upper limit of copied content accepted as submissions is 10%. All submissions have plagiarism below 10%.

Scheme of Studies

B. Com Semester-I							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**
1	Major-I	MCBA101	Principles of Management	3	0	0	3
2	Major-II	MCBA103	Micro Economics	3	0	0	3
3	Major-III	MCBA105	Financial Accounting and Reporting	3	0	0	3
4	Major-IV	MCBA107	Business Mathematics	3	0	0	3
5	Major-V	MCBM101	Company Law	3	0	0	3
6	Major-VI	MCBM109	Indian Financial System	3	0	0	3
7	Generic Elective-I	MCBA109/ MCSP102/ MCBA113	Fundamentals of Marketing/ Emotional Intelligence / Business Analytics	3	0	0	3
8	VAC-I (MOOC)	VAC183	Indian Knowledge System	0	0	0	2
Total				**21**	**0**	**0**	**23**
B. Com Semester-II							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**
1	Major-VII	MCBM102	Analysing Cost for Managerial Decision Making	3	0	0	3
2	Major-VIII	MCBA108	Economics Environment and policy	3	0	0	3
3	Major-IX	MCBA204	Introduction Financial Management	3	0	0	3
4	SEC-I	SEC	Business Statistics	3	0	0	3
5	OE-I	From Electives	Open Elective I	3	0	0	3
6	SEC-II	SEC026	MS Excel for Business	1	0	1	3
7	VAC-II	VAC	VAAC-II (MOOC)	0	0	0	2
8	Generic Elective-II	MCBA205 /MCBA201 /MCBM108	Sales and Distribution Management / Managing Contemporary Human Resources / Data Visualisation Using Tableau	3	0	0	3

9	Major-X	MCBM106	Investment Banking	3	0	0	3
10	CS	CS001	Club/Society	0	0	1	1
Total				**22**	**1**	**1**	**27**
Summer Internship-I							
B. Com Semester-III							
S. No.	**Category of Course**	**Course Code**	**Course Title**	**L**	**T**	**P**	**C**
1	Major-XI	MCSP114	Fin Tech	3	0	0	3
2	Generic Elective-III	MCSP127 / MCBM215 / MCSP831	Services Marketing / Competency Development / Predictive Analytics	3	0	0	3
3	Major-XII	MCBM211	Banking in India	3	0	0	3
4	SEC-III	SEC063	Advanced Excel	0	0	1	2
5	AEC-I	AEC006	Verbal Ability	3	0	0	3
6	OE-II	OE	Project Management	3	0	0	3
7	INT/PROJ	SIMC001	Summer Internship / Research Project	0	0	0	2
8	VAC-III	VAC	GST and E Filing	2	0	0	2
9	CS	CS002	Community Service	0	0	1	1
Total				**17**	**1**	**1**	**22**
B. Com Semester-IV							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**
1	Major-XIII	MCBA102	Individual and Organizational Behaviour	3	0	0	3
2	Major-XIV	MCBA202	Research Methodology for Business	3	0	0	3
3	Major-XV	MCBM204	Corporate Accounting	3	0	0	3
4	Major-XVI	MCBM210	Investment Management	3	0	0	3
5	SEC-IV	SEC	Introduction to Power BI, Python and SQL	0	0	1	2
6	OE-III		Open Elective II	3	0	0	3
7	Generic Elective-IV	MCSP121 / MCBM212 / MCSP830	Advertising & Sales Promotion / Industrial Relations & Labour Laws / Managing big data	3	0	0	3
8	AEC II	AEC007	Communication and Personality Development	3	0	0	3

Total				**21**	**0**	**1**	**23**
Summer Internship II							
B. Com Semester-V							
S. No.	**Category of Course**	**Course Code**	**Course Title**	**L**	**T**	**P**	**C**
1	Major-XVII	MCBM301	Understanding Direct Tax Framework	3	0	0	3
2	Major-XVIII	MCBM309	Derivatives	3	0	0	3
3	Major-XIX	MCBA111	Commercial Laws	3	0	0	3
4	Major-XX	MCBA303	General Awareness for Business	1	0	1	3
5	AEC-III	AEC009	Arithmetic and Reasoning Skills-II	3	0	0	3
6	Major-XXI	MCBM403	Valuation of Fixed Income Securities	3	0	0	3
7	Major-XXII	MCBA305	AI Tools for Business	1	0	1	3
8	INT/PROJ	SIMC002	Summer Internship / Research Project	0	0	0	2
Total				**19**	**0**	**1**	**23**
B. Com Semester-VI							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**
1	Major-XXIV	MCBA302	Strategic Management	3	0	0	3
2	Major-XXIII	MCBM312	Business Valuation: Contexts and Methods	3	0	0	3
3	Major-XXIV	MCBM302	Financial Modelling	3	0	0	3
4	Major-XXV	MCBM310	Basics of Actuarial	3	0	0	3
5	Major-XXVI	MCBM306	Basics of Econometrics	3	0	0	3
6	Major-XXVII	MCBM402	Personal Investment Management	4	0	0	4
7	Major-XXVIII	MCBA306	Negotiation	2	0	0	2
Total				**20**	**0**	**0**	**20**

SEMESTER I

SEMESTER I					
Course Code: MCBA101	**Course Title: Principles of Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of management principles**				

Course Perspective: This program aims to train the students on professional skills and aptitude needed to perform in business organisations. To appreciate the program contents, students must understand the functioning of the organisations. This course aims to give students a fundamental understanding of the functioning of a business organisation and hence it is a necessary part of the program structure.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** Hierarchy and function in an organisation.	L2
CO2	**Analysing** the need for authority and delegation in an organisation.	L3
CO3	**Analysing** the decentralization for smooth operation in an organisation.	L3
CO4	**Applying** different leadership styles and diverse theories of motivation, engagement and appraisals.	L4
CO5	**Evaluating** the evolutionary changes in practices of management adopted in modern organization.	L5

Course Content

Unit I	**Introduction**	**9 Hours**
Concept, Nature, Process and Significance of Management, Management Types and Management Skills; Conceptual Skills, Human Skills, Technical Skills, Vertical Differences, Horizontal Differences, The Evolution of Management; Classical Perspective, Humanistic Perspective- Scientific Management, Bureaucratic Management, Administrative Management, Early Advocates, Human Relations Management, Human Resource Perspective.		
Unit II	**Planning & Organization**	**12 Hours**
Nature, Scope and Objectives of Planning; Planning and Goal Setting overview, Operational Planning (Management by Objectives), Innovative approaches to Planning. Strategy formulation and Implementation; Strategic Management Process SWOT Analysis, Corporate Level Strategy- BCG Matrix, Decision Making- Types of Decisions and Problems, Decision Making Models, Decision Making Steps, Decision making theories: Bounded Rationality Decision Making Theory, Vroom-Yetton Decision Making Theory, Intuitive Decision-Making Theory, Designing Adaptive Organizations, Change and Innovation, Human Resource Management		
Unit III	**Leading**	**12 Hours**
Dynamics of Behaviour in Organisations- Attitudes, Perception, Personality and Behaviour, Emotions, Managing Yourself, Stress and Stress Management. Leadership- From Management to Leadership, Followership, Powerand Influence, Leadership theories: "Great Man" Theories, Trait Theories,Contingency Theories, Behavioural Theory, Participative Theory, Transactional Theory, Relational Theory. Motivation; Content Perspective on Motivation: ERG Theory, A Two Factor Approach to Motivation, Motivational Theories: Maslow's need hierarchy theory, Herzberg's 2 factor theory, McClelland's theory of needs, Vroom's expectancy theory, Communication, Teamwork: Managing Team Conflict		
Unit IV	**Controlling**	**12 Hours**
Quality and Performance: Feedback Control Model, Budgetary Control, Financial Control, The Changing Philosophy of Control, Total Quality Management, Trends in Quality and Financial Control,360-degree feedback.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. Students will learn principles of management

in the class with the learning by doing method. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. New Era of Management. Author, Richard L. Draft Edition, 11. Publisher, South-Western Cengage Learning, 2014.
2. Robbins, Stephen P., Coulter, Mary K. Management. 15th Ed Upper Saddle River, New Jersey: Pearson, 2021

Suggested Readings

1. Koontz, Cannice and Weihrich (2014). Management- A Global, Innovative and Entrepreneurial Perspective (14th Edition). New Delhi: Tata McGraw Hill Publishing Company.
2. Stoner, Freeman and Gilbert Jr. (2013). Management (6th Edition). New Delhi: Pearson Prentice Hall of India.
3. Chopra R. K., Mohan Puneet, & Sharma Vandana (2010). Principles & Practices of Management. New Delhi: Sun India Publication.
4. Tripathi P. C. & Reddy P. N. (2015). Principles & Practices of Management (5th Edition). New Delhi: Tata McGraw Hill Publishing House.
5. Gupta, C.B (2016). Management Concepts and Practices. New Delhi: Sultan Chand and Sons.

Open Educational Resources (OER)

1. Enrol in online courses or Massive Open Online Courses (MOOCs) offered by reputable platforms like Coursera, edX, or Udemy.
2. Study and analyse real-world case studies that showcase the application of management theories and concepts.
3. Engage in online forums and discussion groups focused on management topics.
4. Read business magazines and publications like Harvard Business Review, Forbes, or The Economist.

Evaluation Scheme

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

SEMESTER I					
Course Code: **MCBA103**	**Course Title: Micro Economics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Micro Economics**				

Course Perspective

This microeconomics course aims to equip students with a comprehensive understanding of microeconomic principles and their practical applications in business contexts. By delving into core concepts such as opportunity costs, time value of money, consumer behaviour, and demand elasticity, students will develop the analytical skills needed to assess market behaviours and make informed decisions. The course emphasizes the importance of production theories, cost analysis, and pricing strategies across various market structures, fostering strategic decision-making and problem-solving abilities. Through an in-depth

exploration of market dynamics and economic factors, students will gain insights into the forces that drive business performance and sustainability. Ultimately, this course prepares students to apply microeconomic theories to real-world challenges, enhancing their ability to contribute effectively to organizational success and economic development.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Micro Economics.	L2
CO2	**Applying** consumer behavior theories to evaluate demand and consumer choices.	L3
CO3	**Analysing** production theory and differentiating between short-run and long-run production scenarios.	L4
CO4	**Evaluating** cost concepts and developing pricing strategies for various market structures.	L5
CO5	**Evaluating** demand forecasting methodologies and elasticity measures to enhance strategic planning.	L5

Course Content

Unit I	Introduction	5 Hours
Scope of Microeconomics. Analysis of the relevance and practical application of Microeconomics in organizational contexts. Comparative study of Individual vs. Aggregate Economic Analysis. In-depth examination of Opportunity Costs, Time Value of Money, Marginal Analysis, Instrumentalism, Market forces, and Equilibrium states.		
Unit II	**Advanced Consumer Behavior and Demand Analysis**	**8 Hours**
Cardinal Utility Theory: Detailed exploration of Diminishing Marginal Utility and the Law of Equi-Marginal Utility. Ordinal Utility Theory: Comprehensive analysis of Indifference Curves, Marginal Rate of Substitution, Budget Constraints, and Consumer Equilibrium. Rigorous study of Demand Theory, Law of Demand, Distinction between Movements along and Shifts in the Demand Curve.		

Measurement methodologies for Elasticity of Demand, encompassing Income, Cross, Advertising, and Expectation Elasticities. Strategic Demand Forecasting: Objectives, necessity, and advanced methodologies (overview).		
Unit III	**Production Theory**	**12 Hours**
Conceptual and analytical frameworks of Production, including Factors of Production and Production Functions. Differentiation between Fixed and Variable Inputs. Detailed analysis of the Law of Variable Proportions in the short run, and the Law of Returns to Scale in the long run, utilizing Isoquant and Isocost analysis.		
Unit IV	**Cost Analysis and Pricing Strategy**	**15 Hours**
In-depth exploration of Cost concepts and Cost Functions, including Short Run and Long Run Cost analyses. Examination of Economies and Diseconomies of Scope and Scale. Explicit and Implicit Costs, and Private and Social Costs. Advanced Pricing Strategies in various market structures: Perfect Competition, Monopoly.		

Learning Experience: The learning experience in this Microeconomics course is designed to be engaging and participatory, enabling students to actively interact with the material and apply their knowledge in practical situations. Instruction will blend lectures with interactive discussions, case studies, and problem-solving exercises. Students will participate in hands-on learning through assignments that require them to apply microeconomic concepts to analyze real-world scenarios, assess consumer behavior, and evaluate production functions. Group activities and peer reviews will encourage collaboration, allowing students to learn from one another and deepen their understanding. Assessments will include quizzes, case study analyses, and project-based assignments, providing a comprehensive evaluation of student progress. The course instructor will offer additional support and feedback, fostering an environment where students feel comfortable seeking help. This approach will ensure that students grasp microeconomic theories and effectively apply them in their future endeavors.

Textbooks

1. Principles of Microeconomics, 22e, H L Ahuja, S.Chand Publishing (2022 edition)
2. Principles of Economics, N.Georgy Mankiw, South-Western; 3rd edition (1 March 2003)
3. Dwivedi, D.N.; Managerial Economics, Vikas Publishing House.

Suggested Readings

1. Mehta, P. L.; Managerial Economics, Sultan Chand & Sons.
2. Koutsoyiannis, A.; Modern Micro Economics, Macmillan Press Ltd.
3. Salvator,Dominick,Managerial Economics,McGraw-Hill Book Company

Open Educational Resources (OER)

1. https://ocw.mit.edu/courses/economics/14-01-principles-of-microeconomics-fall-2018/
2. https://ocw.mit.edu/courses/economics/14-01-principles-of-microeconomics-fall-2018/lecture-notes/
3. https://apstudents.collegeboard.org/courses/ap-microeconomics

Evaluation Scheme

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

SEMESTER I					
Course Code: MCBA105	**Course Title: Financial Accounting and Reporting**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**1**	**0**	**3**
Category of Course	Major				

Total Contact Hours	45
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial accounting**

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept and standards of financial accounting.	L2
CO2	**Applying** accounting process from recording of transactions to preparation of final accounts.	L3
CO3	**Applying** the various methods of depreciation and inventory costing and control as well as their reporting process.	L3
CO4	**Analysing** the financial statement and the cash flow of a company.	L4
CO5	**Evaluating** contemporary issues in accounting and integrate these advanced concepts into practical and theoretical accounting frameworks.	L5

Course Content

Unit I	Basic Concepts of Accounting & Framework	12 Hours
Basics of Accounting, Financial accounting principles: Meaning and need; Concepts and Conventions of Accounting, Accounting Systems, Measurement of Business income, Revenue recognition, Introduction to Generally Accepted Accounting Principles (GAAP), Accounting standards: Overview of IAS, IFRS. AS and Ind AS.		
Unit II	**Recording of Business Transaction & Preparation of Final Accounts**	**12 Hours**
Accounting Process: Recording of a business transaction, ledgers, preparation of vouchers and Trial Balance, Rectification of Errors, Preparation of Final Accounts: Profit and Loss Account, Balance Sheet with adjustments, Cash Flow Statement.		
Unit III	**Depreciation Accounting & Inventory Valuation**	**12 Hours**
Accounting for Depreciation- Concepts, Methods and Calculation, Changes in depreciation methods and impact on measurement of business income. Inventory valuation through Accounting Standards: LIFO, FIFO, Weighted Average Method, Introduction of Capital and revenue expenditures, Capital and Revenue Receipts, Provisions and Reserves & Deferred Revenue Expenditure.		
Unit IV	**Non-Profit Organization Accounting & Contemporary issues**	**9 Hours**
Non-Profit Organization Accounting: Basic Concepts, Treatment of Subscription and Preparation of Receipts & Payment Accounts and Balance Sheet. Introduction to Contemporary issues in Accounting – Human Resource Accounting, Inflation Accounting, Business Responsibility & Sustainability Reporting (BRSR), Green Washing, Accounting for CSR		

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

Textbooks

1. R. Narayanaswamy. "Financial Accounting: A Managerial Perspective", PHI Learning Pvt. Ltd.

2. Maheshwari, S. N. Financial Accounting. 6th ed., Vikas Publishing House

Refrences Books

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

Open Educational Resources (OER)

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

Evaluation Scheme

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

SEMESTER I					
Course Code: MCBA107	**Course Title: Business Mathematics**	**L**	**T**	**P**	**C**
Version ____	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basic Mathematics				

Course Perspective

This course will introduce business statistics or the application of statistics in the workplace. Statistics is a course in gathering, analysing, and interpreting data. You'll also explore basic probability concepts, including measuring and modeling uncertainty, and you'll use various data distributions, along with the Linear Regression Model, to analyse and inform business decisions

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** and Summarizing data sets using Descriptive statistics.	L2
CO2	**Analysing** the relationship between two variables in given practical situations.	L3
CO3	**Applying the** concept of Correlation-based business problems.	L4
CO4	**Applying the** concept of Regression-based business problems.	L4
CO5	**Evaluating** the relationship between variables for managerial decision problems	L5

Course Content

Unit I:	**Data and Types of Descriptive Analysis**	**9 Hours**
Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Quantitative and Qualitative Data, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary, and Box Plots. Introduction to Big Data: Characteristics and Stages, Application of Central Tendency and Variance Measures in Finance and Economics.		
Unit II	**Correlation and Regression Analysis**	**12 Hours**
Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation – Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, R-square and MSE in Regression, Geometric Interpretation of Regression., Application of Correlation and Regression in Finance and Economics		
Unit III	**Random Variable Analysis**	**12 Hours**
Probability: Meaning and types, Conditional probability, Bayes' theorem, Random Variable: discrete and continuous. Probability Distribution: This means the characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, and Central limit theorem.		
Unit IV	**Introduction to Estimation and Hypothesis Testing**	**12 Hours**
Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Null and Alternate Hypothesis, Parametric and Non Parametric tests, One Tail and Two tail tests, Chi-Square test, Level of Significance, Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.		

Learning Experience:

1. Interactive Lectures: Traditional lectures shall be conducted including interactive presentations to ensure better comprehension of core concepts by learners followed by Q&A sessions. This would also help in maintaining greater student's engagement and.
2. Hands-On Learning: Practical exercises will be used to reinforce theoretical knowledge.
3. Use of abridged cases: Adapted and modified cases from real-world would be discussed to make the concepts easier to understand.

4. Digital Media Resources and LMS: Videos Tutorials and podcasts will be utilised to enhance focus of each student having different learning styles. Use of LMS platform shall be integrated, where course material and assignments shall be uploaded.
5. Continuous and formative Assessments: Regular quizzes and class discussions will be used to gauge understanding and provide timely and continuous feedback.
6. Support and Feedback: The course in-charge will be available for additional support and feedback during scheduled office hours.

Textbooks

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

Suggested Readings

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

Open Educational Resources (OER)

1. **NPTEL, Swayam, Course Era**

Evaluation Scheme

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

SEMESTER I					
Course Code: MCBM101	**Course Title: Company Law**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course covers the fundamental aspects of company law and management. The first unit introduces the concept, characteristics, and types of companies, including their formation, and legal administration. The second unit delves into dividends, accounts, audits, Business Responsibility Reporting, CSR Reporting and Sustainability Reporting. The third unit focuses on the classification, appointment, and roles of directors, key managerial personnel, and board committees. The final unit addresses the company's Oppression, Mismanagement, Corporate Restructuring, and Winding Up.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of company formation, types, board meetings, and the Companies Act, 2013, focusing on regulatory compliance.	L2
CO2	**Applying** dividend distribution processes, auditing principles, and regulatory reporting, including sustainability and corporate governance reports.	L3
CO3	**Analysing** the roles of directors and auditors, identifying their responsibilities, legal duties, and the impact on corporate governance.	L4
CO4	**Evaluating** corporate restructuring, examining cases of oppression, mismanagement, and the tribunal's role in resolving disputes.	L5
CO5	**Creating** strategies for legal compliance during mergers, acquisitions, and winding up, ensuring effective corporate governance.	L6

Course Content

Unit I	**Introduction**	**9 Hours**
Companies Act, 2013: Concept and Characteristics of a Company, Types of companies, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Allotment of securities, Private Placement, Sweat Equity, Bonus issue, Right Issue; ESOP; Shares at premium and discount, buy-back of shares. Structure and Requisites of Valid Board Meetings, Annual General Meeting, Extra Ordinary General Meeting, Convening Meetings, Minutes and Resolutions; Postal ballot; voting through electronic matters; Quorum; Proxy, Latest SEBI rules on IPO and its valuation, Book-Building.		
Unit II	**Dividends, Accounts & Audit**	**12 Hours**
Dividends, Accounts, and Audit: Declaration and Payment of Dividend, Appointment of Auditor, qualification, disqualifications, rotation, removal, duties and responsibilities, Auditors report, Constitution and functions of Audit committee; Business Responsibility and Sustainability Reporting (BRSR); Corporate Governance (CG) Reporting.		
Unit III	**Directors and their Powers**	**12 Hours**
Board of directors, appointment and qualifications of directors; Director Identification Number (DIN); Disqualifications, Removal of directors; Legal positions, Powers, Duties and responsibilities of Additional Director, Alternate Director, Nominee Director, Director appointed by casual Vacancy, Key Managerial Personnel, Managing Director, Manager and Whole Time Director.		
Unit IV	**Oppression, Mismanagement, Corporate Restructuring, and Winding Up**	**12 Hours**
Oppression, Mismanagement, Powers of Tribunal, Provisions related to Compromises, Arrangement and Amalgamations, Concept and Modes of Winding Up; National Company Law Tribunal and Appellate Tribunal: Definitions; Constitution of National Company Law Tribunal; Constitution of Appellate Tribunal; Appeal from orders of Tribunal; Power to punish for contempt; Sarbanes Oxley Act; IPC.		

