MASTER OF BUSINESS ADMINISTRATION

REGULATIONS – 2025

CHOICE BASED CREDIT SYSTEM

I TO IV SEMESTER CURRICULUM

AND

I AND II SEMESTER SYLLABI

COIMBATORE INSTITUTE OF ENGINEERING AND TECHNOLOGY (AUTONOMOUS)
COIMBATORE - 641109

REGULATIONS 2025

CHOICE BASED CREDIT SYSTEM

M.B.A Programme

(For the students admitted to M.B.A Programme from the Academic year 2025-2026Onwards)

PRELIMINARY DEFINITIONS AND NOMENCLATURE

In this Regulation, unless the context otherwise specifies:

AY	Academic Year
CIA	Continuous Internal Assessment CAM
Continuous	Assessment Marks CBCS
Choice Based Credit System	
PE	Professional Elective
Programme	A degree with a major specialization in an Engineering/ Technology / Management discipline offered by the College.
Course	Course is any subject of study that may be classified as Theory only, Lab only, Lab embedded Theory, Project embedded Theory or Project.
ESE	End Semester Examination
PC	Professional Core
EEC	Employability Enhancement Courses
PG	Post Graduate
University	Anna University, Chennai, India
College	Coimbatore Institute of Engineering and Technology, Coimbatore, India

1. PREAMBLE

Coimbatore Institute of Engineering and Technology with a focused vision and mission of imparting quality technical education, both theory and practice is gearing up for several initiatives towards attaining academic excellence and quality improvement. In view of this, the Choice Based Credit System (CBCS) is being introduced from the Academic year 2019-20, to strengthen interdisciplinary and multidisciplinary approach with advances in learner-centric programmes and life-long learning opportunities with enriched and flexible curriculum. Students will have the option of choosing courses from a 'Group of courses' within each classification. Ample options are given to choose Interdisciplinary courses from other programmes which will help the student to develop additional skills. CBCS offers flexibility for students to choose course of their interest from a wide choice of courses offered in addition to the enhancement of their skill levels. A faculty advisor facilitates a student in identifying the courses based on programme requirements, course prerequisites,

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Student's ability and interest in various academic disciplines towards their academic progression. The proposed academic structure under the Choice Based Credit System shall make all innovations possible preparing the students to face the professional challenges.

2. ADMISSION PROCEDURE

Candidates for admission to the first semester of the Post -Graduate Degree Programme shall be required to have passed an appropriate Under -Graduate Degree Examinations or equivalent as specified under qualification for admission as per the Tamil Nadu Common Admission (TANCA) criteria. Admission shall be offered only to the candidates who possess the qualification prescribed against each programme.

Note: TANCA releases the updated criteria during the admissions every academic year.

3. PROGRAMMES OF STUDIES

All the degree programmes offered by the college are based on modular structure and their academic requirements are spelt out as number of course credits. Programmes are structured in such a way that a student will be able to complete the programme within the stipulated number of semesters. On the recommendations of the Head of the Department a student may be granted permission by the Chairperson, Academic Council to have a break in the programme, however the programme should be completed within the permitted number of semesters.

Degree	Stipulated number of semesters	Permitted number of semesters
MBA	4	8

The permitted number of semesters can be increased on a case-to-case basis subject to the approval of the Academic Council, Governing Body and the affiliating university.

4. PROGRAMMES OFFERED

1. Master of Business Administration

5. STRUCTURE OF THE PROGRAMMES

5.1 Credit Assignment

Each course is assigned certain number of credits based on the following

Contact period per week	Credits
1 Lecture Period	1
1 Tutorial Period	1
2 Practical Periods (Laboratory/Seminar/Project Work/etc.)	1

The minimum prescribed credits required for the award of degree is 96 credits.

5.2 Categorization of Course

Every Post Graduate degree Progamme will have a curriculum will syllabi consisting of theory and practical courses that shall be categorized follows:

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(i) **Foundation Courses (FC)** may include Mathematics or other basic courses

(ii) **Professional Core (PC)** courses include the core courses relevant to the chosen specialization/branch.

(iii) **Professional Elective (PE)** courses include the elective courses relevant to the chosen specialization/branch.

(iv) **Non-Functional Elective Courses (NEC)** include elective courses outside of the area of specialization

(v) **Employability Enhancement Courses (EEC)** include Project Work and/or Internship, Seminar, Computer Applications (Laboratory), Professional Practices, Summer Project, Case Study, Online/ Self study course and Industrial / Practical Training.

5.3 Number of Courses per Semester

Curriculum of a semester shall normally have a blend of lecture courses and practical courses including Employability Enhancement Courses. Each course may have credits assigned as per clause5.1.

5.4 Project Work

The Project work is an important component of Post-Graduate programmes. The Project Work has to be undertaken in the final semester.

5.4.1. The Project work for M.B.A shall be pursued for a period of 16 weeks during the final semester, with an additional of maximum 4 weeks for report writing, the total project duration not exceeding 20 weeks.

5.4.2. The Project work shall be carried out under the supervision of a faculty member in the Department concerned. The faculty member must possess a M.B.A. Degree (i) with a minimum of 2 years of teaching experience or (ii) Ph.D. Degree.

5.4.3. A student may, however, in certain cases, be permitted to work on projects in an Industrial/Research Organization, on the recommendations of the Head of the Department Concerned. In such cases, the Project work shall be jointly supervised by a supervisor of the department and an expert, as a joint supervisor from the organization and the student shall be instructed to meet the supervisor periodically and to attend the review committee meetings for evaluating the progress.

5.4.4. The review meetings, if necessary, may also be arranged in online mode with prior approval from the Head of the Institution and suitable record of the meetings shall be maintained.

5.4.5. The deadline for submission of final Project Report is 15 calendar days from the last working day of the semester in which project is done.

5.5 Industrial Training /Internship

Duration of Training / Internship	Credits
2 Weeks	1
4 Weeks	2

5.6 Value Added Courses

The Students may optionally undergo Value Added Courses and the credits earned through the Value-Added Courses shall be over and above the total credit requirement prescribed in the curriculum for the award of the degree. One / Two credit courses shall be offered by the Department Consultative committee.

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5.7 Online/Self Study Courses

5.7.1. Students may be permitted to undertake online courses offered through SWAYAM or NPTEL platforms, or pursue a self-study course, subject to a maximum of three credits, with the prior approval of the Departmental Consultative Committee. For online courses, students may optionally enroll and complete the courses available through SWAYAM/NPTEL. The transfer of credits will be based on the marks obtained and the certificate issued by NPTEL upon successful completion. The duration of the course determines the number of credits awarded a course of four to six weeks shall carry one credit; a course of eight weeks shall carry two credits. The mapping of marks scored in the NPTEL course to the letter grades will follow the standard evaluation procedure, where marks in the range of 90–100 will be awarded grade 'O', 80–89 grade 'A+', 70–79 grade 'A', 60–69 grade 'B+', 50–59 grade 'B', and 40–49 grade 'C'. This mapping shall apply only if the student passes the course as per NPTEL guidelines.

5.7.2. Students opting for a self-study course will be mentored by a faculty member, either to undertake a course organized by the department with the support of an external resource person or to proceed independently, ensuring proper documentation and submission for assessment and evaluation.

5.8 Medium of Instruction, Learning and Evaluation

The medium of instruction is English for all courses, examinations, seminar presentations and project / thesis / dissertation reports.

6. DURATION OF THE PROGRAMMES

6.1 A student is normally expected to complete Post Graduate programme in 2 years (4 Semesters) but in any case, not more than 4 years (8 Semesters)

6.2 Each semester shall normally consist of 75 working days or 540 periods of 50 minutes each. The Head of the Department shall ensure that every teacher imparts instruction as per the number of periods specified in the syllabus covering the full content of the syllabus for the course being taught.

6.3 The total duration for completion of the programme reckoned from the commencement of the first semester to which the student was admitted shall not exceed the maximum duration specified in clause 6.1 irrespective of the period of break of study (vide clause 19) or prevention (vide clause 8.4) in order that the student may be eligible for the award of the degree (vide clause 17).

7. Course Enrollment and Registration

7.1 Each student, on admission shall be assigned to a student faculty advisor who shall advice and counsel the student about the details of the academic programme and the choice of courses considering the student's academic background and career objectives.