Learning Experience: The learning process for this course involves a mix of lectures, case studies, role plays, group discussions, and hands-on exercises, ensuring a comprehensive understanding of company law. Initial classes will introduce company formation, board meetings, and compliance processes, reinforced through practical exercises. Real-world case studies will support the analysis of director roles, auditing, and governance practices, while group projects will focus on dividend distribution, audit procedures, and financial reporting. Simulated tribunal hearings and restructuring scenarios will help students apply legal principles to complex corporate issues. Regular quizzes, assessments, and case-based discussions will enhance understanding and prepare students for real-world applications of company law.

Textbooks

1. Chadha R., & Chadha, S. Company Laws. Delhi: Scholar Tech Press.
2. Hicks, A., & Goo, S. H. Cases and Material on Company Law. Oxford: Oxford University Press.
3. Kannal, S., & V.S. Sowrirajan, Company Law Procedure, Taxman"s Allied Services (P) Ltd., New Delhi.

Suggested Readings

1. Kuchhal, M. C., & Kuchhal, A. Corporate Laws. New Delhi: Shree Mahavir Book Depot.
2. Kumar, A. Corporate Laws. New Delhi: Taxmann Publication.
3. Sharma, J. P. An Easy Approach to Corporate Laws. New Delhi: Ane Books Pvt

Open Educational Resources (OER)

1. Corporate & Business Law (English) - ACCA - Course by Udemy- **Access:** https://www.udemy.com/course/acca-f4-corporate-business-law-eng-complete-course/?couponCode=SKILLS4SALEB
2. Davies, Paul. *Introduction to company law*. Oxford University Press, 2020.
3. Das, Subhash Chandra. *Corporate governance in India: An evaluation*. PHI Learning Pvt. Ltd., 2021

Evaluation Scheme

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

SEMESTER I					
Course Code: MCBM109	**Course Title: Indian Financial System**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of economics and financial concepts**				

Course Perspective

This course is designed to provide students with a comprehensive understanding of the financial system in India, including its structure, key institutions, and the various markets that operate within it. The course covers a wide range of topics, from the role of the Reserve Bank of India (RBI) and other regulatory bodies to the functioning of financial markets and the intricacies of banking and debt markets.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the structure and roles of components in the Indian Financial System including regulatory bodies and emerging financial technologies.	L2
CO2	**Applying** the above learned expertise in the functioning of money and debt markets in India.	L3
CO3	**Analysing** the role and significance of Indian Financial Markets, their integration with the global economy, and the mechanisms of credit rating agencies.	L4
CO4	**Analysing** the operations of stock markets, raising capital in international markets and the construction and adjustment of Indian Stock Indices.	L4
CO5	**Evaluating** the functioning of money and debt markets in India including the role of various instruments and their implications.	L5

Course Content

Unit I	**Indian Financial System and Major Institutions**	**9 Hours**
Structure of the Indian Financial System: Banking, NBFCs, AMCs, Account Aggregators, RBI, SEBI, IRDA, Niti Aayog, Stock Exchange. Role of RBI: Monetary and Fiscal policy. The roles of the central bank and commercial banks, Commercial Banking: Functions of banks, non-performing assets (NPAs), risk management, Basel norms. The need, importance, trends, and RBI guidelines, Neo Banking, BaaS, Digital Currency, Payment Banks, CBDC		
Unit II	**Financial Markets in India**	**12 Hours**
Introduction to Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Concept of NAV, Credit Rating Agencies: Role and mechanism, Merchant Banks.		
Unit III	**Capital Markets in India**	**12 Hours**
Introduction to Stock Markets: NSE & BSE, Regional and Modern Stock Exchanges, International Stock Exchanges, NSE vs. BSE, Primary and Secondary Markets, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues, Indian Stock Indices and their construction, maintenance, adjustment for corporate actions.		
Unit IV	**Money Markets & Debt Markets in India**	**12 Hours**
Money Market: Meaning, role and participants in money markets, Segments of money markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Debt Market: Introduction and meaning, Sovereign bonds: Electoral Bonds, Green Bonds, DeFi.		

Learning Experience: This course will be delivered through a combination of lectures, interactive discussions, case studies and hands-on activities designed to provide students with both theoretical knowledge and practical experience. The course aims to be experiential and participatory, ensuring that students not only understand the concepts and structure of Indian Financial System but also apply them in real-world contexts.

Textbooks

1. Khan, M.Y. Financial Services (8th ed). Mc Graw Hill Education.
2. Pathak, B. Indian Financial System (4th ed). Pearson Publication.

Suggested Readings

1. "Journal of Banking & Finance": This journal publishes high-quality research articles on various aspects of banking and finance, including financial markets, risk management, and regulatory issues. Students can find

cutting-edge research and case studies related to both Indian and global financial systems.
2. "Economic and Political Weekly (EPW)": EPW frequently publishes articles on the Indian economy, financial markets, and policy analysis. It's a valuable resource for staying updated on current economic trends and regulatory changes in India.

Open Educational Resources (OER)

1. RBI Website (www.rbi.org.in): The official website of the Reserve Bank of India offers access to important publications, circulars, and data related to monetary policy, banking regulations, and financial markets.
2. SEBI Website (www.sebi.gov.in): The Securities and Exchange Board of India's website provides resources on capital markets, regulatory updates, and investor education.
3. NSE and BSE Websites (www.nseindia.com, www.bseindia.com): These websites provide real-time data on stock markets, educational resources, and insights into market trends and indices.

Evaluation Scheme:

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

SEMESTER I					
Course Code: **MCBA109**	**Course Title:** **Fundamentals of Marketing**	**L**	**T**	**P**	**C**
Version ____	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				

Pre-Requisites/ Co-Requisites	Basic knowledge of Marketing

Course Perspective

This course offers students a comprehensive understanding of marketing principles, emphasizing the significance of customer psychology, market segmentation, and the marketing mix. Students will explore product and pricing strategies, promotional techniques, and distribution channels, alongside emerging trends like digital and green marketing. Through case studies, discussions, and projects, students will apply theoretical concepts to real-world scenarios, equipping them with the skills needed to develop effective marketing strategies and foster long-term customer relationships in a dynamic business landscape.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Marketing.	L2
CO2	**Applying** product and pricing strategies, including product classification, product life cycle, and pricing methods, to real-world marketing scenarios.	L3
CO3	**Analysing** the elements of the promotion mix and distribution channels, assessing their roles and effectiveness in reaching target markets.	L4
CO4	**Evaluating** consumer behavior, identifying the factors influencing buying decisions and their impact on marketing strategies.	L5
CO5	**Evaluating** new trends in marketing, such as digital marketing and green marketing, to assess their implications for contemporary marketing practices	L5

Course Content

Unit I:	Introduction	13 Hours
Marketing – meaning, scope, core concepts, importance, & functions of marketing; evolution of marketing concepts; selling vs. marketing; marketing environment – macro & micro environment; industrial environment – Porter's Five Forces Model; market segmentation – bases of segmentation, targeting – concept & criteria; positioning & repositioning; overview of marketing mix.		
Unit II	**Product & Pricing Strategies**	**11 Hours**

Product: Meaning; product classifications; levels of products; concept of product mix; branding, packaging and labeling; product life cycle; new product development. Price: Concept & significance; factors affecting price of a product; pricing methods and strategies.		
Unit III	**Promotion & Channels of Distribution**	**12 Hours**
Promotion: Significance; introduction of elements of promotion mix: advertising, sales promotion, personal selling, factors affecting promotion mix decisions. Channels of distribution: Concept, types & functions; levels of distribution channels; factors affecting choice of distribution channel.		
Unit IV	**Consumer Behavior & Introduction to new trends in marketing**	**9 Hours**
Consumer Behavior: Concept & significance; consumer buying process; customer experience; factors influencing consumer buying decisions. Introduction to new trends in marketing: Green marketing; Social marketing; Digital marketing; Social Media Marketing; AI Powered Marketing; Neuro Marketing		

Learning Experience: This course is delivered through interactive lectures, case studies, group discussions, and project work. Students will engage in practical exercises to apply marketing concepts to real-world scenarios, fostering collaboration and enhancing their strategic thinking and decision-making skills. Through analysing case studies, participating in discussions, and working on projects, students will gain a comprehensive understanding of marketing strategies and their implementation in dynamic business environments.

Textbooks

1. Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).Marketing management (16thed.). New Delhi: Pearson.
2. Kurtz, D. L., & Boone, L. E.(2013), Principles of contemporary marketing (16th ed.). New Delhi: Cengage Learning India.
3. Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). Marketing (14thed.). New Delhi: Tata McGraw-Hill.
4. Kumar, A., & Meenakshi, N.(2011). Marketing management (2nded.). New Delhi: Vikas Publishing House.

Suggested Readings

1. Ramaswamy, V. S., &Namakumari, S. (2013). Marketing management: Global perspective Indian context (5thed.). New Delhi: McGraw Hill Education (India) P. Ltd.
2. Kumar, S. R.(2012). Case studies in marketing management. New Delhi: Pearson.

3. Arora, M.N., A Textbook of Cost and Management Accounting, Vikas Publishing House.

Open Educational Resources (OER)

Students are encouraged to explore online resources such as Coursera, edX, and Google Digital Garage for additional learning materials on marketing strategies, consumer behavior, and digital marketing trends.

Evaluation Scheme

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

SEMESTER I					
Course Code: MCSP102	**Course Title: Emotional Intelligence**	**L**	**T**	**P**	**C**
Version ____	**1**	**3**	**0**	**0**	**3**
Category of Course	Generic Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of Human Behavior				

Course Perspective

This course on Emotional Intelligence (EI) is integral to both academic achievement and professional development. Understanding and applying EI principles can significantly enhance students' academic performance, career prospects, and overall personal growth. Students are introduced to Emotional Intelligence and its various models—Ability-based, Trait-based, and Mixed models. This foundational knowledge is crucial for grasping how EI impacts both personal and professional interactions. Overall, this course prepares students to excel in

real-world settings by enhancing their emotional intelligence, which is essential for personal effectiveness and professional success. For example, strong EI can improve teamwork, leadership, and client relations, directly impacting career advancement and workplace harmony.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept and models of emotional intelligence.	L2
CO2	**Applying** the concept of Johari window and managerial grid to assess emotional awareness and interpersonal relationships.	L3
CO3	**Analysing** the techniques for managing emotions in complex situations.	L4
CO4	**Analysing** the relationship between emotions, thoughts, and behavior, and assess the impact of unprocessed 'negative' emotions on well-being.	L4
CO5	**Evaluating** the effectiveness of various tools and strategies used to recognize and appropriately respond to others' emotions.	L5

Course Content

Unit I:	**Introduction**	**11 Hours**
Emotional Intelligence and various EI models- Ability-based model, trait based model, and mixed model, the EQ competencies of self-awareness, self-regulation, motivation, empathy, and interpersonal skills. Understand EQ and its importance in life and the workplace.		
Unit II	**Knowing emotions**	**12 Hours**
Understanding emotions; the different levels of emotional awareness; increasing emotional knowledge; Johari Window, Managerial Grid, recognize 'negative' and 'positive' emotions		

Unit III	Managing emotions	11 Hours
The relationship between emotions, thought and behavior; Discover the importance of values; the impact of not managing and processing 'negative' emotions; techniques to manage your emotions in challenging situations, Emotional resilience, Mindfulness.		
Unit IV	**Recognizing emotions in others**	**11 Hours**
The universality of emotional expression; learn tools to enhance your ability to recognize and appropriately respond to others' emotions; perceiving emotions accurately in others to build empathy.		

Learning Experience: The Emotional Intelligence course will use interactive methods to engage students actively. Lectures will cover foundational EI concepts, supplemented by discussions and multimedia presentations. Students will practice emotional management through role-playing, simulations, and collaborative case study analysis. Assignments like reflective journals and project work will allow personal and professional application of EI principles. Technology will enhance learning via online forums, peer reviews, and emotional assessment tools. Quizzes will offer formative feedback, while projects assess concept integration. Continuous support from the instructor and peer collaboration will foster a rich, community-driven learning experience.

Textbooks

1. Emotional Intelligence: Managing Emotions to win in life by S.K. Mangal and Shubhra Mangal, PHI

Suggested Readings

1. Emotional intelligence: Why it can matter more than IQ by Daniel Goleman's
2. Emotional Intelligence: For Rookies by Bacon, Andrea, Dawson Ali, Emerald.
3. The EQ edge: Emotional intelligence and your success by Stein, Steven J., Howard E. Book
4. Primal Leadership: Unleashing the Power of Emotional Intelligence by Daniel Goleman, Richard Boyatzis and Annie Mckee, Harvard Business Review Press, Boston, Massachusetts.

Open Educational Resources (OER)

1. Emotional Intelligence Consortium - Articles, Research and Information on Emotional Intelligence (eiconsortium.org)
2. The Importance of Emotional Intelligence (Incl. Quotes) (positivepsychology.com)

Evaluation Scheme

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

SEMESTER I					
Course Code: MCBA113	**Course Title: Business Analytics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	SEC I				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basic Knowledge of the analytics and statistical tools				

Course Perspective

This Business Analytics course offers a comprehensive introduction to the field of analytics, focusing on transforming data into actionable insights that drive business decision-making. The course delves into key areas including the evolution of analytics, understanding data, generating innovative solutions through ideation, and applying statistical tools for analysis. By the end of this course, students will develop a strong understanding of how analytics supports business strategies, decision-making, and operational efficiency.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Business Analytics	L2
CO2	**Applying** ideation methods to generate innovative business solutions.	L3
CO3	**Analysing** business data using sampling techniques, and statistical tools	L4
CO4	**Evaluating** data quality and its implications for business decisions	L5
CO5	**Evaluating** hypotheses using one-way ANOVA and interpreting the results for business decision-making	L5

Course Content

Unit I	**Introduction**	**5 Hours**
What is Business Analytics: Describe business analytics, Describe the evolution of analytics beginning with "scientific management" to its present form, Describe the differences between analytics and analysis, and explain the concept of insights, Describe the broad types of business analytics.		
Unit II	**Understanding Data**	**8 Hours**
Describe the importance of data in business analytics, Describe the differences between data, information, and knowledge, Describe the various stages that an organization goes through in terms of data maturity, explain what an organization can do in the absence of good-quality data		
Unit III	**Ideation**	**12 Hours**
Challenges in idea generation, Visualize, Empathize, and Ideate method, Importance of visualizing and empathizing before ideating, Applying the method, Create Thinking, Generating Design Ideas, Lateral Thinking, Analogies, Brainstorming, Mind mapping, National Group Technique, Synectic, Development of work, Analytical Thinking, Group Activities. Ideation Tools: How Might We? (HMW), Storyboard, Brainstorming. What is design innovation? A mindset for innovation, and asking, "What if?" asking "What wows?" and "What works?".		
Unit IV	**Statistical tool**	**15 Hours**

Sampling Techniques: Explain the concept of sampling and why it is necessary, Describe the various techniques for sampling, Describe a good sample.

One-way Analysis of Variance: Explain the concept of ANOVA, Calculate ANOVA using MS Excel, and Test a hypothesis using ANOVA.

Correlation: Evaluate the statistical relationships between two random variables and understand the measure of correlation

Linear Regression: Explain how to model statistical relationships between two data series using linear regression, create a linear regression model to forecast values using linear regression in MS Excel

Learning Experience: Students will engage in a blended learning experience, combining theoretical knowledge with practical applications. Through interactive lectures, case studies, and hands-on data analysis exercises, students will be introduced to business analytics fundamentals and the various techniques used to interpret and use data effectively. The inclusion of real-world examples and tools such as MS Excel for statistical analysis ensures that learners not only understand key concepts but also gain the skills necessary to apply analytics in a business context. Collaborative group activities, brainstorming sessions, and problem-solving tasks will enhance the ideation process and foster innovative thinking.

Textbooks

1. Business Analytics: Data Analysis and Decision Making" (2018) by S. Christian Albright and Wayne L. Winston, Cengage Learning

2. Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking" (2013) by Foster Provost and Tom Fawcett, O'Reilly Media

Suggested Readings

1. An Introduction to Statistical Learning: With Applications in R" (2013) by Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani, Springer

Open Educational Resources (OER)

1. https://www.pearson.com/enau/media/2628257/9781292339061.pdf?srsltid=AfmBOoqHzI_gsV3rbn3AUxfa6piWuqRDAIRjcxtExKKGqWCl9B2r2IN1
2. https://phlconnect.ched.gov.ph/admin/uploads/f197002b9a0853eca5e046d9ca4663d5/BAFBANA-FinalJul-182019.pdf

Evaluation Scheme

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

SEMESTER II

SEMESTER II					
Course Code: MCBM102	**Course Title: Analysis Cost for Managerial Decision Making**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial Accounting**				

Course Perspective

The course "Analysing Cost for Managerial Decision Making" integrates key concepts from financial, cost, and management accounting to provide students with a comprehensive understanding of how to leverage cost information for strategic decision-making. It covers essential topics such as budgetary control, standard costing, and variance analysis, enabling students to assess financial implications in various contexts, including make-or-buy decisions, equipment replacement, and expansion or contraction of business operations. By emphasizing the interplay between cost management and strategic planning, the course prepares students to utilize analytical techniques and decision-making models in real-world managerial scenarios.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the basic concept of cost and management accounting.	L2
CO2	**Applying** costing technique like budgetary control and standard costing for the purpose of cost control.	L3
CO3	**Applying** costing technique like marginal costing and absorption costing for the purpose of cost control.	L3

CO4	**Analysing** strategic cost management techniques such as value chain analysis and activity-based costing.	L4
CO5	**Evaluating** business decisions using marginal costing technique.	L5

Course Content

Unit I	**Introduction to Cost and Management Accounting**	**10 Hours**
Costs Accounting: Basic cost concepts - Elements of Costs, Classification of Costs, Total Cost build up and Cost sheet. Management Accounting: Nature and Scope, Financial Accounting, Cost Accounting and Management Accounting, Advantages and Limitations of Management Accounting, Role of Management Accountant.		
Unit II	**Costing Techniques: Budgetary Control**	**10 Hours**
Budgets and Budgetary Control: Concept of Budgets and Budgetary Control, Advantages and Limitations of Budgetary Control, Establishing a System of Budgetary Control, Fixed and Flexile Budgeting, Performance Budgeting and Zero-Base Budgeting, Concept of Responsibility Accounting – Types of Responsibility Centres		
Unit III	**Costing Techniques: Standard Costing and Marginal Costing**	**15 Hours**
Standard Costing and Variance Analysis: Meaning of Standard Cost, Significance of Variance Analysis, Computation of Material, Labour Variances. Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing.		
Unit IV	**Managerial Decision Making**	**10 Hours**
Decision models and tools. Expand or Contract Financial analysis of expanding or contracting business operations, Factors influencing expansion decisions: Market demand, cost considerations, Shutdown or Continue Decisions, Strategic Cost Management Integrating cost management with strategic planning, Techniques for strategic cost management: Value chain analysis, activity-based costing(ABC). Case Studies and Practical Applications		

Learning Experience: Students will engage in case studies and practical exercises to apply concepts in real-world scenarios. Group projects and collaborative learning foster teamwork and deeper understanding. Guest lectures from industry experts provide current insights and practical applications. Self-learning through online courses, e-books, and webinars further enhances comprehension and application of cost management principles.