7.2 The number of credits registered for during a semester should not be less than 12 credits. (Excluding courses for which the student has done reappearance registration)

7.3 Each student on admission shall register for all the courses prescribed in the curriculum in the student's first and second semester of study without any choice.

7.4 Every student shall enroll for the courses of the succeeding semester during the current semester. However, the student shall confirm the enrollment by registering for the courses within the first five working days after the commencement of the concerned semester. However, the student is allowed to register for the course, wherein the student has been stopped due to shortage of attendance during current semester.

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7.4.1 The student shall enroll for the courses with the guidance of the faculty advisor. If the student wishes, the student may drop or add courses (vide clause 7.6) within five working days after the commencement of the concerned semester and complete the registration process duly authorized by the faculty advisor. Also, the student is allowed to register for a course in which the student has failed earlier though he has not enrolled at the end of previous semester as above mentioned.

7.5 After registering for a course, a student shall attend the classes, satisfy the attendance requirements, earn continuous assessment marks and appear for the End Semester Examinations.

7.6 Flexibility to Add or Drop courses

7.6.1 From the 2 to Final semesters, the student has the option of dropping existing courses in a semester during registration. Total number of credits of such courses cannot exceed 6.

7.6.2 From the third semester, the student has the option of registering for additional courses. Total number of credits of such courses should not exceed 6 credits.

7.7 Reappearance Registration

7.7.1 If a student absents for examination or fails in a course (both theory and practical), it will be considered as an arrear. The student can retain the already earned Continuous Assessment marks for three subsequent appearances only and thereafter he/she will solely be assessed for the performance in the End Semester Examination only.

7.7.2 A student who has already appeared for a course in a semester and passed the examination is not entitled to reappear in the same course for improvement of letter grades / marks.

8. ATTENDANCE REQUIREMENTS FOR APPEARING FOR THE END SEMESTER EXAMINATION

A Candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirements for completion of a semester.

8.1 Ideally every student is expected to attend all periods and earn 100% attendance. However, the student shall secure not less than 75% of overall attendance considering the number of periods required for that programme as specified in the curriculum.

$$\text{Percentage of Attendance} = \frac{\text{Total no.of periods attended in all the course per semester}}{\text{Total no.of periods taken together for all courses of the semester}} \times 100$$

8.2 However, a candidate who secures overall attendance between 65% and 74% in the current semester due to medical reasons (prolonged hospitalization/accident/specific illness)/ Participation in Sports events may be permitted to appear for the current end semester examination of that programme. In allsuch cases, the students should submit the required documents on joining after the absence to the Head of the Department through the faculty advisor duly attested by Head of the Institution. The same shall be forwarded to the Controller of Examinations for record purposes.

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8.3 A student shall normally be permitted to appear for End Semester Examination if the student has satisfied the attendance requirements (vide Clause 8.1 – 8.2) and has registered for examination in all courses of that semester by paying the prescribed fee.

8.4 Students who do not satisfy clause 8.1 and 8.2 and who secure less than 65% overall attendance will not be permitted to write the End -Semester Examination and not permitted to move to the next semester. They are required to repeat the incomplete semester in the next academic year, as per the norms prescribed.

9. FACULTY ADVISOR

To help the students in planning their courses of study and for general advice on the academic programme, the Head of the Department will attach a certain number of students to a teacher of the department who shall function as Faculty Advisor for those students throughout their period of study. The Faculty Advisor shall advise the students in registering of courses, monitor their attendance and progress and counsel them periodically. If necessary, the Faculty Advisor may also discuss with or inform the parents about the progress / performance of the students concerned.

The responsibilities for the faculty advisor shall be:

i. To inform the students about the various facilities and activities available.
ii. To guide on enrollment and registration of the courses.
iii. To authorize the final registration of the courses at the beginning of each semester.
iv. To monitor the academic and general performance of the students including attendance and to counsel them accordingly.

10. CLASS COMMITTEE

10.1. A Class Committee consists of teachers of the concerned class, student representatives and a chairperson who is not teaching the class. It is like the 'Quality Circle' (more commonly used in industries) with the overall goal of improving the teaching-learning process. The functions of the class committee include:

- Solving problems experienced by students in the class room and in the laboratories.
- Clarifying the regulations of the programme and the details of rules therein.
- Informing the student representatives, the "academic schedule" including the dates of assessments and the syllabus coverage for each assessment period.

• Informing the student representatives, the details of regulation regarding the weightage used for each assessment. In the case of practical courses (laboratory / project work / seminar etc.) the breakup of marks for each experiment/ exercise/ module of work, should be clearly discussed in the class committee meeting and informed to the students.

- Analysing the performance of the students of the class after each test and finding the ways and means of improving the performance of the students.
- Identifying the slow learners, if any, in any specific subject and requesting the teachers concerned to provide some additional help or guidance or coaching to such weak students as frequently as possible.

10.2 The class committee for a class under a particular programme is normally constituted by the Head of the Department. However, if the students of different programmes are mixed in a class, the class committee is to be constituted by the Head of the Institution.

10.3 The class committee shall be constituted within the first week of each semester.

10.4 At least 2 student representatives (usually 1 boy and 1 girl) shall be included in the class committee.

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10.5 The chairperson of the class committee shall invite the Class adviser(s) and the Head of the Department to the meeting of the class committee.

10.6 The Head of the Institution may participate in any class committee of the institution.

10.7 The Chairperson of be Class Committee is required to prepare the minutes of every meeting, submit the same to the Head of the Institution within two days of the meeting and arrange to circulate among the concerned students and teachers. If there are some points in the minutes requiring action by the management, the

same shall be brought to the notice of the management by the Head of the Institution.

10.8 The first meeting of the class committee shall be held within one week from the date of commencement of the semester in order to inform the students about the nature and weightage of assessments within the framework of the Regulations. Two or three subsequent meetings may be held at suitable intervals. During these meetings the student members, representing the entire class, shall meaningfully interact and express the opinions and suggestions of the class students to improve the effectiveness of the teaching-learning process

11. COURSE COMMITTEE

11.1. Common Course Committee

Each common theory course offered to more than one discipline or group, shall have a "Course Committee" comprising all the teachers teaching the common course with one of them nominated as Course Coordinator by the Head of the Department / Head of the Institution depending upon whether all the teachers teaching the common course belong to a single department or to several departments. The "Common Course Committee" shall meet to ensure uniform evaluation of continuous assessments after arriving at a common scheme of evaluation for the assessments (vide clause 12). Wherever feasible, the common course committee shall prepare a commonquestion paper for the continuous assessment tests also. The question paper for the continuous assessment examination is common and shall be set by the Course Coordinator in consultation
with all the teachers.

11.2. Overall Monitoring Committee

In addition, there shall be an overall monitoring committee for each semester of a which comprises of (i) the Course Coordinators / Course teachers (as applicable), (ii) the Faculty-in-charge of the programme and (iii) the Head of Department. This overall monitoring committee shall meet periodically to discuss academic related matters, progress and status of the students of the semester concerned. The overall monitoring committee can invite the Faculty Advisors or students for any of the committee meetings if necessary.

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12. CURRICULUM DEVELOPMENT CELL

Curriculum Development Cells are constituted as under for planning and updating of syllabus to be presented to the Board of Studies. Similarly, the Common Curriculum Development Cell is constituted as under for finalizing the subjects for both common and departmental core. Curriculum Development Cell is a standing internal committee with all the internal members of the Board of Studies and Academic Council and any other faculty co-opted / nominated by the HoD.

13. ASSESSMENT PROCEDURES FOR AWARDING MARKS

All Post Graduate Programmes consist of Theory Courses, Laboratory Courses and Employability Enhancement Courses. Employability Enhancement Courses include Project Work, Seminar, Computer Applications (Laboratory), Professional Practices, Case Study and Industrial/Practical Training. Appearance in End Semester Examination is mandatory for all courses including Theory, Laboratory and Project work. Performance in each course of study shall be evaluated based on

i. Continuous Assessments throughout the semester

ii. End Semester Examination at the end of the semester.