Textbooks

1. Arora, M.N. &Katyal, Priyanka (2016) Cost Accounting, New Delhi: Vikas Publishing
2. Vaidya, S. C., (2022) Cost Management: Strategic Approach,

Suggested Readings

1. Khan, M.Y, and Jain, P.K., Management Accounting, McGraw Hill Education.
2. Gurusamy, Murthy,S., Management Accounting, McGraw Hill. Education.
3. Horngren, C.T.(2012).Cost Accounting-A Managerial Perspective, London, UK: Pearson Education.
4. Gupta S.K. & Sharma R.K. Management Accounting, Kalyani Publishers

Open Educational Resources (OER)

1. LibreTexts - Cost Accounting
2. AccountingCoach - Cost Accounting Evaluation Scheme

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

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

SEMESTER II					
Course Code: MCBA108	**Course Title: Economic Environment and Policy**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Economic Environment and Policies**				

Course Perspective

The Economic Environment and Policy course provides students with a deep understanding of how national and global economies function. It explores the interactions between governments, businesses, and institutions, focusing onfiscal, monetary, and regulatory policies. By combining economic theory with real-world case studies, students develop analytical skills to assess and respond to economic challenges. The course emphasizes the impact of policies on growth, stability, inequality, and sustainability, preparing students to navigate and influence economic decisions in both public and private sectors.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the concept of economic environment and policies	L2
CO2	**Applying** economic theories and policy frameworks to assess the implications of fiscal, monetary, and regulatory policies on economic stability and growth.	L3
CO3	**Analysing** development strategies' impacts on poverty, inequality, and sustainability.	L4
CO4	**Evaluating** current economic challenges and policy responses through comparative analysis.	L5
CO5	**Evaluating** contemporary economic issues and developing informed policy recommendations to address them effectively.	L5

Course Content

Unit I	**Introduction to Economic Environment**	**10 Hours**
Understanding Economic Environment, Economic Systems and Models,Economic Indicators, Global Economic Environment, Economic Cycles, EconomicGrowth and Development, Role of Government in the Economy, Economic Policy Frameworks, Economic Theories, Market Structures, Economic Reforms		
Unit II	**Economic Policies and Their Implications**	**12 Hours**
Fiscal Policy, Monetary Policy, Trade Policies, Regulatory Policies, Taxation Policies, Subsidy and Support Mechanisms, Exchange Rate Policies, LaborMarket Policies, Public Debt Management, Investment Policies, Economic Stabilization Policies, Social Welfare Policies.		
Unit III	**Economic Development and Growth**	**12 Hours**
Economic Development Theories, Poverty and Inequality, Economic Growth Strategies, Sustainable Development, Human Capital Development, Industrialization and Innovation, Infrastructure Development, Regional Development and Planning, Technology and Development, Urban vs. Rural Development, Role of International Organizations, Economic Diversification.		
Unit IV	**Policy Evaluation and Current Issues**	**11 Hours**
Policy Evaluation Methods, Current Economic Challenges, Policy Responses to Economic Crises, Future Trends in Economic Policy, Impact of Technological Advancements, Demographic Changes and Economic Policy, Environmental and Climate Policy, Social Policy and Economic Implications, Comparative Policy Analysis, Global Economic Governance, Financial Market Regulation, Policy Effectiveness and Implementation.		

Learning Experience: The learning experience in this Microeconomics course is designed to be interactive and practical, encouraging students to actively engage with the material and apply their knowledge to real-world situations. Instruction will combine lectures with discussions, case studies, and problem-solving exercises. Students will tackle hands-on assignments, applying microeconomic concepts to analyze consumer behavior, production functions, and market scenarios. Collaborative group activities and peer reviews will enhance learning through shared insights. Assessments, including quizzes, case studies, and projects, will provide a well-rounded evaluation of student progress, with ongoing support and feedback from the instructor to ensure a strong understanding and application of microeconomic theories.

Textbooks

1. H L Ahuja; Principles of Microeconomics, 22e, S.Chand Publishing (2022 edition)
2. John Sloman and Elizabeth Jones; Economics and Business Environment, Prentice Hall (2011)

Suggested Readings

1. N. Gregory Mankiw, Ronald D. Kneebone, Kenneth J McKenzie; Principles of Macroeconomics, Cengage Canada. (2023)
2. Dani Rodrik, The Globalization Paradox: Democracy and the Future of the World Economy, OUP Oxford. (2012)
3. Daron Acemoglu and James A. Robinson, Why Nations Fail, Profile Books. (2012)

Open Educational Resources (OER)

3. https://ocw.mit.edu/courses/economics/
4. https://www.khanacademy.org/economics-finance-domain
5. https://olc.worldbank.org/

Evaluation Scheme

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

SEMESTER II					
Course Code: MCBA204	**Course Title: Introduction to Financial Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Finance**				

Course Perspective

The Introduction to Financial Management course provides students with the foundational knowledge and skills to make informed financial decisions within a business context. The course covers the essential financial management principles, including the time value of money, investment decision-making, and capital structure. Additionally, it addresses practical aspects of managing dividends and working capital, equipping students with an understanding of how finance drives business value and growth. As financial managers in India increasingly play strategic roles, this course also explores their evolving responsibilities in balancing risks, returns, and stakeholder interests.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the key concepts of Financial Management.	L2
CO2	**Applying** present and future value of cash flows, annuities, and perpetuities to make informed financial decisions.	L3
CO3	**Analysing** capital budgeting techniques to evaluate investment opportunities and make project selection decisions.	L4
CO4	**Evaluating** the factors that influence capital structure and evaluate the impact of leverage on a company's financial performance.	L5
CO5	**Evaluating** dividend policy options and working capital requirements to identify strategies that optimize a firm's financial health and shareholder value.	L5

Course Content

Unit I	**Introduction**	**10 Hours**
Meaning and Definition of Financial Management, Goals of Financial Management, The Fundamental Principle of Finance, Risk-return trade-off, Agency problem, Emerging roles of financial managers in India; Calculation of Time Value of Money: Future Value, Present Value, Annuity, Perpetuity.		
Unit II	**Investment and Financial decisions**	**13 Hours**
Capital Budgeting: Meaning, Capital budgeting Process; Project Classification; Evaluation Techniques – Payback period, ARR, Discounted payback period; NPV, PI, IRR, Accept/reject criteria. **Capital Structure:** Meaning, factors determining capital structure, capital structure planning and policy, capital structure theories; Different sources of Long-term Finance; Leverages: Operating leverage, financial leverage, and Combined leverage, EBIT-EPS analysis; Cost of capital: Cost of equity, Cost of preference shares, Cost of debt, WACC.		

Unit III	Dividend decisions	12 Hours
Meaning of dividend policy, factors influencing dividend policy, objectives of dividend policy, stability of dividends, forms of dividend; Relevance v/s Irrelevance of Dividends (Relevant Theory: Walter's Model, Gordon's Model; Irrelevant Theory: MM's Approach)		
Unit IV	**Management of Working Capital**	**10 Hours**
Introduction, Concepts of working capital, Operating and cash conversion cycle, Permanent and variable working capital, balanced working capital position, Determinants of working capital, Issues in working capital management, Estimating working capital requirement, Receivables Management-credit period and discount evaluation.		

Learning Experience: Students will engage with real-world scenarios to understand the calculation and interpretation of financial metrics. They willdevelop investment appraisal skills through hands-on practice with capital budgeting tools, such as NPV and IRR. By analysing different capital structure theories and applying leverage concepts, students will be empowered to assess long-term financing decisions critically. In addition, they will explore dividend policies and working capital management through case studies, giving them insight into maintaining liquidity and profitability in a business. By the end of thecourse, students will be well-versed in applying financial management concepts to enhance business decision-making effectively.

Textbooks

1. I.M. Pandey, "Financial Management", Vikas Publishing House
2. Prasanna Chandra, "Financial Management Theory and Practice", McGraw Hill
3. Khan M. Y. and Jain P. K., "Financial Management", McGraw Hill

Suggested Readings

3. Michael C. Ehrhardt and Eugene F. Brigham, "Corporate Finance", South-Western Publication.
4. Richard A. Brealey, Stewart Myersand Franklin Allen, "Principles of Corporate Finance" McGraw Hill

Open Educational Resources (OER)

3. https://www.icsi.edu/media/webmodules/Financial%20and%20Strategic%20Management.pdfwww.saylor.org/courses/bus203/
4. https://nibmehub.com/opac-service/pdf/read/Financial%20Management%20-Theory%20&%20Practice.pdf

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	

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

SEMESTER II					
Course Code: MCBA104	**Course Title: Business Statistics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	SEC				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites					

Course Perspective

The course Business Statistics provides a comprehensive understanding of data analysis techniques essential in finance and economics. It begins with descriptive analysis, covering data types, central tendency measures, dispersion, and data visualization techniques such as histograms and box plots. It progresses to correlation and regression analysis, highlighting their significance and applications in financial modelling. The course also delves into probability and random variables, explaining distributions like binomial, Poisson, and normal. Finally, it introduces estimation and hypothesis testing, including confidence intervals, parametric and non-parametric tests, and error types, equipping students with statistical tools for decision-making in finance and research.

Course Outcomes

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO2	**Understanding** the basic concepts of statistics and the measurement of central tendency and dispersion. Also understand the data visualization and presentation.	L2

CO3	**Applying** probability concepts and various data distributions to solve business-related problems.	L3
CO4	**Analysing** statistical data using techniques such as hypothesis testing and regression analysis to inform business decisions in the field of business management.	L4
CO5	**Evaluating** ddifferent statistical models to assess their effectiveness in forecasting and decision-making processes	L5
CO6	**Creating** data-driven strategies based on statistical analysis for optimizing business operations and decision-making in business management.	L6

Course Content

Unit I	**Data and Types of Descriptive Analysis**	**12 Hours**
Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Quantitative and Qualitative Data, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages, Application of Central tendency and Variance Measures in Finance and Economics.		
Unit II	**Correlation and Regression Analysis**	**10 Hours**
Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation – Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, R-square and MSE in Regression, Geometric Interpretation of Regression., Application of Correlation and Regression in Finance and Economics		
Unit III	**Random Variable Analysis**	**10 Hours**
Probability: Meaning and types, Conditional probability, Bayes' theorem, Random Variable: discrete and continuous. Probability Distribution: This means the characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, and Central limit theorem.		
Unit IV	**Introduction to Estimation and Hypothesis Testing**	**13 Hours**

Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Null and Alternate Hypothesis, Parametric and Non-Parametric tests, One Tail and Two tail tests, Chi-Square test, Level of Significance, Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.

Learning Experience

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

Textbooks

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

Suggested Readings

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

Open Educational Resources (OER)

1. *NPTEL, Swayam, Course Era*

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory)	

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

SEMESTER II					
Course Code: SEC026	**Course Title:** **MS Excel for Business**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Skill Enhancement Course				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites	**-**				

Course Perspective

Upon completing this course, students will understand the fundamental features and functionalities of MS Excel, including workbook and worksheet management. They will apply skills in data representation by importing, organizing, and validating data, as well as using functions, macros, and formulas for efficient calculations. Students will analyse data through visualization techniques, using charts and pivot tables to present trends and insights clearly. They will also evaluate data sets by employing advanced filters, sorting methods, and data grouping for structured analysis. Overall, the course enables learners to create and manage effective data analysis workflows in Excel for practical business applications.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the foundational features of MS Excel, including workbook management, worksheet formatting, and protection.	L2
CO2	**Applying** data visualization techniques by creating and formatting charts, using chart templates, and building PivotTables and Pivot Charts for clearer data insights.	L3
CO3	**Analysing** data representation by importing, organizing, validating, and consolidating data using tables, macros, and various functions	L4
CO4	**Evaluating** data sets using advanced filters, sorting techniques, and data grouping to enhance analysis efficiency.	L4

CO5	**Creating** comprehensive Excel-based workflows that integrate data representation, visualization, and analysis for effective business decision-making	L6

Course Content

Unit I	**Basics of MS Excel**	**8 Hours**
Features of MS Excel, Worksheets and Workbooks: Labeling and Naming Worksheets and Workbooks, Adding, Deleting and Saving Worksheets and Workbooks, Reposition Worksheets, Inserting, Deleting, and Renaming Worksheets, Copy Worksheets, printing a Workbook, formatting a Worksheet, Adding Elements to a Workbook, Protecting Worksheet and Workbook.		
Unit II	**Data Representation using MS Excel**	**7 Hours**
Import external data, creating a Table, Sorting Data into a Table, Data Validation, Consolidation Defining Names in MS Excel, Macros: View Macros, Record Macros, Formulas and Functions: Creating a Formula, Formula Auditing, Meaning and Advantages of functions, Insert function, Use relative References, Mathematical Functions, Statistical Functions, Date & Time Functions.		
Unit III	**Data Visualization through MS Excel**	**8 Hours**
Charts: Chart elements: Titles, legend, data labels, creating a New Chart, Formatting the Chat, Types of charts, Using Chart Templates. PivotTables: Creating a PivotTable, Filtering and Sorting a PivotTable, Using Slicers to manipulate PivotTables, Creating a PivotChart		
Unit IV	**Data Analysis**	**7 Hours**
Filtering Data: Creating a Custom AutoFilter, Using an Advanced Filter. Data Sorting, Data Outline: Group, Ungroup and Subtotals.		

Learning Experience: The learning process for this course will be highly interactive and hands-on, blending lectures, practical exercises, quizzes, and assessments to provide comprehensive coverage of MS Excel. Students will begin with guided classes focusing on basic features, including workbook and worksheet management, with immediate practice tasks to reinforce understanding. For data representation, students will engage in case-based exercises to apply functions, formulas, and macros, making their learning practical and context-driven. As they progress to data visualization, collaborative labs will help them create and format charts, PivotTables, and PivotCharts. The final unit will emphasize data analysis techniques through real-time filtering and sorting tasks, supported by periodic quizzes to ensure mastery. This structured and immersive learning approach will equip students with the skills to efficiently manage, visualize, and analyze data using MS Excel, making it highly relevant for both academic and professional applications.

Textbooks

5. Paul McFedries - Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365) - 1st Edition - Pearson Education.

6. Wayne Winston - Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365) - 7th Edition - Microsoft Press.
7. Glyn Davis & Branko Pecar - Business Statistics Using Excel - 2nd Edition - Oxford University Press

Open Educational Resources (OER)

1. Excel video training - Microsoft Support
2. Microsoft Excel - Excel from Beginner to Advanced | Udemy
3. MS Excel Tutorial - Learn Microsoft Excel Free Online (geeksforgeeks.org)

Evaluation Scheme

SEMESTER II					
Course Code: **MCBA205**	**Course Title:** **Sales and Distribution Management**	**L**	**T**	**P**	**C**
Version ____	**1**	**3**	**0**	**0**	**3**
Category of Course	Generic Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Fundamentals of Sales and Marketing**				

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

Course Perspective

This course aims to equip students with a solid understanding of the core principles of sales and distribution. By applying analytical tools, students will explore the logistics and psychology behind successful sales strategies, focusing on reaching potential customers, closing sales, and ensuring efficient product distribution. Key topics include identifying and targeting market segments, optimizing supply chains, and building strong customer relationships. Through case studies, interactive discussions, and hands-on projects, students will gain practical skills essential for real-world sales and distribution management.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concept of Sales and distribution management.	L2
CO2	**Applying** principles of designing sales territories, forecasting sales, and managing sales teams.	L3
CO3	**Analysing** marketing channel structures, functions, and intermediary roles	L4
CO4	**Evaluating** channel performance, manage conflicts, and optimize logistics	L5
CO5	**Creating** effective sales and distribution strategies for efficient operations	L6

Course Content

Unit I:	**Introduction to Sales Management**	**13 Hours**
Concept of sales management, Sales Objectives, scope and importance, Role of Sales Manager, Qualities of a Successful Salesman (Pre & post sales), Types of salespeople, Personal Selling – process and approaches, Closing		
Unit II	**Sales Organization Design and Management**	**11 Hours**
Sales Organization Design and Management - Designing Territories and Allocating Sales Efforts, Sales Forecasting, Sales Budget, Sales Quotas, Designing the Structure and Size of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contest, Evaluating Sales Performance, Sales Analysis and Sales Report.		
Unit III	**Channel Design**	**12 Hours**

Marketing Channels - Channel types and levels, Vertical and Horizontal Channels, Functions and Relationships; Numeric & Weighted Distribution, Channel Intermediaries - Wholesaling and Retailing; Channel Planning and Design.		
Unit IV	**Channel Management**	**9 Hours**
Channel Evaluation, Trade Promotions, Channel Conflict, Physical Distribution Models, Components of Physical Distribution Model: Order Processing, Warehousing, Inventory Control, Transportation, Logistics.		

Learning Experience: This course is delivered through interactive lectures, case studies, group discussions, and hands-on projects. Students will engage in practical exercises to apply sales and distribution concepts to real-world scenarios, fostering collaboration and enhancing their strategic decision-making skills. By analysing case studies, participating in discussions, and working on projects, students will gain a comprehensive understanding of sales strategies, sales force management, and channel design. This approach ensures that students are well-equipped to handle dynamic sales and distribution challenges in modern businesses.

Textbooks

1. Still, R. R., Cundiff, E. W., &Govoni, N. A. P. (2009). Sales management – Decision, strategies, and cases (5th ed.). New Delhi: Pearson Education.
2. Havaldar, K. K., &Cavale, V. M. (2007). Sales and distribution management – Text and cases (2nd ed.). New Delhi: McGraw Hill Education.

Suggested Readings

1. Dalrymple, D. J., Cron, W. L., &Decarlo, T. (2003). Sales management (8th ed.). New Delhi: John Wiley & Sons (Asia) Pvt. Ltd.
2. Gupta, S. L. (2010). Sales and distribution management - Text and cases, An Indian perspective. (2nd ed.). New Delhi: Excel Books.
3. Singh, R. (2016). Sales and distribution management - A practice-based approach. Noida: Vikas Publishing House.
4. Anderson, R. E., Hair, J. F., & Bush, A. J. (1988). Professional sales management. Singapore: McGraw-Hill Co.

Open Educational Resources (OER)

1. https://open.umn.edu/opentextbooks/textbooks/fundamentals-of-sales-management-for-the-non-sales-manager
2. https://www.saylor.org/courses/bus203/
3. https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-i-spring-2011/lecture-notes/
4. https://www.coursera.org/learn/marketing-channels

Evaluation Scheme

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

SEMESTER II					
Course Code: MCBA201	**Course Title: Managing Contemporary Human Resources**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Generic Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of management				

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Human Resource Management (HRM) and its role in achieving organizational objectives.	L2
CO2	**Applying** various HR strategies, including recruitment, and selection, to address challenges of business environment.	L3
CO3	**Analysing** strategies for managing employee separation, including voluntary and involuntary exits, while maintaining organizational effectiveness.	L4
CO4	**Analysing** the concept, importance, and process of learning and development to assess its impact on organizational performance.	L4
CO5	**Evaluating** performance appraisal techniques to recommend improvements in organizational performance management systems.	L5

Course Content

Unit I:	**Introduction to HRM**	**10 Hours**
Scope, Objectives & Functions of HRM; Evolution of HRM, Importance of HRM; Strategic HRM: Meaning & Steps of Strategic HRM, International HRM: EPRG Model, HRIS, HRM in a Changing Environment, Cost Benefit Analysis.		
Unit II	**Acquisition of Human Resources**	**13 Hours**
Human Resource Planning: Job Analysis: Job description and Job specification, Job Enlargement, Job Enrichment Recruitment: Source, Process Methods of teaching E-Recruitment, Selection: Process, Test and interview, Placement& Induction, Internal mobility and Job changes: Promotion, Demotion, Transfer and separation, Downsizing, Rightsizing, AI in HRM.		
Unit III	**Developing Human Resources**	**11 Hours**
Learning and Development: Concept, Importance & Process, Methods, coaching and mentoring, learning needs assessment & learning evaluation, Management Development – Meaning, Process and Techniques; Career Planning and Development; Succession Planning		
Unit IV	**Managing Performance & Compensation**	**11 Hours**

Performance Appraisal: Nature, Objective, Process, Method; Compensation: Policies; Components of Employee Compensation: Sweat equity, ESOPs; Employee well-being, employee engagement, Health and Safety; Social Security; Challenges of HRM: Moonlighting, strategies for GIG and hybrid workforce.