For Theory Courses and Laboratory Courses out of 100 marks, the maximum marks for Continuous Assessment is fixed as 40 and the End Semester Examination carries 60 marks. The continuous assessment is 60 marks for the Project Work, and project report evaluation andviva- voceexaminationcarry40marks. All other courses included under Employability Enhancement Courses are evaluated by Continuous Assessments only. Each course shall be evaluated for a maximum of 100 marks as shown below:

S. No	Category of course	Continuous Assessments Marks	End Semester Examinations Marks
1	Theory Courses	40	60
2	Laboratory Courses	60	40
3	Project Work	60	40
4	All other Courses	100	-

Every teacher is required to maintain an 'ATTENDANCE AND ASSESSMENT RECORD' for every semester which consists of attendance marked in each theory / Laboratory /EEC class, the assessment marks and the record of class work (topics covered), separately for each course handled by the teacher. This should be submitted to the Head of the Department periodically (atleast three times in a semester) for checking the syllabus coverage and the records of assessment marks and attendance. The Head of the Department will affix his/her signature and date after due verification. At the end of the semester, the record should be verified by the Head of the Department who shall keep this document in safe custody. The records of attendance and assessment of both current and previous semesters should be available for inspection.

13.1 Assessment for Theory Courses

For Theory Courses out of 100 marks, the maximum marks for Continuous Assessment is fixed as 40 and the End Semester Examination carries 60 marks, as given above. A minimum of two assessments each carrying 100 marks shall be conducted during the semester by the Department / College concerned. The total marks obtained in all assessments put together

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out of 200, shall be proportionately reduced for 40 marks and rounded to the nearest integer (Thisalso implies equal weightage to the two assessments).

Continuous Internal Assessment I (100 Marks)		Continuous Internal Assessment II (100 Marks)		Total Internal Assessmen t
Individual Assignment / Case Study / Seminar / Mini Project / any other experiential Learning	Written Test	Individual Assignment / Case Study / Seminar / Mini Project / any other experiential Learning	Written Test	
40	60	40	60	200*

** The weighted average shall be converted into 40 marks for internal Assessment.*

A minimum of two internal assessments will be conducted as a part of continuous assessment. Each internal assessment is to be conducted for 100 marks and will have to be distributed in two parts viz., Individual Assignment/Case study/Seminar/Mini project / any other experimental learning and Test with each having a weightage of 40% and 60% respectively. The tests shall be in written mode. The total internal assessment marks of 200 shall be converted into a maximum of 40 marks and rounded to the nearest integer. The End Semester Examination for theory courses will be of three hours duration. Appearance in the End Semester Examination is mandatory requirement for passing the courses having ESE component.

13.2 Assessment for Laboratory Courses

For Laboratory Courses out of 100 marks, the maximum marks for Continuous Assessment is fixed at 60 and the End Semester Examination carries 40 marks. Every practical exercise / experiment shall be evaluated based on conduct of experiment / exercise and records to be maintained. There shall be at least one test. The criteria for arriving at the Internal Assessment marks of 60 are as follows: 75 marks shall be awarded for successful completion of all the prescribed experiments done in the Laboratory and 25 marks for the test. The total mark shall be converted into a maximum of 60 marks and rounded to the nearest integer.

Continuous Internal Assessment (100 Marks) *	
Evaluation of Laboratory Observation, Record	Test
75	25

* Internal assessment marks shall be converted into 60 marks

The End Semester Examinations for Laboratory courses will be three hours of duration each.

13.3 Assessment for Project Work

For Project work out of 100 marks, the maximum marks for Continuous Assessment is fixed at 60 and the End Semester Examination (project report evaluation and viva-voce examination) carries 40 marks. There shall be three assessments (each 100 marks) during the semester by a review committee. The student shall make presentation on the progress made before the committee. The Head of the Department shall constitute a review committee for each programme. There shall be a minimum of three members in the review committee. The project Guide will be one of the members of the Review Committee. The total marks obtained in the three Reviews shall be 60 marks. The student(s) is expected to submit the project report on or before the last working day of the semester. The End Semester Examination for project work shall consist of evaluation of the final project report submitted by the student or students of the project group by an external examiner followed by a viva voce examination conducted separately for each student by a committee consisting of an external examiner, the guide and an internal examiner. The Head of the Department with the approval of the Head of the Institution shall appoint Internal Examiners for the End Semester Examination. The Continuous Assessment and End Semester Examinations marks for Project Work and the Viva-Voce Examination will be distributed as indicated below.

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Continuous Assessment (60 Marks)						End Semester Examination (40 Marks)			
Review I (20 Marks)		Review II (20 Marks)		Review III (20 Marks)		Thesis Evaluation (20 Marks)		Viva – Voce (20 Marks)	
Marks awarded by Review Committee (excluding guide)	Marks awarded byGuide	Marks awarded by Review Committee (excluding guide)	Marks awarded byGuide	Marks awarded by Review Committee (excluding guide)	Marks awarded by Guide	External Examiner	Internal Examiner	External Examiner	Internal Examiner
10	10	10	10	10	10	10	10	10	10

13.3.1 If the student fails to obtain 50% of the internal assessment marks in the final project, he/she will not be permitted to submit the project report and has to register for the same in the subsequent semester.

If the project report is not submitted on or before the specified deadline then the student(s) is deemed to have failed in the Project Work. The failed student(s) shall register for the same in the subsequent semester and repeat the project work.

13.4 Assessment for One and Two credit Courses

The one / two credit course shall carry 100 marks and shall be evaluated through continuous assessments only. Two Assessments shall be conducted during the semester by the Department concerned. The total marks obtained in the tests shall be reduced to 100 marks and rounded to the nearest integer. A committee consisting of the Head of the Department, staff handling the course and a senior Faculty member nominated by the Head of the Institution shall monitor the evaluation process. The list of students along with the marks and the grades earned may be forwarded to the Controller of Examinations for appropriate action at least one month before the commencement of End Semester Examinations

13.5 Assessment for Value Added Courses

Assessment for Value Added Course The one / two credit course shall carry100 marks and shall be evaluated through continuous assessments only. Two Assessments shall be conducted during the semester by the Department concerned. The total marks obtained in the assessments shall be reduced to
100 marks and rounded to the nearest integer. A committee consisting of theHead of the Department, staff handling the course and a senior faculty member nominated by the Head of the Institution shall do the evaluation process. The list of students along with the marks and the grades earned shall be forwarded to the Controller of Examinations for appropriate action at least one month before the commencement of End Semester Examinations. The grades earned by the students for Value Added Courses will be recorded in the Grade Sheet, however the same shall not be considered for the computation of CGPA.

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13.6 Assessment for Online/ Self Study Course

Students may be permitted to earn credit from Online courses (which are to be provided with a certificate) or Self Study course with the approval of Department Consultative Committee and Head of the Institution subject to a maximum of three credits per course. Department Consultative Committee will take a decision on the evaluation methodology for the online/ self study course. The Committee can decide on how to evaluate the online/ self study courses and the same may be conveyed to the Head of the institution at the beginning of the semester when the course is offered. The Head of the Department will be responsible for the evaluation process. A committee consisting of the Head of the Department, coordinator and a senior Faculty member nominated by the Head of the Department shall assign the grades to the students based on their performance.

13.7 Assessment for Other Employability Enhancement Courses

13.7.1 The seminar /Case study is to be considered as purely INTERNAL (with100%internal marks only). Every student is expected to present a minimum of 2 seminars per semester before the evaluation committee / Department consultative committee and for each seminar, marks can be equally apportioned. The three-member committee appointed by Head of the Institution will evaluate the seminar and at the end of the semester the marks can be consolidated and taken as the final mark. The evaluation shall be based on the content of the seminar paper (40%), presentation (40%) and response to the questions asked during presentation (20%).

13.7.2 The Industrial / Practical Training (if specified as part of curriculum), shall carry 100 marks and shall be evaluated continuously. At the end of Industrial / Practical training / internship / Summer Project, the student shall submit a report on the training undergone and a certificate from the organization. The evaluation will be made based on this report and a Viva-Voce Examination, conducted internally by a three-member Department Committee constituted by the Head of the Department. Certificates (issued by the Organization) submitted by the student shall be attached to the mark list and sent to Controller of Examinations duly attested by the head of the institution by the Head of the Department.