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

Textbooks

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

Suggested Readings

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

Open Educational Resources (OER)

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

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	

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

SEMESTER II					
Course Code: MCBM108	**Course Title: Data visualization using Tableau and Power BI**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	General Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

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

Course Content

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

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

Textbooks

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

Suggested Readings

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

Open Educational Resources (OER)

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

Evaluation Scheme

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

SEMESTER II					
Course Code: MCBM106	**Course Title:** **Investment Banking**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Capital Markets & Investments**				

Course Perspective

This course offers students a deep understanding of the necessary theoretical and conceptual tools used in Investment Banking. It emphasizes the practical application of concepts such as Time Value of Money, Business Valuation,

and Valuation Techniques and equips students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or investment management, as it provides the analytical tools to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the conceptual framework and scope of investment banking.	L2
CO2	**Analysing** the effect of time value of money, and business valuation.	L3
CO3	**Applying** risk and return trade-off while raising capital from the market.	L4
CO4	**Applying** business valuation techniques to present business as a good investment option for prospective investors.	L4
CO5	**Evaluating** business decisions using investment banking tools and techniques.	L5

Course Content

Unit I:	**Introduction to Investment Banking**	**9 Hours**
Investment Banking – Concept and Definition. Introduction to Merchant Banking. SEBI Regulations regarding Investment Banking Services. Book Building, Private Placement, Venture Capital Funds, Angel Investors, Relevant Case Studies.		
Unit II	**The Business of Investment Banking**	**12 Hours**
Nature of Contemporary Investment Banking – Service Portfolio of Indian Investment Banks – Introduction to Allied Businesses – Asset Management, Mutual funds, Hedge fund, and Private Equity funds.		
Unit III	**Business Valuation Techniques**	**12 Hours**
Value and Valuation – Corporate Value Vs Investment Value – Business Valuation - Value Creation – Asset-based valuation model – Financial forecasting – Determinants of financial forecasting – Free cash flow. Relevant Case Studies.		
Unit IV	**Core Investment Banking Services**	**12 Hours**
Domestic Issue Management – Types of Issues requiring issue management, Stages in an IPO, role of Investment banker as Issue manager – Underwriting – Underwriting commission and Underwriting.		

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

Textbooks

1. H.R. Machiraju. (2010). Indian Financial System, 4th Edition. Vikas Publishing House.
2. Sharma, C. (2021). Financial Markets, Institutions and Services - SBPD Publications. SBPD Publications.

Suggested Readings

1. Bradstreet, d. (2009). Wealth management
2. Castillo, J. J., & Mcaniff, P. J. (2007). The practitioner's guide to investment banking, mergers & acquisitions, corporate finance. Circinus Business Press.
3. Dr. Krishna Priyaalladi. (n.d.). Quality of Customer Service - A Study of IDBI Bank in Rayalaseema Region of Andhra Pradesh. Archers & Elevators Publishing House.
4. Gupta, S. N. (n.d.). Dishonor of Cheques: Liability-Civil & Criminal. Universal Law Publishing.

Open Educational Resources (OER)

4. https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf
5. https://cleartax.in/s/business-valuation
6. https://www.icsi.edu/media/website/InvestmentBanking.pdf

Evaluation Scheme

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

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

SEMESTER III

SEMESTER III					
Course Code: **MCSP114**	**Course Title:** **Fintech**	**L**	**T**	**P**	**C**
Version ____	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of finance and digital literacy**				

Course Perspective

This course offers a foundational understanding of the rapidly evolving financial technology landscape. It explores the development and impact of FinTech on traditional financial systems, covering key topics such as digital payments, cryptocurrencies, blockchain, RegTech, and data analytics in finance. Students will investigate the technological advancements that drive FinTech, the regulatory frameworks shaping it, and the transformative potential of AI and data regulation. Through practical case studies, discussions, and analysis, students will gain insights into how FinTech innovation is reshaping financial services and addressing challenges in emerging economies.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the fundamental concept of Fintech.	L2
CO2	**Applying** knowledge of digital financial services, to assess their role in modern finance.	L3
CO3	**Analysing** regulatory frameworks to evaluate their effectiveness in promoting innovation while ensuring financial stability.	L4

CO4	**Evaluating** the role of data analytics, AI, and machine learning in FinTech, and their applications in fraud detection, smart regulation, and digital identity	L5
CO5	**Evaluating** emerging data protection standards and the evolving shift from KYC to KYD, preparing students to address data privacy challenges in financial services.	L5

Course Content

Unit I:	**Introduction**	**10 Hours**
FinTech: Introduction - Transformation – FinTech Evolution: Infrastructure, Banks Startups and Emerging Markets - Collaboration between Financial Institutions and Startups –FinTech Typology – Emerging Economics: Opportunities and Challenges - From too-Small-To-Care to Too-Big-To-Fail – Introduction to Regulation Industry - The Future of RegTech and other Technologies Impacting it.		
Unit II	**Digital Payments and Blockchain Technology**	**12 Hours**
Digital Payments and Cryptocurrencies: Overview of digital payment systems, individual payments, and cryptocurrency fundamentals. Digital Financial Services: Mobile money, regulatory considerations, and financial messaging services (SFMS, RTGS, NEFT, NDS systems). Cryptocurrency Regulations: Legal and regulatory implications of cryptocurrencies. Blockchain Technology: Understanding blockchain and its benefits for modern payment systems		
Unit III	**FinTech Regulation and RegTech**	**12 Hours**
FinTech Regulations: Evolution and development of regulatory frameworks in FinTech. RegTech Ecosystem: Understanding the RegTech landscape within financial institutions. Compliance and Suitability: Importance of compliance from inception in financial services. Challenges for RegTech Startups: Navigating the regulatory ecosystem and addressing common obstacles. Smart Regulation and Fraud Detection: Use of AI in regulatory compliance and fraud prevention. Regulatory Sandboxes: Testing grounds for innovative regulatory approaches. Smart Financial Infrastructure: Redesigning systems for efficient regulatory compliance.		
Unit IV	**Data and Technology in FinTech**	**11 Hours**
Data Analytics in Finance: Applications of data analytics for better decision-making. Data Protection: Methods for protecting data, including GDPR compliance and personal privacy. AI in FinTech: Transformative role of AI, including digital identity and governance. KYC to KYD: Transition from Know Your Customer (KYC) to Know Your Data (KYD) approaches. AI and Governance: Navigating governance challenges with AI and machine learning. Data Regulation Challenges: Addressing emerging issues in data and technology governance		

Learning Experience: This course offers an immersive learning experience through case studies, hands-on projects, and industry interactions. Students will

examine real-world scenarios involving digital payments, blockchain, and FinTech regulations to bridge theoretical knowledge with practical applications. Hands-on projects will develop skills in digital financial services and AI-based compliance tools. Guest lectures from industry professionals will provide insights into trends and regulatory challenges, while data and AI workshops will deepen understanding of compliance and digital identity, preparing students to navigate and innovate within the FinTech landscape.

Textbooks

1. Agustin Rubini, "Fintech in a Flash: Financial Technology Made Easy", Zaccheus, 3rd Edition, 2018
2. Susanne Chishti and Janos Barberis, "The FINTECH Book: The Financial Technology Handbook for Investors Entrepreneurs and Visionaries", John Wiley, 1st Edition, 2016
3. Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, "Disrupting Finance: FinTech and Strategy in the 21st Century", Palgrave, 1st edition, 2018

Suggested Readings

1. Abdul Rafay, "FinTech as a Disruptive Technology for Financial Institutions", IGI Global, January 2019
2. Bernardo Nicoletti, The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan, August 2018

Open Educational Resources (OER)

5. MIT Open Courseware – FinTech: Shaping the Financial World
6. Coursera – FinTech Foundations and Overview
7. https://thedocs.worldbank.org/en/doc/11ea23266a1f65d9a08cbe0e9b072c890430012022/original/Fintech-and-the-Future-of-Finance-Glossary.pdf
8. https://www.elibrary.imf.org/downloadpdf/view/journals/063/2024/007/063.2024.issue-007-en.pdf

Evaluation Scheme

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

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

SEMESTER III					
Course Code: MCSP127	**Course Title: Services Marketing**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Generic Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Marketing**				

Course Perspective

This course provides an in-depth exploration of services marketing, emphasizing the unique challenges and opportunities associated with marketing intangible products. It aims to equip students with practical knowledge and strategies to understand the dynamic nature of the service industry. This course prepares students to develop, implement, and evaluate marketing strategies tailored to the service sector, from foundational concepts like the characteristics and classification of services to advanced topics like the service marketing mix and quality management. Special attention is given to industry-specific applications, ensuring students can contextualize their learning across various service industries.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the core concept of Service Marketing.	L2
CO2	**Applying** the seven Ps of the service marketing mix to create comprehensive marketing strategies for various service industries.	L3
CO3	**Analysing** service quality gaps and recommend strategies to bridge the gap.	L4

CO4	**Evaluating** marketing strategies across various service industries, focusing on their effectiveness in meeting customer needs	L5
CO5	**Evaluating** the use of technology and human resources in enhancing service delivery and achieving service quality standards	L5

Course Content

Unit I:	**Introduction**	**13 Hours**
Growth of the Service Sector, Concept of Services, Characteristics of Services, Classification of Services. Service Blueprinting, Using Technology in Services, Developing Human Resources, and Building Service Aspirations.		
Unit II	**Marketing Mix in Services Marketing**	**11 Hours**
The Seven Ps of Services Marketing - Product Decisions, Pricing Strategies and Tactics, Promotion of Services, and Placing or Distribution Methods for Services. Additional Dimensions in Services Marketing - People, Physical Evidence, and Process. Internet as a Service Channel.		
Unit III	**Delivering Quality Services**	**12 Hours**
Service Quality Management - Causes of Service-Quality Gaps, The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve Service Quality Gaps. Quality Standards in Services, Strategies for Closing the Service Performance Gap, Effective Communication about Service Quality.		
Unit IV	**Services Marketing: Industry-Specific Applications in Key Sectors**	**09 Hours**
Industry-Specific Services Marketing - Financial Services, Health Services, Hospitality Services (including Travel, Hotels, and Tourism), Professional Services, Public Utility Services, Communication Services, Educational Services		

Learning Experience: Students will gain hands-on experience through case studies, projects, and interactive discussions. The instructor will incorporate real-world service marketing challenges and strategies, providing opportunities for students to critically engage with concepts like service blueprinting, gap analysis, and service quality management. Projects will include industry-specific scenarios in service sectors. Additionally, guest lectures by industry experts will offer practical insights, helping students connect classroom learning with current industry trends and practices.

Textbooks

1. Lovelock, Christopher, Wirtz, Jocken, & Chatterjee, Jayanta (2011). Service Marketing – People, Technology, Strategy (6e). New Delhi: Pearson Education.
2. Zeithaml, Bitner, Gremler, Pandit (2015). Service Marketing- Integrating Customer Focus across the Firm (6th ed.). New Delhi: McGraw Hill Education.

Suggested Readings

1. Verma, Harsh (2012). *Services Marketing – Text and Cases.* New Delhi: Pearson Education.
2. K. Rama Mohan Rao (2013). *Service Marketing.* New Delhi: Pearson Education.
3. S. M. Jha (2011). *Service Marketing.* Mumbai: Himalaya Publishing House.
4. Vasant Venugopal, Raghav V. N. (2012). *Services Marketing.* Mumbai: Himalaya Publishing House.
5. Apte, Govind (2004). *Services Marketing.* New Delhi: Oxford University Press.
6. Jauhari, Vinnie & Dutta, Kirti (2012). *Services: Marketing, Operations, and Management.* New Delhi: Oxford University Press.

Open Educational Resources (OER)

1. www.open.umn.edu/opentextbooks/textbooks/fundamentals-of-sales-management-for-the-non-sales-manager
2. www.saylor.org/courses/bus203/
3. www.ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-i-spring-2011/lecture-notes/
4. www.coursera.org/learn/marketing-channels

Evaluation Scheme

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

SEMESTER III					
Course Code: MCBM215	**Course Title: Competency Development**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Generic Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basics of Human Resources**				

Course Perspective:

This course equips students with essential skills in talent management, focusing on competency-based HR practices. Students will learn to manage and develop talent in hybrid and gig workforces, a critical need in today's dynamic workplace. By mastering competency mapping, psychometric tools, and competency-based recruitment and performance management, students will be prepared to implement strategies that align with organizational goals. The course's real-world applicability ensures that students can apply their knowledge to enhance recruitment, career development, and succession planning, making it a vital component of their academic and professional development in HRM**.**

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** of talent management and create a talent management system and processes.	L2
CO2	**Applying** key components of competency mapping and competency models.	L3
CO3	**Analysing** competency-based approaches to manage talent effectively within organizational contexts.	L4
CO4	**Evaluating** the impact of competency-based performance management on employee growth.	L5
CO5	**Creating** skill development framework that aligns with India’s management needs.	L6

Course Content

Unit I	**Introduction**	**10 Hours**
Talent management system and processes, talent management practices with hybrid & gig workforce.		
Unit II	**Building block of talent management**	**12 Hours**
Competency mapping – introduction to the concept of competency, developing a competency model; competency assessment – Learning – knowledge Skill – Attitudes – Psychometric tools.		
Unit III	**Managing Talent Using Competency Assessment**	**11 Hours**
Competency-based recruitment and selection, competency-based training and development.		
Unit IV	**Managing Talent using competency**	**12 Hours**
Competency-based performance management: Competency-based career and succession planning. Skill development framework in India.		

Learning Experience:

The course employs a blend of lectures, interactive sessions, and hands-on activities, ensuring an engaging and participatory learning experience. Students will actively participate in discussions, case studies, and group projects to connect theoretical concepts with real-world applications. Case studies will involve analysing talent management challenges, while practical exercises—like developing competency models and conducting psychometric assessments—offer hands-on learning. Group projects foster teamwork and diverse perspectives, encouraging collaborative problem-solving. Additionally, individual assignments will deepen understanding by allowing students to explore specific topics more thoroughly, reinforcing key concepts and their practical applications.

Textbooks

1. Talent Management Handbook" by Lance A. Berger & Dorothy R. Berger.
2. Competency-Based Human Resource Management" by David D. Dubois & William J. Rothwell.
3. The Art and Science of Competency Models" by Anntoinette D. Lucia & Richard Lepsinger

Suggested Readings

1. HR from the Outside In" by Dave Ulrich, Jon Younger, Wayne Brockbank, & Mike Ulrich
2. Performance Management: Changing Behavior that Drives Organizational Effectiveness" by Aubrey Daniels.

3. The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential" by Tomas Chamorro-Premuzic

Open Educational Resources (OER)

1. https://www.coursera.org/
2. https://www.saylor.org/

Evaluation Scheme

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

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

Course Perspective

Upon completing this course, students will **understand** the interface,architecture, and functionalities of IBM SPSS Modeler for data analysis. They will **analyse** data by employing advanced preprocessing, transformation, and visualization techniques, using tools like EDA. The course will also enable studentsto **apply** predictive modelling techniques, including regression, classification, and

clustering, to solve real-world business problems. Through case studies, students will **evaluate** model performance using appropriate metrics and methodologies, integrating ethical considerations into data analytics. Lastly, they will **create** collaborative projects that address complex business scenarios, exploring emerging trends like deep learning, big data integration, and AI-driven decision-making.

Course Outcomes:

After completion of the course the student will be:

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

Course Content

Unit I	**Introduction to SPSS Modeler and Data Processing**	**12 Hours**
Introduction to SPSS Modeler: Interface, functionalities, and architecture, understanding nodes and streams in SPSS Modeler for data processing and analysis, Introduction to the CRISP-DM methodology and its application in data mining projects, importing data from various sources and formats into SPSS Modeler, Advanced techniques for data preprocessing and cleaning, Exploring data transformation methods including normalization and feature scaling		
Unit II	**Exploratory Data Analysis and Visualization**	**10 Hours**
Conducting exploratory data analysis (EDA) using SPSS Modeler, generating interactive visualizations and dashboards for data exploration, Implementing advanced statistical techniques for data summarization and pattern recognition		
Unit III	**Predictive Modelling Techniques**	**12 Hours**

Understanding the principles of predictive modelling and machine learning algorithms, Building and fine-tuning predictive models (e.g., regression, classification, clustering) in SPSS Modeler, evaluating model performance using various metrics and techniques		
Unit IV	**Case Studies, Ethics, and Emerging Trends**	**11 Hours**
Analysing real-world case studies and datasets using SPSS Modeler, Collaborative projects addressing complex business problems with SPSS Modeler, Ethical considerations in data analytics and privacy-preserving techniques, Exploring emerging trends in business analytics such as deep learning, big data analytics integration, and AI-driven decision-making		

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

Textbooks

1. IBM Courseware
2. Mastering Predictive Analytics Modeling: A Comprehensive Guide

Suggested Readings

1. Predictive Analytics Mesmerizing & fascinating by ERIC SIEGEL

Open Educational Resources (OER)

1. IBM SPSS Modeler Documentation (IBM Developer)
2. CRISP-DM 101 (CRISP-DM Guide)
3. Data Science and Machine Learning with SPSS Modeler (IBM Skills Network on Coursera)

Evaluation Scheme

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

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

SEMESTER III					
Course Code: MCBM211	**Course Title:** **Banking in India**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of banking and its features**				

Course Perspective

This course offers students a deep understanding of banking and how it works in the economy for making strategic banking decisions. It emphasizes the practical application of concepts such as Bank Deposits, Nomination and Deposit Insurance Other Banking Services Kinds of deposits, Bank-Customer Relationship & NPA's and thus contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex banking environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the concept of banking and economy as well as banking structure in India	L2

CO2	**Applying** the concepts of banking in different scenarios	L3
CO3	**Analysing** the different kinds of bank accounts and how they operate and function in India	L4
CO4	**Analysing** the different banks and customer relationships through different mechanisms	L4
CO5	**Evaluating** the Indian banking structure through its various components	L5

Course Content

Unit I	**Banking and the Economy**	**9 Hours**
Introduction to Banking and Banking and the Economy Fundamentals role and evolution, Banking structure in India, Licensing of banks in India, branch licensing, foreign banks, private banks, dividend, corporate governance Cash Reserve Ratio, Statutory Liquidity Ratio, Repo and Reserve Repo, Open market operations, security valuation, capital account convertibility.		
Unit II	**Bank Deposits**	**12 Hours**
Bank Deposits, Nomination and Deposit Insurance Other Banking Services Kinds of deposits, Joint accounts, Nomination, Closure of deposit accounts, Deposit insurance. Fund-based services, non-fund-based services, Money remittance services, banking channels.		
Unit III	**Non-Performing Assets**	**12 Hours**
Bank-Customer Relationship & NPA and Cortication Roles of Banks, Banker's obligation of secrecy Non-Performing Assets, NPA categories, NPA Provisioning Norms, SARFAESI Act.		
Unit IV	**Understanding a Bank's Financials**	**12 Hours**
Understanding a Bank's Financials, Basel Framework & Regulatory Framework Balance sheet, profit and loss account, Camels Framework. Bank of International Settlements (BIS), Basel Accords Anti-Money Laundering and Know Your Customer, Banking Ombudsman Scheme 2006, Indian Contract Act-1872, Sales of Goods Act-1930, Negotiable Instrument Act-1881, The Limitation Act, 1963		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as Bank Deposits, Nomination and Deposit Insurance Other Banking Services Kinds of deposits, Bank-Customer Relationship & NPAs. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination,

ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Banking in India by S. K. Das
2. Indian Banking: Contemporary Issues by R.S. Sirohi and Sudhakar Pandey

Suggested Readings

1. Indian Banking and Financial Sector Reforms: Realizing Global Aspirations by I.V. Trivedi and A.S. Thakor
2. Banking and Financials Institutions in India by Beena Saraswathy and S. R. Murthy.

Open Educational Resources (OER)

1. **Banking in India: Growth, Trends, and Opportunities | IBEF**
2. **Banking Overview | Department of Financial Services | Ministry of Finance | Government of India**

Evaluation Scheme

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

SEMESTER III					
Course Code: SEC063	**Course Title:** **Advanced Excel**	**L**	**T**	**P**	**C**
Version ____	**1**	**0**	**0**	**1**	**2**
Category of Course	Skill Enhancement Course				
Total Contact Hours	30				

Pre-Requisites/ Co-Requisites	Basic MS Excel course must be completed beforehand

Course Perspective

Upon completing this course, students will be able to apply advanced Excel techniques for efficient data management and analysis. They will understand how to leverage cell references and array formulas for targeted computations. They will analyse datasets using functions like VLOOKUP, HLOOKUP, INDEX, and MATCH to enhance data retrieval capabilities, while also creating custom data validation rules and evaluating patterns through conditional formatting. The course will enable students to synthesize complex data visualizations using PivotTables, Pivot Charts, and new chart types like tree maps and waterfalls, facilitating better interpretation of trends. Students will also apply statistical functions to calculate averages, percentiles, and forecasts, and evaluate statistical distributions using histograms, thereby making data-driven decisions with precision.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** core Excel functions, including cell references, array formulas, data retrieval, and statistical calculations, to establish a strong analytical foundation.	L2
CO2	**Analysing** complex datasets by applying advanced functions and conditional formatting to identify trends, patterns, and anomalies.	L3
CO3	**Applying** diverse visualization tools and advanced charts to effectively present analytical findings.	L4
CO4	**Evaluating** statistical measures to assess data distributions and predict future outcomes.	L5
CO5	**Creating** integrated Excel solutions that combine advanced formulas, data validation, visualization, and statistical analysis to optimize decision-making.	L6

Course Content

Unit I:	Cell References & Array Formulas	7 Hours
Copy a Formula, External References, Hyperlinks, Count Unique Values, Count with Or Criteria, SUMIF, SUMIFS, COUNTIF, and COUNTIFS for targeted analysis.		

Unit II	Advanced Functions and Data Validation	8 Hours
VLOOKUP, HLOOKUP, INDEX, MATCH for advanced data retrieval; Data Validation Rules - Creation & Customisation; Conditional Formatting - Highlighting trends, patterns, and anomalies in data.		
Unit III	**Data Visualization - Pivot Tables & Charts**	**8 Hours**
Filters & Slicers in Pivot Tables, PivotCharts; New Charts – Tree map & Waterfall, Sunburst, Box and whisker Charts		
Unit IV	**Statistical Functions**	**7 Hours**
Negative Numbers to Zero , Rank , Percentiles and Quartiles, AverageIf , Forecast , MaxIfs and MinIfs , Weighted Average, Histograms		

Learning Experience: The learning process for this course is a blend of interactive classes, hands-on practice, quizzes, and assessments tailored to enhance students' Excel skills across all units. It begins with instructor-led sessions to build a foundation in cell references, array formulas, and functions like SUMIF and COUNTIF, followed by practical exercises that reinforce concepts. As students' progress to advanced functions such as VLOOKUP and data validation, they will engage in case-based tasks to retrieve and analyse complex data effectively. Data visualization techniques will be taught through collaborative labs, enabling students to create PivotTables, advanced charts, and dashboards that depict data insights clearly. The course concludes with applying statistical functions, where students will practice forecasting and analysing distributions. Regular quizzes and assessments throughout ensure an effective learning journey, making students proficient in Excel's advanced functionalities and equipping them for real-world applications.

Textbooks

1. Microsoft Excel 2019 Data Analysis and Business Modelling**, Wayne Winston** - 6th Edition, published by Microsoft PressArora, M.N. (2021)
2. Excel 2016 Bible, John Walkenbach - Published by Wiley
3. Excel 2019 All-in-One for Dummies, Greg Harvey - Published by Wiley

Open Educational Resources (OER)

1. https://excelgraduate.com/advanced-excel/
2. Excel Skills for Business: Advanced Course (Macquarie University) | Coursera
3. Excel Skills for Business Certificate Program (Macquarie) | Coursera

Evaluation Scheme

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

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

SEMESTER III					
Course Code: AEC	**Verbal Ability**	**L**	**T**	**P**	**C**
Version	1	**3**	**0**	**0**	**3**
Category of Course	Ability Enhancement Course				
Total Contact Hours	45 Hours				
Pre-Requisites/Co-Requisites					

Course Perspective

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

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Remembering** fundamental principles of effective communication in both formal and informal settings.	L1

CO2	**Understanding** the way to communicate effectively and appropriately in various contexts.	L2
CO3	**Applying** skills to deliver engaging presentations that captivate and inform the audience.	L3
CO4	**Applying** active listening techniques to improve understanding and enhance collaborative discussions.	L3
CO5	**Analysing** the persuasive communication strategies to effectively influence and motivate the audience.	L4

Course Content

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

Learning Experience

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

Textbook [TB]:

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

Reference Books/Materials

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

Evaluation Scheme

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

SEMESTER III					
Course Code- OE	**Course Title: Project Management**	**L**	**T**	**P**	**C**
Version ___	**1**	**3**	**0**	**0**	**3**
Category of Course	Open Elective				
Total Contact Hours	45 hours				
Pre-Requisites/ Co-Requisites	NA				

Course Perspective

The Project Management course is crucial for students, as it aligns with academic, career, and professional development goals by teaching essential project planning, execution, and leadership skills. Students learn to manage resources, timelines, and risks, preparing them for leadership roles such as Project Manager or Operations Manager. The course emphasizes strategic alignment of projects with business objectives, ensuring students can drive successful outcomes in real-world scenarios.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the principles and practices of project management, and project life cycle.	L2
CO2	**Applying** detailed project plans, and creating schedules using tools such as the Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT).	L3
CO3	**Analysing** budgeting to ensure the project remains profitable and sustainable.	L4
CO4	**Evaluating** project plans, and creating schedules for completion of project work.	L4
CO5	**Developing** the ability to measure project performance.	L5

Course Content

Unit I	**Introduction**	**10 Hours**
Project Management, Phases of Project Management, Elements of Project Management, Project Life Cycle, conception and selection, planning and scheduling, implementation and control, evaluation and termination, Classification of Projects,		
Unit II	**Project Analysis and Selection**	**15 Hours**
Identification of investment opportunities, project initiation, Market and Demand Analysis: Economic Analysis, Economic Analysis, Social Cost and Benefit Analysis, ROI, Replacement cost, Project Risk analysis.		
Unit III	**Project Planning and Scheduling**	**10 Hours**
Planning of Physical Resources, Human Resources, Financial Resources, Project Management Structures, Different Matrix Forms, Project Management		

Techniques: Gantt Chart, Milestone Chart, Critical Path Method (CPM), Project Evaluation and Review Technique (PERT), Project Scheduling,		
Unit IV	**Project Performance Measurement and Evaluation**	**10 Hours**
Performance Measurement, Project Performance Evaluation, Project Report: Types of Project Reports, Feasibility and Detailed Project Report, Project Completion Report, Project Audit: Process Audit, Post project Audit, Phases of post audit Types of post audit, Agencies for project audit (Indian scenario).		

Learning Experience

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

Textbooks:

1. Project Management Absolute Beginner's Guide by Greg Horine. Released in 2005
2. The Lazy Project Manager by Peter Taylor.

Suggested Readings

1. Agile Project Management with Scrum by Ken Schwaber

2. Scrum: The Art of Doing Twice the Work in Half the Time by Jeff Sutherland.

Open Educational Resources (OER):

1. https://onlinecourses.nptel.ac.in/noc24_mg01/preview
2. https://www.coursera.org/learn/agile-project-management

Evaluation Scheme

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

SEMESTER III					
Course Code: VAC	**Course Title:** **GST and E-Filing**	**L**	**T**	**P**	**C**
Version ____	**1**	**3**	**0**	**0**	**3**
Category of Course	Value Added Course				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	**Basic Understanding of Indirect Taxation**				

Course Perspective

GST represents a significant shift in tax policy, aiming to create a unified market and enhance the ease of doing business. A course on GST equips learners with essential knowledge and skills to navigate this complex tax landscape effectively.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of adoption and implementation of GSTs, E-filing and GST classification	L2
CO2	**Applying** the concepts in GST evaluation, provision and process.	L3
CO3	**Applying** the GST concepts in the taxation value of goods and services as well as dealing with practical problems	L3
CO4	**Analysing** GST E-filing process, payment of GST, returns and assessment provisions	L4
CO5	**Evaluating** the GST E-filing process as well as accounts and records with the tax refund process	L5

Course Content

Unit I:	**Goods and Services Tax: An Introduction concept. Basic Elements, Needs and Impacts**	**9 Hours**
Concept of goods and service tax GST, Main features of GST implemented in India, Background, Causes for adoption and implementation of GST, Favourable impacts and difficulties of GST, Evaluation and suggestion of GST, Classification of GST Dual and Integrated GST, Important terms.		
Unit II	**Registration Under GST: At A Glance Provisions, Roles, Procedure and Forms**	**12 Hours**
Registration under GST provision and process. Amendment and cancellation of registration, Practical problems relating to registration. Supply of goods and services-Meaning, Scope and types. Determination of time and place of supply of goods and services. Levy and collection of tax. List of exempted goods and services with practical problems.		
Unit III	**Taxable Value of Supply of Goods**	**12 Hours**
Determination of taxable value of goods and services. Items included and deductions against taxable value. Practical problems related to computation of		

taxable value of goods and services supplied. Tax rates applicable on supply of goods and services. Practical problems relating to calculation of GST payable on goods and services supplied.		
Unit IV	**Composition Levy**	**12 Hours**
Composition levy- eligibility, provisions, rules, rates and practical problems. Provisions and rules regarding input tax credit. Practical problems relating to calculation of ITC. Performa and preparation of tax invoice. Payment of GST, Return and assessment provision and process. Job work and reverse charge-provisions and rules. Maintenance of accounts and records. Refund of tax.		

Learning Experience:

This course on "GST and E-Filing" is designed to equip students with both foundational knowledge and hands-on experience in GST compliance. Through interactive lectures, practical workshops, and case studies, students will gain a comprehensive understanding of GST concepts, from registration to the nuances of taxable values and exemptions. The course emphasizes real-world application by engaging students in exercises for e-filing, preparing tax invoices, and calculating the Input Tax Credit (ITC). Reflective journals, group projects, and discussions on recent GST developments foster collaborative learning, critical thinking, and problem-solving skills, preparing students for effective navigation of the GST landscape.

Textbooks:

1. The Central Goods and Services Tax, 2017
2. The Integrated Goods and Services Tax, 2017

Suggested Readings

1. The Integrated Goods and Services Tax, 2017
2. The Union Territory Goods and Services Tax, 2017
3. The Goods and Services Tax (Compensation to States), 2017
4. The Constitution (One hundred and First Amendment) Act, 2016
5. Gupta, S.S., GST- How to meet your obligations (April 2017), Taxmann Publications
6. Halakandhi, S., G.S.T (Vastu and Sevakar) (Hindi) Vol-1, 2017
7. Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017
8. Vastu and Sevakar Vidhan by Government of India

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)**	30 Marks

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

SEMESTER IV

SEMESTER IV					
Course Code: MCBA102	**Course Title: Individual and Organisational Behaviour**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Fundamentals of management**				

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

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

Course Content

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

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

Learning Experience: This course offers an interactive and practical approach, blending lectures with hands-on activities. Lectures will cover key Organizational Behavior (OB) concepts, while case studies and real-world examples will enable students to apply them effectively. Through group work students will delve into interpersonal dynamics, team processes, and conflict management, fostering teamwork and collaboration. Through role-playing exercises, students will develop emotional intelligence and conflict resolution skills in simulated workplace settings. Technology, including interactive simulations and online platforms, will enhance engagement. Assignments, such as reflections and group projects, will connect OB theories to real-world challenges, supported by fieldwork, professional interviews, peer reviews, and instructor feedback.

Textbooks

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

Suggested Readings

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

Open Educational Resources (OER)

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

Evaluation Scheme

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

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

SEMESTER IV					
Course Code: MCBA202	**Course Title: Research Methodology for Business**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Fundamental understanding of Statistics				

Course Perspective

Upon completing this course students will be able to critically evaluate and apply essential business research methodologies to solve organizational challenges and analyze market trends. Students will understand foundational concepts such as the nature and scope of business research, while also advancing to analyze, apply, and create effective data collection instruments, hypothesis formulations, and ethical research proposals. The course empowers students with skills to accurately sample data, interpret findings, and communicate insights, ultimately preparing them for data-driven decision-making within diverse business contexts.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**

CO1	**Understanding** the foundational concepts and principles of business research.	L2
CO2	**Applying** sampling techniques and survey methodologies to ensure that it represents population.	L3
CO3	**Analysing** different types of research designs and data collection techniques for various research objectives.	L4
CO4	**Evaluating** data through statistical methods, including hypothesis testing and advanced data analysis, to interpret findings effectively.	L5
CO5	**Creating** research reports and presentations that synthesize analysis outcomes, with a focus on actionable business insights and recommendations.	L6

Course Content

Unit I	**Introduction to Business Research**	**10 Hours**
Introduction to Business Research: Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research; Marketing Research.		
Unit II	**Types of Research Design**	**11 Hours**
Research Design and Data Collection: Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments -Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.		
Unit III	**Sample Design**	**12 Hours**
Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors		
Unit IV	**Data Analysis, Interpretation and Report Preparation**	**12 Hours**
Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi-Dimensional Scaling; use of SPSS/Mini-Tab in data analysis, Report Preparation and Presentation		

Learning Experience

The learning process in this course is designed to be engaging and practical, involving a blend of lectures, hands-on exercises, quizzes, and real-world case studies to enrich understanding. Students will participate in workshops on hypothesis formulation and research proposal development, while data collection and sampling topics will be reinforced through practical assignments and in-class group projects. Advanced data analysis techniques are taught using software like SPSS allowing students to apply theoretical knowledge directly to real data sets. This balanced approach fosters analytical and practical skills, preparing students for dynamic applications in business research.

Textbooks

1. C.R. Research Methodology (Methods and Techniques) 2nd Edition, New Age International(P)ltd.
2. Zikmund, Babin, et.al. Business Research Methods, 8th Edition, Cengage Learning.
3. Marketing Research – Naresh Kumar Malhotra & David F. Birks

Suggested Readings

1. Chawla Deepak, Research Methodology,2nd Edition, Vikas Publications.
2. Dash Priyaranjan, Research Methodology, 3rd Edition, Vrinda Publications.

Open Educational Resources (OER)

1. NPTEL, Swayam, Course Era
2. https://www.coursera.org/

Evaluation Scheme

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

SEMESTER IV					
Course Code: MCBM204	**Course Title: Corporate Accounting**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial accounting**				

Course Perspective

The Advanced Corporate Accounting course is designed to provide students with a deep understanding of complex accounting practices related to corporatefinance. This course covers critical topics such as accounting for share capital and debentures, valuation of goodwill and shares, amalgamation of companies, and the preparation of final accounts for banking, insurance, and asset management companies. Through this course, students will develop the ability to apply accounting standards, analyse financial situations, and prepare consolidated financial statements.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the processes involved in the issue, forfeiture, and reissue of shares, including the book-building process.	L2
CO2	**Applying** the factors affecting the valuation of goodwill.	L3
CO3	**Applying** the accounting concepts and treatments for amalgamations as per Accounting Standard: 14 (ICAI).	L4
CO4	**Analysing** the performance valuations of debt and equity using asset-based valuation techniques	L4

CO5	**Evaluating** the regulatory requirements for insurance companies and asset management companies	L5

Course Content

Unit I:	**Accounting for Share Capital & Debentures**	**9 Hours**
Issue, forfeiture and reissue of forfeited shares- concept & process of book building. Issue of rights and bonus shares. Buy back of shares. Redemption of preference shares. Issue and Redemption of Debentures.		
Unit II	**Valuation of Intangible Assets**	**12 Hours**
Goodwill Valuations: Concept of Goodwill, Factors affecting Valuation of Goodwill, Methods of Goodwill Valuation. Valuations of Debt & Equity, Asset Based Valuation, Valuation of Brand Image.		
Unit III	**Amalgamation of companies**	**12 Hours**
Concepts and accounting treatment as per Accounting Standard: 14 (ICAI). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction. Preparation of consolidated balance sheet with one subsidiary company. Relevant provisions of Accounting Standard: 21 (ICAI).		
Unit IV	**Final Account of Banking and Insurance Companies**	**12 Hours**
Introduction to Insurance Companies, Regulatory Requirements, Preparation of final account of Asset Management Companies (AMC).		

Learning Experience:

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

Textbooks

1. "Advanced Accounting" by Paul Fischer, William Tayler, and Rita Cheng.
2. "Corporate Accounting" by Naseem Ahmed.

Suggested Readings

1. Goyal, B. K. (2021). Corporate Accounting. (7th Ed.). New Delhi: Taxman Publication.
2. Goyal, V. K., & Goyal, R. (2012). Corporate Accounting. (3rd Ed.). New Delhi: PHI Learning

Open Educational Resources (OER)

1. Saylor Academy - Cost Accounting

2. MIT Open Course Ware - Financial and Managerial Accounting

Evaluation Scheme

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

SEMESTER IV					
Course Code: MCBM210	**Course Title: Investment Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	Basics knowledge of Accounting and Financial Management				

Course Perspective

The "Investment Management" course provides foundational knowledge of investment objectives, processes, and asset classes, emphasizing the distinction between investment, speculation, and gambling. It focuses on assessing and managing risks, measuring them through various techniques like standard deviation and beta. The course covers security analysis using fundamental and technical methods, along with portfolio construction theories like CAPM and Markowitz. It teaches performance evaluation using metrics such as the Sharpe and Treynor Ratios, and Jensen's Alpha. Additionally, the course introduces derivatives like futures and options for investment management, equipping students to make informed financial decisions and optimize portfolios.

Course Outcomes

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**

CO2	**Understanding** Understand the investment objectives, the factors influencing sound investment decisions, and the differences between investment, speculation, and gambling.	L2
CO3	**Applying** Apply portfolio theories such as Markowitz and the Capital Asset Pricing Model (CAPM) for portfolio construction and evaluation.	L3
CO4	**Analysing** various asset classes, including fixed income and variable income assets, and evaluate different types of investments like ULIPs, mutual funds, REITs, and bonds.	L4
CO5	**Evaluating t**he trade-off between risk and return, understand systematic and unsystematic risk, and measure risk using standard deviation, beta, and other methods.	L5
CO6	**Creating** portfolio and measure its performance using metrics such as the Sharpe Ratio, Treynor Ratio, and Jensen's Alpha.	L6

Course Content

Unit I	**Introduction to Investment**	**10 Hours**
Introduction to Investment: Objectives and Process, Factors of sound investment; Comparison among investment, speculation, and gambling; Different types of Asset Class: Fixed Income Assets and Variable Income Assets (stocks, Debentures (convertible & non-convertible)); Types of Investment (ULIPS, Pension Funds, Mutual Funds, REITs, Derivatives, Infrastructure funds, Sovereign Bonds, Electoral Bonds, Green Bonds).		
Unit II	**Valuation of Risk and Return**	**15 Hours**
Risk and Return Trade off; Systematic and Unsystematic risk, Types of risk. Measurement of Risk- Range as a measure, Standard deviation, Coefficient of variation, beta (Calculation of Beta, systematic and unsystematic risk); Characteristics Regression Line (CRL), Markowitz Theory, CAPM; Security Market Line (SML).		
Unit III	**Investment Analysis**	**10 Hours**
Investment Analysis: Fundamental analysis; Economic Analysis, Industry Analysis, Technical analysis; Dow Theory, Indicators and Oscillators. Efficient Market Hypothesis: Random Walk theory, Weak, Semi-strong and Strong form of Market.		

Unit IV	Portfolio Analysis	10 Hours
Portfolio Analysis: Arbitrage Pricing Theory, Sharpe Index Model, Two-Asset Portfolio. Portfolio Evaluation: Sharpe Index Ratio, Teynor Ratio, Jensen Alpha ratio		

Learning Experience

The "Investment Management" course offers a comprehensive learning experience by blending theoretical knowledge with practical applications. Students will gain insights into various investment avenues and asset classes, learning to differentiate between investment, speculation, and gambling. The course emphasizes hands-on analysis of risk measurement, using statistical methods like standard deviation and beta. Through case studies and real-world scenarios, learners will apply fundamental and technical analysis techniques to assess securities and understand market behavior. The experience extends to constructing and managing portfolios using modern theories, as well as evaluating investment performance. Exposure to derivatives enhances students' understanding of hedging strategies in investment management.

Textbooks

1. Fischer, D. E., Jordan, R. J. Security Analysis and Portfolio Management. United States: Prentice Hall
2. Punithavathy, Pandian. Security Analysis and Portfolio Management, 2nd Edition. (n.d.). (n.p.): Vikas Publishing House.

Suggested Readings

1. Kevin, S. (2022). Security Analysis And Portfolio Management, Third Edition. (2022). (n.p.): PHI Learning Pvt. Ltd.
2. Jones, C. P. (2016). Investments: Analysis and Management. United Kingdom: Wiley.
3. Reilly, F. K., Brown, K. C. (2012). Analysis of Investments and Management of Portfolios. Brazil: South-Western Cengage Learning.
4. Security Analysis and Portfolio Management. (2010). (n.p.): Macmillan Publishers India Limited.
5. Ranganatham, M. (2011). Security Analysis and Portfolio Management. India: Pearson Education India.
6. Chandra, P. (2010). Investment Analysis and Portfolio Management. (n.p.): Tata McGraw-Hill.

Open Educational Resources (OER)

1. *NPTEL, Investopedia, Swayam, Course Era*

Evaluation Scheme

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

SEMESTER IV					
Course Code: **SEC**	**Course Title:** **Introduction to Power BI, Python and SQL**	**L**	**T**	**P**	**C**
Version	**1**	**0**	**0**	**1**	**2**
Category of Course	SEC				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will gain foundational and advanced skills in Python programming, SQL, and Power BI, enabling them to effectively process and analyze data for decision-making. They will demonstrate proficiency in various Python functions, data manipulation techniques, relational database management using SQL, and the creation of impactful data visualizations with Power BI. Through practical application and continuous learning, students will acquire both the theoretical understanding and hands-on experience required to solve real-world business problems using data-driven approaches.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the Python basics, SQL concepts, and Power BI interface to recognize their core functions and utility.	L2
CO2	**Analysing** data structures, functions, and tools in Python, SQL, and Power BI to identify relationships and patterns within datasets.	L3
CO3	**Applying** Python modules, SQL queries, and Power BI tools to solve business-related problems and perform exploratory data analysis effectively.	L4
CO4	**Evaluating** data-driven solutions for their effectiveness, accuracy, and efficiency to make informed decisions based on evidence from Python analyses, SQL databases, and Power BI visualizations.	L5
CO5	**Creating** comprehensive dashboards, databases, and automated processes using Python, SQL, and Power BI that integrate various analytical tools to meet business needs.	L6

Course Content

Unit I:	**Introduction to Python**	**8 Hours**
Why Python, Application areas of python, Installing python, Understanding print() function,set,Keywords,Comments,Variables,Literals,Operators,Reading input from console, Parsing string to int, float, statement-If elseIf elif ,Nested if ,Loop-While,For ,Nested loops, Pass, break and continue keywords, Standard Data Types--Int, float, complex, Boolean,Str, list, tuple, range, Dict, set, string and its functions, indexing and Slicing, Python List---Creating and accessing lists, Indexing and slicing lists, List methods, Nested lists, List comprehension, Python Tuple---Creating tuple, Accessing tuple, Immutability of tuple, Python Set—How to create a set, iteration over sets, Python set methods, Python Dictionary---Creating a dictionary, Accessing values from dictionary, Updating dictionary, Functions-Defining, Calling a Function, Types of functions, Function Arguments, Map (), filter (), or Lambda Function		
Unit II	**Python Module & Packages**	**7 Hours**
Why modules, Importing module, Why packages, Understanding pip utility, Panda Package, Introduction to pandas--- Labeled and structured data, Series and data frame objects, How to load Datasets From excel and From csv, Accessing data from Data Frame using loc & iloc function,head() & tail function, Exploratory Data Analysis (EDA)-describe(),groupby(),crosstab(),Data Manipulation & Cleaning----Map(), apply(),Combining data frames, Adding/removing rows & columns, Sorting data, Handling:- missing values, duplicacy, data error, Date and Time, Data Visualization using matplotlib and		

sea born packages, Charts:-Scatter plot, lineplot, bar plot, Histogram, pie chart, Jointplot, pairplot, heatmap, Outlier detection using boxplot		
Unit III	**Predictive Modelling Techniques**	**7 Hours**
Introduction to Database, Database Concepts, What is Database Package, Understanding Data Storage, Relational Database (RDBMS) Concept, SQL basics, DDL & DQL, DDL(Data Defining Language): create, alter, Drop, SQL constraints:- Not null, unique, Primary & foreign key, composite key, Check, default , DML(Data Manipulating Language): insert, update, delete and merge (Data Query Language) : select Select distinct, where, operators, like, order by, aliases, views, joins---Inner join, Left (outer) join, Right (outer) join, Full (outer) join, Mysql functions, String functions------Char_length, Concat, Lower, Reverse, Upper, Numeric Functions--Max, min, sum, Avg, count, abs, Date functions—Curdate, Curtime, Now		
Unit IV	**Introduction to Power Bi**	**8 Hours**
Introduction to power bi, How to download power bi, Unlock the power of charts, Charts-Stunning column, stacked column chart, Pie chart, donut chart, funnel chart, ribbon chart, what is include and exclude How to create dashboard, View data, And export in csv from power bi, How to create a basic map ,filled map , map with pie chart, Formatting-formatting of map, Change background of maps, create a map of India, format a table, apply conditional formatting, change aggregations, create a matrix, create a filter on visual ,apply conditional formatting in matrix ,create Hierarchies, add total and subtotal in matrix ,change number formatting, create line chart, create scatter plot, create a Gauge chart, create a text card, use drill through, create a Superstore report, create an account on power bi service, How to publish report to power bi service, Export power bi report to ppt, pdf ,What is comment, Create a dashboard in Power Bi		

Learning Experience: The course will involve a blend of lectures, hands-on coding labs, quizzes, and practical assignments to ensure a comprehensive understanding of each unit. Students will experience interactive classes for foundational topics like Python installation, SQL queries, and Power BI basics, followed by practical coding labs for Python programming and SQL queries. Data visualization techniques will be taught through step-by-step tutorials in Power BI, allowing students to create dynamic dashboards. Quizzes and assessments will test their theoretical knowledge, while project-based tasks will enhance their analytical and problem-solving skills. This learning process ensures students effectively grasp both theory and practice, fostering a holistic learning environment.

Textbooks

1. Ashok Namdev Kamthane, "Programming and Problem Solving with Python," 2nd Edition, McGraw-Hill Education.
2. Mark Lutz, "Learning Python," 5th Edition, O'Reilly Media.

Suggested Readings

1. Alberto Cairo, "The Truthful Art: Data, Charts, and Maps for Communication," 1st Edition, New Riders.

Open Educational Resources (OER)

1. Python for Everybody: Free online Python course by Dr. Charles Severance.
2. W3Schools SQL Tutorial: Comprehensive online guide for learning SQL.
3. Power BI Guided Learning: Microsoft's official guided learning for Power BI.

Evaluation Scheme

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

SEMESTER IV					
Course Code: **MCSP121**	**Course Title:** **Advertising and Sales Promotion**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Generic Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic Knowledge of Marketing and Sales.**				

Course Perspective

This course aims to provide students with a comprehensive understanding of advertising and sales promotion within the broader marketing context. It emphasizes the importance of integrating promotional strategies with overall marketing objectives to drive business success. By exploring various media, techniques, and management practices, students will gain the skills necessary to create impactful advertising and sales promotion campaigns. The course prepares students for dynamic roles in marketing, enabling them to adapt to evolving industry trends and consumer behaviors effectively.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concept of Advertising and Sales Promotion	L2
CO2	**Applying** various advertising strategies and techniques to develop effective marketing campaigns	L3
CO3	**Analysing** the effectiveness of different media channels and their impact on target audiences.	L4
CO4	**Analyzing** the sales force management processes.	L4
CO5	**Evaluating** the effectiveness of sales promotion methods and their influence on consumer behavior and sales performance.	L5

Course Content

Unit I	**Introduction**	**10 Hours**
Advertising: Meaning-Importance-Objectives-Media-Forms of Media-Press Newspaper Trade Journal-Magazines-Outdoor Advertising-Poster-Banners - Neon Signs, Publicity Literature Booklets, Folders, House Organs-Direct mail Advertising-Cinema and theatre programme-Radio and Television Advertising-Exhibition-Trade Fair-Transportation Advertising.		
Unit II	**Pricing Strategies & Tactics**	**10 Hours**
Advertising Agencies-Advertising Budget-Advertising Appeals - Advertising Organisation-Social Effects of Advertising-Advertising Copy - Objectives-Essentials - Types-Elements of Copy Writing: Headlines, Body Copy - Illustration-Catch Phrases and Slogans-Identification Marks.		

Advertising Layout- Functions-Design of Layout-Typography Printing Process-Lithography-Printing Plates and Reproduction Paper, and Cloth- Size of Advertising-Repeat Advertising-Advertising Campaign- Steps in Campaign Planning.		
Unit III	**Salesforce Management**	**12 Hours**
Sales Force Management-Importance-Sales Force Decision-Sales Force Size-Recruitment & Selection-Training-Methods-Motivating Salesman Controlling - Compensation & Incentives-Fixing Sales Territories-Quota - Evaluation.		
Unit IV	**Sales Promotion**	**13 Hours**
Meaning-Methods-Promotional Strategy-Marketing Communication and Persuasion-Promotional Instruments: Advertising -Techniques of Sales Promotion-Consumer and Dealers Promotion. After Sales Service-Packing – Guarantee - Personal Selling-Objectives - Salesmanship-Process of Personal Selling-Types of Salesman.		

Learning Experience:

The learning experience for this course will be interactive and hands-on, allowing students to apply theoretical concepts to real-world scenarios. Through case studies, group discussions, and practical assignments, students will engage in critical thinking and problem-solving exercises related to advertising and sales promotion. Guest lectures from industry professionals will provide insights into current trends and best practices. Additionally, students will have opportunities to design advertising campaigns and promotional strategies, enhancing their creativity and understanding of effective marketing communication.

Textbooks

1. Advertising & Promotion: George E.Belch,THM
2. Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage

Suggested Readings

1. Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.
2. Integrated Advertising, Promotion, and Marketing Communications, Kruti shah, Alon D'Souza, TMH.
3. Advertising & Sales Promotion, SHH Kazmi, Satish Batra, Excel.
4. Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.
5. Advertising Management, Jethwaney, Jain, Oxford.
6. Contemporary Advertising, Arens, TMH.
7. Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya.
8. Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill

Open Educational Resources (OER)

1. https://www.igntu.ac.in/eContent/IGNTU-eContent-270519171365-MBA-4-Prof.AmarendraPratapSingh-SalesandDistributionManagement-Unit-I.pdf
2. https://nou.edu.ng/coursewarecontent/MKT%20833.pdf

Evaluation Scheme

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

SEMESTER IV					
Course Code: MCBM212	**Course Title: Industrial Relations & Labour Laws**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Generic Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of Human Resources				

Course Perspective

Upon completing the course, students will have developed a deep understanding of the intricacies of industrial relations, particularly in the context of India. The course will equip students with analytical skills to assess the impact of digitalization and labor law amendments on industrial relations. They will be able to apply their knowledge to real-world scenarios involving trade unions, employee discipline, and counselling. Through the study of various labor laws and acts, such as the Industrial Dispute Act of 1947 and the Payment of Wages Act of 2017,

students will be empowered to evaluate organizational policies and implement effective employee relations strategies. The practical focus on grievance handling and employee counselling will further enhance their ability to foster a positive workplace culture, promoting discipline and addressing grievances efficiently.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts, scope, and objectives of industrial relations.	L2
CO2	**Applying** knowledge of employee discipline procedures, and grievance redressal mechanisms within a workplace setting.	L3
CO3	**Analysing** the development, functions, and challenges of trade unions in India, with a focus on the social responsibilities of unions and the impact of state labor policies.	L4
CO4	**Evaluating** the effectiveness of various grievance handling systems and procedures to ensure compliance with organizational policies and promote workplace harmony.	L5
CO5	**Creating** comprehensive employee counselling framework, incorporating both traditional and digital counselling methods to address workplace issues effectively	L6

Course Content

Unit I	**Introduction to Industrial Relations**	**10 Hours**
Concept, Scope, Objectives, Impact of digitalization on industrial relations, Factors affecting industrial relations, Industrial Dispute Act 1947, Labour Law Amendments 2017.		
Unit II	**Trade Unions**	**12 Hours**
Objectives and functions; Development of Trade Union Movement in India; Forms of Union; Social Responsibility of Trade Union; Management of Trade Union - The State Government Labour Policy, Problems of the Trade Union Movement in India, Measures to strength Trade Unions, The Payment of Wages Act 2017.		
Unit III	**Employee Discipline**	**11 Hours**

Definition, Causes of indiscipline; Code of discipline; Disciplinary procedure; Code of conduct. Grievance Handling: Meaning of grievances; Causes of grievances; Guidelines for grievance handling; Grievances redressal procedures.		
Unit IV	**Employee Counselling**	**12 Hours**
Employee Counselling: Introduction, Objectives, Characteristics, Need, Function, Counselling at workplace, Types, Methods and Process of Employee Counselling, Digital counselling: How online counselling work, Reason for being a success, Benefits and Barriers, The six stage of online counselling process relationship building (Micro Skills in counselling).		

Learning Experience:

The learning process in this course will be highly interactive and practical, involving a blend of theoretical classes, case studies, practical workshops, tests, and quizzes. For the Industrial Relations unit, in-depth discussions on labor laws and digitalization will provide a strong foundation, supported by case studies of real-world labor disputes. Trade unions will be studied through historical analysis and group projects focusing on union management. Employee discipline will be taught through role-playing exercises that simulate disciplinary hearings and grievance redressal sessions, allowing students to practice real-life scenarios. Employee counselling will involve practical exercises, including mock counselling sessions and digital counselling simulations to prepare students for modern workplace challenges. This comprehensive approach ensures students not only understand the theory but also gain practical skills that are directly applicable to their future roles in HR or industrial relations management.

Textbooks

1. Sinha, Sinha, Sakher (2013) Industrial Relations, Trade Unions and Labour Legislations, (2nd Edition), New Delhi ND: Pearson Education.
2. Monappa, A. Industrial Relations, Tata McGraw Hill, New Delhi

Suggested Readings

1. VSP Rao, Industrial Relations & Labor Laws, Himalaya Publications
2. S.C.Srivastava. (2013). Industrial Relations & labour laws. (6th ed.). Vikas Publishing House.
3. T.N.Chhabra. (2011). Industrial Relations. (4th ed.). Dhanpat Rai & Co.
4. C.S. Venkata Ratnam. (2011). Industrial Relations. Oxford University Press.
5. Patterson, C. H., Theories of Counselling and Psychotherapy, New York, Harper & Row, 1966.

Open Educational Resources (OER)

1. https://www.india.gov.in/industrial-disputes-act-1947-5
2. https://open.umn.edu/opentextbooks/textbooks/71

Evaluation Scheme

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

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

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

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

Course Content

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

Introduction to Real-time Data Processing, Streaming Data Concepts: Apache Kafka, Flink, and Storm, Lambda Architecture for Real-time Data, Data Pipeline Design and Real-time Analytics, Performance Optimization and Scalability in Big Data Systems

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

Textbooks

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

Suggested Readings

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

Open Educational Resources (OER)

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

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)**	30 Marks

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

SEMESTER IV					
Course Code: AEC007	**Course Title: Communication and Personality Development**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Ability Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	None				

Course Perspective

The course enhances public speaking and presentation skills, helps students confidently convey ideas, information & build self-reliance and competence needed for career advancement. Personality assessments like the Johari Window and Myers & Briggs Type Indicator (MBTI) provide frameworks to enhance self-understanding, helps people increase their self-awareness, understand and appreciate differences in others and apply personality insights to improve their personal and professional effectiveness. Interpersonal skills included in the course deal with important topics like communication, teamwork and leadership, vital for professional success.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** key concepts of self-awareness, personality traits, and self-management to enhance personal development.	L2
CO2	**Applying** communication frameworks and public speaking skills to effectively overcome barriers in oral presentations and group discussions.	L3

CO3	**Analyzing** the importance of speed reading, note-taking, and critical analysis for academic and professional writing tasks	L4
CO4	**Evaluating** professional communication skills, including resume building and networking techniques, to prepare for interviews and career opportunities.	L5
CO5	**Creating** a comprehensive capstone project that synthesizes interpersonal, communication, and presentation skills in real-world scenarios.	L6

Course Content

Unit I	**Developing self and others**	**10 Hours**
Content Summary: Self Awareness, Personality Concepts (Personality Assessments -Johari Window, Myers & Brigg), Self-Management, Self Esteem, Self-Efficacy, Interpersonal skills, mindset, grit and working in teams.		
Unit II	**Enhancing Reading and Writing Skills**	**12 Hours**
Content Summary: Speed reading and its importance in competitive examinations, techniques for speed reading, note-taking, and critical analysis. Paragraph Writing, Essay and Summary writing, Business Letter, Email writing		
Unit III	**Effective Communication and Public Speaking**	**11 Hours**
Content Summary: Communication Framework, barriers & overcoming these barriers, Group Discussions, Extempore & Public Speaking drills, to manage stage fright and anxiety. Structuring and organizing a presentation (Oral & PPT), Etiquettes, Grooming, Body Language and Conversation starters, TMAY.		
Unit IV	**Career Guide and readiness**	**12 Hours**
Cover Letter, ATS friendly resume, Elevator Pitch, Video Resume (Visume), Networking, Group Discussion, Mock Interviews. Capstone Project.		

Learning Experience:

The learning process will include interactive classes to explore foundational concepts, followed by hands-on practice with self-awareness tools, such as the Johari Window and Myers-Briggs assessments. Speed reading and writing skills will be honed through structured exercises and peer assessments, while group

discussions, extempore sessions, and presentations will help students develop public speaking confidence. To ensure practical learning, sessions on resume building, video resumes, and mock interviews will provide a robust foundation for professional growth. This approach fosters a holistic learning experience that combines theory with practical applications, enabling students to build strong communication and self-presentation skills.

Suggestive Readings

1. Covey, S. R. - The 7 Habits of Highly Effective People, Revised Edition, Simon & Schuster.
2. Carnegie, D. - How to Win Friends and Influence People, Revised Edition, Simon & Schuster.
3. Robbins, S. P., Judge, T. A. - Organizational Behavior, 18th Edition, Pearson Education.

Open Educational Resources (OER)

1. Open Learn - Communication Skills
2. Coursera - The Science of Well-Being

Evaluation Scheme

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

SEMESTER V

SEMESTER V					
Course Code: MCBM301	**Course Title:** **Understanding Direct Tax Framework**	**L**	**T**	**P**	**C**
Version ____	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Direct Taxes**				

Course Perspective

This course offers students a deep understanding of the necessary theoretical and conceptual tools used in Tax Management. It emphasizes the practical application of concepts such as the Treatment of Income from different sources for assessment of Tax, Understanding Perquisites and Allowances and their role in the assessment of Tax liability, and equips students with the skills to assess and file Tax returns. The course is essential for those pursuing careers in Accounting, Taxation and Auditing.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the conceptual framework of direct taxation	L2
CO2	**Analysing** the effect of Income from different sources on the Tax assessment of an individual.	L3
CO3	**Applying** provisions of New Tax Regime 2023 for implications of allowances and perquisites.	L4
CO4	**Applying** provisions of New Tax Regime 2023 on the final assessment of Tax Liability.	L4

CO5	**Evaluating** final tax assessment sheet of an individual.	L5

Course Content

Unit I	**Introduction**	**9 Hours**
An introduction and Important Definitions, Agriculture Income, Residence & Tax Liability (Basis of charge), Exemptions from Tax (Non-Taxable income).		
Unit II	**Income from Salaries**	**12 Hours**
Income from Salaries (including retirement benefits).		
Unit III	**Income from House property**	**12 Hours**
Income from House Property including Fully and Partially occupied house		
Unit IV	**Income from Other Sources**	**12 Hours**
Income from Investments, Bank Deposits, and other miscellaneous receipts		

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

Textbooks

1. Singhania, V.K., Singhania, Kapil & Singhania, Monica (2016-17). Direct taxes planning and management, Taxman Publications.
2. Lal, B.B (2016-17). Direct taxes, Pearson Education.

Suggested Readings

1. Singhania. V.K (2016-17). Direct taxes & practice. New Delhi: Taxmann Publication.
2. Prasad. Bhagwati (2016-17). Direct taxes law & practice, New Delhi: Wishwa Prakashan.
3. Ahuja. Girish (2016-17). Simplified approach to income tax, Agra: Sahitya Bhawan Publishes & Distributors.

Open Educational Resources (OER)

1. http://incometaxmanagement.com/Pages/Gross-Total-Income/Salaries/Deductionunder-Chapter-VI-A.html

Evaluation Scheme

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

SEMESTER V					
Course Code: MCBM309	**Course Title:** **Derivatives**	**L**	**T**	**P**	**C**
Version ____	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of derivatives and risk management.**				

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of derivatives markets risk management processes.	L2
CO2	**Applying** the concepts of derivatives markets and risk management strategies in the stock market	L3
CO3	**Applying** the concepts of different derivatives segments in the stock market	L3
CO4	**Analysing** the concepts of different derivatives and risk management considering different strategies	L4
CO5	**Evaluating** the outcomes of different derivatives and risk management strategies. .	L5

Course Content

Unit I:	**Introduction**	**9 Hours**
Introduction, Managing Risk, Types of Business Risks, Derivatives, Products, Classification, participant, Evolution and Functions		
Unit II	**Types of Derivatives and strategies**	**12 Hours**
Introduction, Forward Contract, settlement of Forward Contract, Futures contract, Specifications of Futures contract, difference, Pricing, Arbitrage, Convergence, Relationship of futures price & expected spot price, benefit, commodity futures & economy, Difference of 7% commodity & financial futures, Pricing, hedging, Perfect & imperfect hedge, Basis & Basis Risk, Optimal Hedge Ratio, Spread strategies		
Unit III	**Stocks and Index Futures**	**12 Hours**
Index Futures, forward contracts & stocks, Future contract on indices & individual stocks, Features, specifications, pricing, Hedging, Speculation & arbitrage with stock index futures, foreign exchange markets, foreign exchange risk, FOREX rates, transactions, Arbitrage, Hedging, Speculation & arbitrage, NDF – Evolution, Growth, Features, Interest rate parity, Currency future – Trading, settlement, pricing, Hedging, Speculation & arbitrage.		
Unit IV	**Risk Management**	**12 Hours**

Introduction & Meaning, Types of credit risks, Assessment of credit risk, Credit default swaps, Total return swap, Credit linked notes, collateralized debt obligation, Payoff of options on futures, Binomial model for future options, Valuation of futures options- Black's Model, Interest rate options, Cap, Floor and Collar.

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

Textbooks

1. An Introduction to Derivatives & Risk Management; Dom M. Chance (2004).
2. Derivatives and Risk Management; Rajiv Srivastava (2013)

Suggested Readings

1. Derivatives and Risk Management; Janakiramanan (2011).
2. Financial Engineering: Derivatives and Risk Management; Keith Cuthbertson, Dirk Nitzsche (2001).

Open Educational Resources (OER)

1. **Derivatives & Risk Management.pdf**
2. **BMS Program Booklet 2019 (Final).pdf**

Evaluation Scheme

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

SEMESTER V					
Course Code: MCBA111	**Course Title: Commercial Laws**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will understand the foundational principles of various business laws in India, including the Indian Contract Act, Sale of Goods Act, and Companies Act. They will analyse the implications of these laws in real-world business scenarios, focusing on contracts, negotiable instruments, and company regulations. Students will apply legal principles to consumer protection and information rights, ensuring compliance with the respective laws. They will also evaluate the effectiveness of these laws in protecting consumer rights and regulating corporate entities. The course will enable students to create effective legal strategies for managing business operations within the framework of Indian laws.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the core concepts and essentials of the Indian Contract Act, Sale of Goods Act, and Companies Act, focusing on contract formation, sale agreements, and company incorporation.	L2
CO2	**Analysing** the legal provisions related to negotiable instruments, limited liability partnerships, and agency contracts to assess compliance in business transactions.	L3
CO3	**Applying** principles of consumer protection and right to information to address legal challenges in business operations, focusing on consumer rights and transparency.	L4

CO4	**Evaluating** the impact of the Information Technology Act and other business laws on digital transactions, governance, and consumer engagement.	L5
CO5	**Creating** business strategies that align with legal requirements, ensuring compliance with contract laws, company regulations, and consumer protection mandates	L6

Course Content

Unit I:	**Indian Contract Act 1872**	**9 Hours**
The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract based on validity, formation & performance; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract; Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.		
Unit II	**Sale of Goods Act 1930 & Negotiable Instrument Act 1881**	**12 Hours**
Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.		
Unit III	**Companies Act 2013 & Limited Liability Partnership Act, 2008**	**12 Hours**
The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.		
Unit IV	**Consumer Protection Act 1986**	**12 Hours**
Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Information Technology Act 2000: The rationale behind the act, Digital signature and electronic signature, Electronic Governance.		

Learning Experience: The course will be delivered through a combination of lectures, case studies, group discussions, and interactive exercises, ensuring a thorough understanding of business laws. Classes will introduce foundational concepts of contracts, sale agreements, and company formation, supplemented with case studies that simulate real-life legal scenarios. Role plays and group

activities will help students analyze legal provisions related to negotiable instruments, LLPs, and consumer rights. Practical exercises, quizzes, and assessments will be used to enhance comprehension of laws like the Information Technology Act and Right to Information Act. This approach ensures that students develop critical thinking, legal reasoning, and practical skills to apply laws effectively in business scenarios.

Textbooks

1. Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, "Elements of Business Law". Sultan Chand & Sons Pvt. Ltd.
2. Dagar, Inder Jeet and Agnihotri, Anurag. Business Laws : Text and Problems. Sage Publication.
3. Jagota R. (2019). Business Laws. MKM Publishers ScholarTech Press.
4. Sharma, J.P. and Kanojia S. (2019). Business Laws. New Delhi. Bharat Law House Pvt. Ltd.
5. Singh, Avtar.(2018). The Principles of Mercantile Law. Lucknow. Eastern Book Company.
6. Tulsian P.C. (2018). Business Law. New Delhi.Tata McGraw Hill.

Suggested Readings

1. Information Technology Rules 2000 with Information Technology Act 2000, Taxman Publications Pvt. Ltd., New Delhi.
2. Kuchhal, M C. (2018). Business Laws. New Delhi. Vikas Publishing House.
3. Arora, Sushma. (2015). Business Laws. New Delhi. Taxmann
4. Sharma, J.P. and Kanojia S. (2015). Vyavsayik Sanniyam, Delhi University Hindi Cell. (For Hindi)

Open Educational Resources (OER)

1. MIT OpenCourseWare (OCW) - Law and Society: Commercial Law
2. Coursera - Legal Aspects of Entrepreneurship (Offered by the University of Maryland)
3. OER Commons - Commercial Law Resources
4. OpenStax - Business Law

SEMESTER V					
Course code: MCBA303	**Course Title: General Awareness for Business**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

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

Course Content

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

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

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

Suggested Readings

1. All Business Newspapers – The Mint, Business Standard, Financial Express, Economic Times, Business Line and the Hindu

2. Business Magazines – Business Today, Business India, Economist, Economic and Political Weekly
3. B Smart App of Business Standard has few cases which shall be discussed as a part of the class.

Open Educational Resources (OER)

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

Evaluation Scheme

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

SEMESTER V					
Course Code: **AEC009**	**Course Title:** **Arithmetic and Reasoning Skills**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Ability Enhancement Elective				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic Knowledge of Arithmetic**				

Course Perspective

The course aims to provide students with essential mathematical and analytical skills that are fundamental to various academic and professional fields. By integrating Vedic methods for estimation, practical applications of percentages, and basic principles of ratios and proportions, the course fosters a solid foundation for financial analysis and decision-making. Additionally, the course emphasizes logical reasoning and quantitative skills through practical exercises, enabling students to tackle real-world problems effectively. Ultimately, this course equips students with the critical thinking and quantitative skills necessary for success in their academic pursuits and future careers.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concept of Financial Modelling	L2
CO2	**Applying** Vedic methods and practical techniques to efficiently estimate and approximate numerical values	L3
CO3	**Analysing** ratios and proportions to enhance financial analysis and decision-making processes.	L4
CO4	**Evaluating** logical reasoning skills through the analysis of blood relations, direction sense, and coding-decoding problems	L5
CO5	**Evaluating** quantitative skills, including interest calculations and data interpretation, to solve real-world mathematical challenges effectively	L5

Course Content

Unit I:	**Mathematical Essentials**	**12 Hours**
Vedic Methods for estimation and approximation, Numbers & divisibility, Practical uses of Percentage in calculating changes and discounts, Basic understanding of Ratio and Proportion in financial analysis & statistics.		
Unit II	**Fundamentals of Logical Reasoning**	**09 Hours**
Blood Relations, Direction Sense, Coding-Decoding		
Unit III	**Elementary Quantitative Skills**	**13 Hours**
Simple and Compound Interest, Time, Speed and Distance, Work and Time, Profit and Loss, Tables & Charts, Trends and Patterns		
Unit IV	**Reasoning Skills**	**11 Hours**
Critical Reasoning, Verbal Reasoning, Puzzles, Evaluating data, Case Studies, Scenario-based questions		

Learning Experience:

The learning experience in this course will be interactive and hands-on, encouraging students to engage in practical exercises that apply theoretical concepts to real-life scenarios. Students will participate in group discussions,

problem-solving workshops, and case studies to enhance their understanding of logical reasoning and quantitative analysis. The use of technology, such as educational software and online resources, will supplement traditional teaching methods, providing a dynamic learning environment. Additionally, formative assessments will enable students to track their progress and identify areas for improvement, ensuring they develop the confidence and competence needed to excel in quantitative reasoning and analytical skills.

Textbooks

1. Guha Abhijit: Quantitative Aptitude for Competitive Examinations, Tata McGraw Hill Publication
2. Quantitative Aptitude by R.S. Aggarwal

Suggested Readings

1. Verbal & Non-Verbal Reasoning by R.S. Aggarwal

Open Educational Resources (OER)

1. https://www.indiabix.com/online-test/aptitude-test/
2. https://www.geeksforgeeks.org/aptitude-questions-and-answers/
3. https://www.hitbullseye.com/

Evaluation Scheme

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

SEMESTER V					
Course Code: MCBM403	**Course Title: Valuation of Fixed Income Securities**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	Basics knowledge of Accounting and Financial Management				

Course Perspective

The "Valuation of Fixed Income Securities" course provides a comprehensive understanding of fixed income markets, covering the characteristics, types, and risks of various instruments. It emphasizes practical valuation skills, including bond pricing, yield measurement, and assessing interest rate sensitivity using duration and convexity. The course explores risk management strategies for fixed income portfolios, such as passive, active, and immunization techniques, along with credit and interest rate risk control. Advanced topics like term structure models, securitization, and international bonds are included. Additionally, students learn to evaluate portfolio performance using various metrics, equipping them for real-world investment management.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the characteristics and types of fixed income securities, along with associated risks and various bond pricing methods, yield measures, and the relationship between bond prices and interest rates.	L2
CO3	**Applying** valuation techniques to calculate the present value of fixed income securities, including bonds with embedded options.	L3
CO4	**Analysing** the sensitivity of bond prices to changes in interest rates using duration and convexity measures.	L4
CO5	Evaluating different bond management strategies, such as immunization and active management, for portfolio risk control.	L5

CO6	Creating strategies for managing interest rate risk in fixed income portfolios using advanced valuation models and risk assessment tools.	L6

Course Content

Unit I	**Introduction to Fixed Income Securities**	**12 Hours**
Overview of Fixed Income Markets: Government bonds, corporate bonds, municipal bonds, and international bonds. Characteristics of Fixed Income Securities: Coupon rate, maturity, par value, yield to maturity, and bond pricing. Types of Fixed Income Securities: Zero-coupon bonds, convertible bonds, callable and puttable bonds, floating-rate bonds, and inflation-linked bonds. Understanding the Yield Curve: Term structure of interest rates, spot rates, and forward rates. Risks Associated with Fixed Income Securities: Interest rate risk, credit risk, reinvestment risk, and liquidity risk.		
Unit II	**Valuation Techniques**	**10 Hours**
Bond Pricing Fundamentals: Present value approach and discounting cash flows. Yield Measures: Current yield, yield to maturity (YTM), yield to call (YTC), and yield to worst (YTW). Duration and Convexity: Measuring interest rate sensitivity. Price-Yield Relationship: Impact of interest rate changes on bond prices. Valuation of Bonds with Embedded Options: Callable and puttable bond valuation techniques.		
Unit III	**Fixed Income Portfolio Management**	**11Hours**
Passive and Active Bond Management Strategies: Buy-and-hold, immunization, and active trading. Immunization Strategies: Duration matching, cash flow matching, and horizon matching. Credit Risk Analysis: Credit rating agencies, credit spreads, and assessing default risk. Introduction to Credit Derivatives: Credit default swaps (CDS) and collateralized debt obligations (CDOs). Managing Interest Rate Risk: Strategies using duration and convexity.		
Unit IV	**Advanced Techniques for Fixed Income Valuation**	**12 Hours**
Term Structure Models: Understanding and applying models like the Vasicek, Cox-Ingersoll-Ross, and Ho-Lee models. Securitization and Asset-Backed		

Securities (ABS): Mortgage-backed securities (MBS) and collateralized mortgage obligations (CMO). International Bond Markets: Currency risk and interest rate parity. Valuing Floating Rate Bonds and Inflation-Linked Bonds: Pricing mechanisms and risk factors. Performance Evaluation of Fixed Income Portfolios: Sharpe ratio, information ratio, and other performance measures.

Learning Experience

The "Valuation of Fixed Income Securities" course offers a dynamic learning experience that integrates theory with real-world applications. Students will engage in hands-on valuation exercises to understand bond pricing, yield measures, and the impact of interest rate changes on bond prices. Through case studies and practical examples, they will apply techniques to manage risk using duration, convexity, and advanced models like term structure analysis. The course provides opportunities to explore different portfolio management strategies and evaluate performance metrics. This experiential approach ensures that learners are well-prepared to analyse, value, and manage fixed income securities in diverse market conditions.

Textbooks

1. Fabozzi, F. J. *Fixed Income Analysis.* CFA Institute Investment Series.
2. Choudhry, M. *The Bond and Money Markets: Strategy, Trading, Analysis.* Butterworth-Heinemann.

Suggested Readings

1. Tuckman, B. *Fixed Income Securities: Tools for Today's Markets.* Wiley Finance.
2. Sundaresan, S. *Fixed Income Markets and Their Derivatives.* South-Western Cengage Learning.

Open Educational Resources (OER)

1. *NPTEL, Investopedia, Swayam, Course Era*

Evaluation Scheme

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

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

SEMESTER V					
Course Code: MCBA305	**Course Title: AI Tools for Business**	**L**	**T**	**P**	**C**
Version	**1**	**1**	**0**	**1**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will develop a thorough understanding of the principles and applications of Artificial Intelligence in business contexts. They will analyze how AI technologies, such as machine learning and robotics process automation, are revolutionizing industries, particularly in logistics and supply chain management. By applying AI tools and frameworks, students will beequipped to construct predictive models and automate business processes. Furthermore, they will evaluate the ethical implications of AI, ensuring their approach aligns with principles of fairness and transparency. Ultimately, studentswill be prepared to innovate and lead in AI-driven environments.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	**Course Outcome Statement**	**Bloom Taxonomy Level**
CO1	**Understanding** the foundational concepts of Artificial Intelligence and its significance in business, particularly in logistics and supply chain management	L2
CO2	**Applying** AI tools to automate business processes, enhancing efficiency in tasks such as inventory management and demand forecasting.	L3
CO3	**Analysing** the different types of machine learning techniques and their applications in predictive analytics for optimizing supply chain operations	L4

CO4	**Evaluating** the effectiveness of AI-driven decision-making processes in business analytics, utilizing tools like Power BI and Tableau to gain insights.	L5
CO5	**Creating** innovative AI solutions for real-world business challenges, integrating technologies to improve customer experiences and operational efficiency.	L6

Course Content

Unit I	**Introduction to Artificial Intelligence in Business**	**12 Hours**
Overview of Artificial Intelligence: History, scope, and key concepts,AI in Business: How AI is transforming industries, with a focus on logistics and supply chain management,Types of AI: Machine Learning, Natural Language Processing (NLP), and Robotics Process Automation (RPA),AI Tools Overview: Introduction to key AI tools for business (TensorFlow, IBM Watson, Google AI, Microsoft Azure AI),Ethical Considerations in AI: Bias, fairness, transparency, and the impact of AI on jobs		
Unit II	**Machine Learning and Predictive Analytics**	**10 Hours**
Introduction to Machine Learning (ML): Supervised, unsupervised, and reinforcement learning, Predictive Analytics: Using historical data to forecast future outcomes in supply chains, AI Tools for Machine Learning: An introduction to tools such as Scikit-learn, H2O.ai, and AWS Machine Learning, Use Cases: Predicting demand in inventory management, risk management, and route optimization in logistics, Hands-on Implementation: Building basic predictive models using open-source tools		
Unit III	**AI-Driven Automation in Business**	**12 Hours**
Robotics Process Automation (RPA): Automating repetitive business processes using AI,AI for Supply Chain Optimization: Inventory management, warehouse automation, and demand forecasting, AI Tools for Automation: Overview of UiPath, Blue Prism, and Automation Anywhere, AI in Logistics: Autonomous vehicles, drones, and smart warehouses, Workflow Automation and Chatbots: AI-based virtual assistants for business process automation		
Unit IV	**AI in Decision Making and Business Analytics**	**11 Hours**
AI for Business Decision Making: Supporting complex decision-making processes with AI, Business Intelligence and AI: How AI is integrated into business analytics platforms like Power BI and Tableau,AI Tools for Business Intelligence: Exploring AI capabilities in BI tools such as Microsoft Azure AI and Google AI,AI for Customer Insights: Personalization, recommendation engines, and sentiment analysis using AI,Future Trends: AI's role in predictive analytics, prescriptive analytics, and decision intelligence		

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

Textbooks

1. **Artificial Intelligence for Business,** Doug Rose, 2nd Edition, O'Reilly Media
2. **Machine Learning Yearning,** Andrew Ng, 2018 Edition, DeepLearning.AI

Suggested Readings

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

Open Educational Resources (OER)

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

Evaluation Scheme

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

SEMESTER VI

SEMESTER IV					
Course Code: MCBA302	**Course Title: Strategic Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of management				

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

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

CO5	**Creating** strategic plans that incorporate strategic leadership, culture, and Blue Ocean strategies for sustainable competitive advantage	L6

Course Content

Unit I	**Introduction to strategic management**	**11 Hours**
concept of strategic management, mission, vision, objectives, process of strategic management, environmental scanning, SWOT analysis, Strategy Formulation, Process of Strategy Formulation, Models of Strategic management – Prahlad, Mintzberg, Ansoff, Porter. Mc Kinsey 7s Framework		
Unit II	**Strategic implementation in Global Business Environment**	**12 Hours**
Business Environment Analysis – PESTEL, ETOP, SWOT, VRIO Framework, Value Chain Analysis. Generic Strategies Strategic Management Process, Constraints and Strategic Choice, Porters five forces Model, Global Multicultural Environment and Glocalization strategies		
Unit III	**Corporate Level Strategies**	**11 Hours**
Balanced Score Card; Stability, Grand, Growth, Expansion, Diversification, Disinvestment, Retrenchment, Turnaround and Combination Strategies. GE Nine Cell Framework, BCG Matrix, Stop Light Model, Directional Policy Framework, PIMS Framework		
Unit IV	**Strategic Evaluation and Control**	**11 Hours**
Strategic Leadership, Culture and Strategy, Structure and Strategy, SBU Level Strategies, Strategy Evaluation and Control, Management Control Systems, Strategic Cost Management, Product Design and Divisional Strategies. Blue Ocean Strategy		

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

Textbooks

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

Suggested Readings

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

Open Educational Resources (OER)

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

Evaluation Scheme

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

SEMESTER VI					
Course Code: MCBM402	**Course Title: Personal Investment Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	**Major**				
Total Contact Hours	**45**				
Pre-Requisites/ Co-Requisites	**Basic knowledge of trading and investments**				

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of personal investments and management principles.	L2
CO2	**Applying** different kinds of personal investment methods.	L3
CO3	**Applying** different kinds of portfolio investment strategies in the case of personal investment	L3
CO4	**Analysing** the different kinds of personal investment strategies	L4
CO5	**Evaluating** the outcomes of different personal investment strategies	L5

Course Content

Unit I:	**Introduction**	**9 Hours**
What is financial planning? – Basics of Personal Financial Planning - Goals & Importance of Personal Financial Management-Financial Planning & Budgeting (With examples on Preparation of Family Cash Budget- personal income & expenditure A/c & Balance sheet)- Some tax planning tips for personal incomes – Insurance Planning – Savings – Investment Planning – Retirement Planning – Consumer Credit & Debts		
Unit II	**Investment Avenues**	**12 Hours**
What is Investment? – Classification of Investments – Physical, Financial, Marketable, Transferable, Non-marketable – Modes of Investment, Security Forms of Investment of Financial Security – Corporate bonds/Debentures – Public Sector Bonds, Preference Shares – Gilt-edged Securities –Non-security Forms of Investment (non-marketable) – Non securitized Financial Securities-Savings Certificates – Money Market Securities – NSS, NSC, PF, Corporate FDs – Life Insurance – Unit Schemes of UTI – Post Office Savings Bank Account – Bank Deposits – Others (Relief Bonds, Indira Vikas Patra, KVP) –Mutual Funds – Concept, Importance, Types –Real estate - Concept		
Unit III	**Nature & Scope of Investment Management**	**12 Hours**
Concept of investment- Security- security analysis and portfolio - Investment and Speculation-Significance of Investment-Factors favourable for Investment, Features of an Investment Program and Introduction to financial market in brief.		
Unit IV	**Stock Exchange**	**12 Hours**
Brief Introduction of stock exchanges-Role of stock exchange in the economy, Role of SEBI - Membership and Listing-Trading and Settlement-Functions of BSE and NSE.		

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

Textbooks

1. Securities Analysis & Portfolio Management-Avadhani V A, Himalaya Publishing House.
2. Investment Management-Prasanna Chandra, Tata McGraw Hill.

Suggested Readings

1. Investment Analysis & Portfolio Management –Ranganatham M & Madhumati R, Pearson.
2. Investment Management: Security analysis & Portfolio Management-Bhalla VK, S. Chand

Open Educational Resources (OER)

1. **UB06CCOM06 - PERSONAL FINANCE AND INVESTMENT MANAGEMENT.pdf**
2. **E:\JOB- E\PGDFM\PGDFM SEM - II**

Evaluation Scheme

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

SEMESTER VI					
Course Code: **MCBM306**	**Course Title: Basics of Econometrics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				

Total Contact Hours	45
Pre-Requisites/ Co-Requisites	**Basic knowledge of Economics**

Course Perspective

The Basics of Econometrics course offers a comprehensive introduction to the key techniques and models used in econometric analysis, equipping students with essential skills for empirical economic research. Through a structured exploration of econometric fundamentals, linear regression models, and advanced analytical methods, students will develop a deep understanding of how to apply statistical techniques to real-world economic data. The course emphasizes both theoretical knowledge and practical application, enabling students to formulate and test hypotheses, analyze various types of economic data, and address complex issues such as measurement errors and simultaneous equations. With a focus on hands-on exercises and real-world examples, students will gain the expertise needed to interpret economic trends and make informed decisions based on rigorous data analysis.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Econometrics.	L2
CO2	**Applying** the Ordinary Least Squares (OLS) method for estimating parameters in a two-variable linear regression model	L3
CO3	**Analysing** the assumptions of the general linear regression model and extending them to multi-variable regressions	L4
CO4	**Evaluating** the accuracy of the time series models and determining their reliability in forecasting economic variables	L5
CO5	**Evaluating** demand forecasting methodologies and elasticity measures to enhance strategic planning.	L5

Course Content

Unit I:	Introduction	11 Hours
Definition of Econometrics: Scope, importance, and applications; Steps in Empirical Economic Analysis: Overview of formulating and testing hypotheses. Econometric Model: Introduction to the concept and role of econometric models		

in economic analysis; The Role of Measurement in Economics: Importance of accurate data measurement and issues in economic data collection; Types of Economic Data: Cross-sectional data; Time series data; Pooled cross-sectional data; Panel data (brief overview)		
Unit II	**Simple Regression Model**	**12 Hours**
Two-Variable Linear Regression Model: Introduction to the assumptions, setup, and interpretation of the linear regression model; Ordinary Least Squares (OLS) Method: Estimation of parameters using OLS; Significance Testing: Tests of significance, t-tests, and the interpretation of regression results; Properties of Estimators: Introduction to unbiasedness and efficiency (no proofs); Functional Forms of Regression Models: Linear models, Log-linear models, Semi-log models, Brief introduction to reciprocal models; Introduction to Dummy Variables: Basic use of dummy variables in regression.		
Unit III	**General Linear Model and Regression Extensions**	**11 Hours**
Review of Linear Regression Assumptions: Overview of key assumptions in linear models; Analysis of Variance (ANOVA): Brief introduction and application in econometrics; Introduction to Multi-Variable Regression: Extending to multiple independent variables; Errors in Variables: Overview of the impact of measurement errors on regression models; Simultaneous Equation Models (Simplified): Basic introduction to the identification problem and an overview of simultaneous bias; Indirect Least Squares and Two-Stage Least Squares (conceptual without proofs).		
Unit IV	**Time Series Models and Lagged Variables**	**11 Hours**
Introduction to Time Series Data: Overview of key features of time series analysis; Auto-regressive Models: Introduction to basic autoregressive models and their use in forecasting; Distributed Lag Models: Overview of lag schemes, focusing on Koyck's lag model; Granger Causality Test: Basic understanding of causality in economics using Granger Causality (without proof); Partial Adjustment Models: Overview and application in economic analysis.		

Learning Experience: In the Basics of Econometrics course, the learning experience is structured to engage students with both theoretical insights and practical applications of econometric methods. Through a combination of dynamic lectures and hands-on exercises, students will not only understand core econometric concepts but also apply them to actual data. Activities such as data collection projects, regression analysis labs, and evaluation of case studies enable students to handle various economic datasets and perform analytical tasks. Additionally, practical applications like time series forecasting and causality testing offer students exposure to real-world econometric challenges, fostering their ability to conduct empirical research and interpret results confidently. This integrated approach equips students with the skills necessary for effective econometric analysis in both academic and professional settings.

Textbooks

1. Johnston,J: Econometric Methods, McGraw-Hill Book Co., New York.

2. Maddala, G.S: Econometrics, McGraw-Hill Book Co., New York, 3rd Rd. Dwivedi, D.N.; Managerial Economics, Vikas Publishing House.

Suggested Readings

1. Gujarathi, D.N: Basic Econometrics, Fourth Edition, Tata McGraw-Hill, New Delhi.
2. Tintner,G: Econometrics, John Wiley & Sons, New York.
3. Wooldridge, Jeffery M: Econometrics, Cengage Learning India Pvt. Ltd, New Delhi

Open Educational Resources (OER)

1. https://scholar.harvard.edu/files/gracemccormack/files/econometricsnotes.pdf
2. https://memotef.web.uniroma1.it/sites/default/files/Lecture%20Notes%20in%20Econometrics%20Arsen%20Palestini.pdf
3. MIT OpenCourseWare – Econometrics
4. Coursera - Econometrics: Methods and Applications Evaluation Scheme

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

SEMESTER VI					
Course Code: MCBA306	**Course Title: Negotiation**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	None				

Course Perspective:

The course is designed to introduce students to the fundamental and advanced concepts of negotiation, focusing on its importance in various professional and personal contexts. It aims to provide students with practical skills and strategies necessary for effectively managing negotiation scenarios, including critical and crisis situations. Through a combination of theoretical knowledge and hands-on experience, the course prepares students to handle complex negotiations, build and maintain relationships, and make informed, ethical decisions. By engaging with real-world case studies, simulation exercises, and expert insights, students will develop the confidence and competence required to negotiate successfully in diverse environments**.**

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** negotiation principles concepts to identify core issues in dealmaking and dispute resolution.	L2
CO2	**Applying** negotiation frameworks to develop structured negotiation plans.	L3
CO3	**Analysing** the types and critical moments within negotiation approaches, to build trust and understand the other party's perspective.	L4
CO4	**Analysing** negotiation strategies for managing complex negotiations to enhance negotiation outcomes.	L4

CO5	**Evaluating** negotiation dynamics to optimize equitable outcomes and adapt strategies for complex negotiations with multiple stakeholders.	L5

Course Content

Unit I:	**Negotiation Fundamentals and Frameworks**	**11 Hours**
Negotiation Fundamentals Key concepts and core vocabulary of negotiation process, dealmaking and dispute resolution, Assumptions and biases that are barriers to effective negotiation, Collaborative approaches, risk & opportunities to achieve win-win outcomes. Negotiation Canvas- Introduction of a framework for negotiation preparation and how to use it, Elements of negotiation canvas i.e relationship, alternatives, legitimacy, options, interests among others, Difference between position and interests.		
Unit II	**Negotiation Approaches and Critical Communication**	**12 Hours**
Types of negotiation approaches used by negotiators Critical moments that can make or break the deal How to identify these critical moments, Strategies to manage critical moments in the Negotiation Effective Communication and Relationship Building. Role of communication and relationship in negotiation, Understanding the other party's psychology to understand their interests, build trust and improve the scope of the negotiation, unconditionally constructive behaviours, Methods of building trust, and empathy, Overcoming communication barriers, difficult behaviours and information asymmetry.		
Unit III	**Value Discovery and Complex Negotiations**	**11 Hours**
Discovering, creating and claiming value Methods of value discovery during negotiation, Concept of distributive bargaining, equitable solutions, and ZOPA (zone of possible agreement), Biases and enemies of value creation. Complex Negotiations Strategies for negotiations are not straightforward, involve several issues, include multiple stakeholders, and /or involve powerful parties, Hofstede's Culture dimensions, Dealing with people with difficult behaviour.		
Unit IV		**11 Hours**
Managing Alternatives Concept of BATNA (Best Alternative to Negotiated Agreement), Methods to evaluate alternative options/offers, Management of one's alternatives and other party's alternatives during negotiation. Legitimacy and Building Commitment When to say yes to agreed terms, and when to walk away, Criteria for decision-making on negotiated terms, Assessment of the legitimacy of negotiated terms, Leading all parties to commit to the negotiated agreement, Steps from plan to execution		

Learning Experience:

The learning process for this course will be engaging and multifaceted, using lectures, case-based discussions, interactive workshops, and practical exercises to cover each unit's essential aspects. Through in-class discussions and simulations, students will practice key negotiation strategies, develop communication techniques, and apply frameworks like the Negotiation Canvas. Quizzes and tests will solidify conceptual understanding, while practical case studies and role-playing scenarios will allow students to develop critical and creative thinking skills. This approach enables students to refine their analytical, interpersonal, and strategic capabilities, empowering them to effectively handle real-world negotiations with confidence and empathy. The hands-on practice combined with theory ensures a well-rounded learning experience that deepens comprehension and enhances practical negotiation skills.

Textbooks

1. Entrepreneurial Negotiation: Understanding and Managing the Relationships That Determine Your Entrepreneurial Success, by Samuel Dinnar and Lawrence Susskind.
2. Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle), by Deepak Malhotra.

Suggested Readings

1. Negotiating at Work: Turn Small Wins into Big Gains, by Deborah M. Kolb and Jessica L. Porter.
2. Bargaining with the Devil: When to Negotiate, When to Fight, by Robert Mnookin.

Open Educational Resources (OER)

1. https://ocw.mit.edu/
2. https://openstax.org/
3. https://www.coursera.org/

Evaluation Scheme

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

SEMESTER VI					
Course Code: MCBM312	**Course Title:** **Business Valuation: Context and Methods**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	**Major**				
Total Contact Hours	**45**				
Pre-Requisites/ Co-Requisites	**Basic knowledge of business valuation techniques**				

Course Perspective

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

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of business valuation methods in different contexts.	L2
CO2	**Applying** different business valuation methods involving different strategies	L3
CO3	**Applying** the different business valuation methods in different contexts	L3
CO4	**Analysing** the estimation of different business valuation methods in different contexts.	L4
CO5	**Evaluating** the outcomes of different business valuation methods	L5

Course Content

Unit I:	**Introduction**	**9 Hours**
Genesis of Valuation; Need for Valuation; Hindrances/ Bottlenecks in Valuation; Business Valuation Approaches; Principles of Valuation (Cost, Price and Value), M&A, Sale of Business, Fund Raising, Voluntary Assessment; Taxation; Finance; Accounting; Industry perspective; Statutory Dimension; Society Angle.		
Unit II	**Business Valuation Methods**	**12 Hours**
Discounted Cash Flow Analysis (DCF); Comparable transactions method; Comparable Market Multiples method; Market Valuation; Economic Value-Added Approach; Free Cash Flow to Equity; Dividend Discount Model; Net Asset Valuation; Relative Valuation; Overview of Option Pricing Valuations.		
Unit III	**Valuation of Tangibles and Intangibles**	**12 Hours**
Overview of Valuation of Immovable Properties; Plant & Machinery; Equipment's; Vehicles; Capital Work in-Progress; Industrial Plots; Land and Buildings; Vessels, Ships, Barges etc. Definition of Intangible Assets; Categorization of Intangibles- Marketing Related, Customer or Supplier Related (Advertising Agreements, Licensing, Royalty Agreements, Servicing Contracts, Franchise Agreements), Technology Related (Contractual or non-contractual rights to use: Patented or Unpatented Technologies, Data Bases, Formulae, Designs, Software's, Process) and Artistic Related.		
Unit IV	**Business Valuation methods in different contexts**	**12 Hours**
Valuation of various magnitudes of Business Organizations: Large Companies, Small Companies, Start-Ups, Micro Small and Medium Enterprises.		

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

Textbooks

3. Valuation: Measuring and Managing the value of Companies; McKinsey & Company Inc., Time Koller, Marc Goedhart (2010).
4. The Business Valuation Book; Scott Gabehart, Richard Brinkley (2002).

Suggested Readings

3. The Valuation of financial companies: Tools and Techniques; Mario Massari, Gianfranco Gianfrate, Laura Zanetti (2014).
4. Sustainable Value Management-New Concepts and Contemporary Trends; Dariusz Zarzecki, Marek Jablonski (2020).

Open Educational Resources (OER)

3. **FINAL_VALUATION_BOOK_FOR_UPLOADING_FEB_5.pdf**
4. **08204153_2_ICWAI_Business_Valuation_Managment_Text.pdf, page 1-304 @ Normalize (untitled)**

Evaluation Scheme

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

SEMESTER IV					
Course Code: **MCBM302**	**Course Title:** **Financial Modelling**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic Knowledge of Finance and Excel**				

Course Perspective

This Financial Modelling course aims to equip students with the essential skills and knowledge required to create, analyze, and present financial models effectively. By covering fundamental concepts, Excel functionalities, and advanced modelling techniques, the course prepares students for real-world financial challenges. It emphasizes the importance of accuracy, documentation, and clear presentation in financial modelling. Students will learn to assess financial forecasts, manage risks, and perform stress testing, enabling them to make informed decisions and recommendations in various financial contexts. This comprehensive approach prepares students for successful careers in finance and investment analysis.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concept of Financial Modelling	L2
CO2	**Applying** Excel functions and features effectively to build and manipulate financial models	L3
CO3	**Analysing** various forecasting methods and financial drivers to create accurate financial projections	L4
CO4	**Analysing** the risks associated with financial models through scenario analysis and stress-testing techniques	L4
CO5	**Evaluating** the effectiveness of model presentation techniques to communicate financial insights clearly and effectively.	L5

Course Content

Unit I:	**Introduction**	**10 Hours**
Concept of financial Modeling- the difference between spread sheet and model types and purposes of financial model-skills required for a good modeller- best practices in spreadsheet design-tool selection Excel for financial modeling. Excel basics- - Excel features-financial – logical- statistical - mathematical, and lookup reference. Custom formatting- shortcuts- array functions - pivot tables analysis – Tool pak-nested-cell references -named ranges-working with dates-linking external file- Useful Windows keyboard shortcuts for financial modellers.		
Unit II	**Building and presenting a model**	**10 Hours**
Attributes of a good model- documenting Excel model-debugging excel model-error avoidance strategies -using formula auditing tools for debugging-learning modeling using excel-graphic and written presentation-chart types-bubble and waterfall charts-charting with two different axes.		
Unit III	**Uses of Financial Modelling**	**12 Hours**
Basic financial forecasting- Forecasting Models: Review of forecasting methods; financial "drivers"; Adding forecasts to the case models. Depreciation- project finance- bond calculation capital budgeting-BEP-variance-cash flow-cost of capital-(simple models building exercises)		
Unit IV	**Risk Management and Stress Testing**	**13 Hours**
Risk analysis and management- Risk Techniques: Risk and multiple answers-Scenario techniques - advanced financial functions- adding sensitivity to the case model- Advanced scenario methods- Composite methods. Understanding stress testing and scenario analysis and sensitivity analysis- the difference between scenario- sensitivity and what-if analysis of scenario tools advanced conditional formatting- model review and checklist		

Learning Experience:

The learning experience for the Financial Modelling course will be interactive and practical, focusing on hands-on exercises and real-world applications. Students will engage in case studies to develop financial models using Excel, allowing them to apply theoretical concepts to actual business scenarios. Collaborative projects will encourage teamwork and problem-solving as students build and present their models. Additionally, guest speakers from the finance industry will provide insights into current practices, while tools like Excel and relevant software will be used extensively to familiarize students with essential modelling techniques and best practices.

Textbooks

1. Alastair Day, Mastering Financial Modelling in Microsoft Excel; Pearson, India Edition
2. Danielle Stein Fairhurst, Using Excel for business analysis, Wiley Finance

3. Ragnar Lavas Et al, Financial Modelling and Asset Valuation with Excel; Routledge

Suggested Readings

1. S Benninga Financial Modelling, MIT Press.
2. Building Financial Models, John Tjia, McGraw-Hill.

Open Educational Resources (OER)

1. https://mzfsir.weebly.com/uploads/6/3/0/5/6305731/financial_modeling.compressed.pdf
2. https://perpus.univpancasila.ac.id/repository/EBUPT200930.pdf
3. https://corporatefinanceinstitute.com/assets/Financial-Modeling-Guidelines.pdf

Evaluation Scheme

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

SEMESTER VI					
Course Code: MCBM310	**Course Title: Basics of Actuarial**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completion of this course, students will gain a comprehensive understanding of the actuarial profession, including its history, roles, and responsibilities across various sectors. They will analyze key probability concepts and actuarial models while applying statistical inference methods in real-world scenarios. Students will evaluate the principles of insurance and risk management, including underwriting and claims processes. They will also create solutions to emerging challenges in actuarial science, such as the impact of big data and climate change. This blend of theoretical knowledge and practical application equips students for a successful career in actuarial science.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the foundational concepts of actuarial science, including probability theory and the role of actuaries across different sectors.	L2
CO2	**Applying** statistical inference techniques, including regression analysis and hypothesis testing, to real-world actuarial problems.	L3
CO3	**Analysing** various actuarial models and methods, such as life contingencies and risk measures, to assess their applications in insurance.	L4
CO4	**Evaluating** the principles of insurance and risk management, focusing on regulatory provisions and investment strategies for actuaries.	L5
CO5	**Creating** innovative solutions using data analytics and machine learning to address emerging challenges in actuarial science.	L6

Course Content

Unit I	**Foundation of Actuarial Science**	**10 Hours**
Overview and history of the Actuarial profession, Roles and responsibilities of actuaries in different sectors. Basic probability concepts, fundamentals of probability theory, random variables and probability distributions, time value of money: present and future values. Annuities, loans and bonds valuation.		
Unit II	**Actuarial Models and Methods**	**12 Hours**

Life Contingencies, life tables and survival models, life insurance and annuity products. Risk Theory and Modelling: Introduction to risk management, risk measures and assessment, Introduction to Statistical Inference: Estimation and hypothesis testing, Regression analysis and application.		
Unit III	**Insurance and Risk Management**	**11 Hours**
Principles of Insurance: Types of insurance products: life, health, and property-casually, Regulatory environment and policy provisions. Underwriting and claims management: underwriting processes and risk assessment ,claims processing and management strategies .Investment and Asset management :Basics of investment strategies for actuaries ,risk transfer and retention strategies		
Unit IV	**Emerging Tools and applications.**	**12 Hours**
Data Analytics in Actuarial Science: The role of big data and analytics in Actuarial decision-making. Introduction to machine learning applications in insurance .Climate change and Sustainability in Insurance: Impact of climate change on insurance and risk management ,strategies for sustainable actuarial practices . Case Studies and Practical applications: Real-world case studies of actuarial analysis and decision making, group projects focusing on practical problem-solving		

Learning Experience:

The learning process of this course will involve a combination of interactive classes, practical exercises, and assessments to ensure a thorough understanding of the syllabus. Engaging lectures will introduce foundational concepts, complemented by hands-on data collection and analysis during practical sessions. Case studies and real-world examples will enhance contextual understanding, while digital resources on the LMS will cater to diverse learning styles. Continuous assessments through quizzes and discussions will provide timely feedback on students' progress. This multifaceted approach effectively fosters a deep understanding of actuarial science, equipping students with both theoretical knowledge and practical skills essential for their future careers.

Textbooks

1. Bowers, N. L., et al. - Actuarial Mathematics, 2nd Edition, Society of Actuaries.
2. Dickson, M. E., et al. - Actuarial Risk Management, 1st Edition, Wiley.

Suggested Readings

1. Beckman, M. - Fundamentals of Actuarial Science, 1st Edition, Cengage Learning.

Open Educational Resources (OER)

1. Actuarial Education
2. Coursera: Actuarial Science

3. OpenLearn: Introduction to Actuarial Science

Evaluation Scheme

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