14. REQUIREMENTS FOR APPEARING FOR END SEMESTER EXAMINATIONS

A student shall normally be permitted to appear for the End Semester Examinations for all the courses registered in the current semester (vide clause 7) if he/she has satisfied the semester completion requirements (subject to Clause 8). A student who has already appeared for any subject in a semester and passed the examination is not entitled to reappear in the same subject for improvement of grades. If the student has not paid tuition fee or End Semester Examination fee, he/she will not be permitted to attend End Semester Examination.

15. PASSING REQUIREMENTS

15.1 The Passing requirement for a student in a course is that the student should have obtained 45% marks in the End Semester Examination and should also fulfill 50% of the total by combining both the Continuous Assessments and End Semester Examinations. This is applicable for both theory and laboratory courses (including project work).

15.2 If a student fails to secure a pass in a theory course (except electives)/ laboratory courses, the student shall register and appear only for the end semester examination in the subsequent semester. In such case, the internal assessment marks obtained by the student in the first appearance shall be retained and considered valid for all subsequent attempts till the student secures a pass. However, from the third attempt onwards if a student fails to obtain pass marks (Continuous Assessments + End Semester Examination) as per clause 15.1, then the student shall be declared to have passed the examination if he/she secures a minimum of 50% marks prescribed for the university end semester examinations alone.

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15.3 If a student fails in a professional elective or an open elective, the student may be permitted to register for the same course as arrear or opt for new registration to any other professional elective or open elective course respectively in the subsequent semesters. Registering for a new course will require fulfillment of attendance (vide clause 8).

15.4 If a student is absent during the viva voce examination, it would be considered as fail. If a student fails to secure a pass in project work even after availing clause (13.3), the student shall register for the course again.

15.5 The passing requirement for the courses which are assessed only through continuous assessment (EEC courses except project work), shall be determined based on the marks obtained in continuous assessment tests.

15.6 A student can apply for revaluation of the student's end semester examination answer paper in a theory course, within two weeks from the declaration of results, on payment of a prescribed fee along with prescribed application by the Controller of Examinations (CoE) through the Head of Departments. The CoE will arrange for the revaluation and the results will be intimated to the student concerned through the Head of the Department. Revaluation is not permitted for laboratory courses and project work.

16. AWARD OF LETTER GRADES

16.1 The award of letter grades will be decided using relative grading principle except Laboratory Courses and Project Work. The performance of a student will be reported using letter grades, each carrying certain points as detailed below:

Grade/Citation	Grade Points
O (Outstanding)	10
A+ (Excellent)	9
A (Very Good)	8
B+ (Good)	7
B (Average)	6
C (Satisfactory)	5
U – Reappearance	0
SA (Shortage of Attendance)	0
AB (Absent)	0
W (Withdrawal)	0

16.2 A student is deemed to have passed and acquired the corresponding credits in a particular course if he/she obtains any one of the following grades: **"O", "A+", "A", "B+", "B","C".**

- SA' denotes shortage of attendance (as per clause 8.4) and hence prevention from writing the end semester examinations. 'SA' will appear only in the result sheet. "U" denotes that the student has failed to pass in that course. "W" denotes withdrawal from the examination of the particular course. The grades RA and W will figure both in Grade Sheet as well as in Result Sheet. In both cases, the student has to appear for the End Semester Examinations as per the Regulations.

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- If the grade U is given to Theory Courses/ Laboratory Courses it is not required to satisfy the attendance requirements (vide clause 8), but has to appear for the end semester examination and fulfil the norms specified in clause 15 to earn a pass in the respective courses.
- If the grade U is given to Project work, the course has to be registered again and attendance requirement (vide clause 8) should be satisfied. If the grade U is given to EEC course (except project work), which are evaluated only through internal assessment, the student shall register for the course again in the subsequent semester fulfill the norms as specified in Clause 16 to earn pass in the course. However, attendance requirement need not be satisfied.
- The grades O, A+, A, B+, B, C obtained for the one/two credit courses (not part of curriculum) under the title ‘Value Added Courses’ and ‘internship/industrial training’ (if not part of curriculum) shall figure in the Grade Sheet. For these courses if the grades obtained are RA, SA then it shall not figure in the Grade Sheet.

16.3 For the students who complete the Audit Course satisfying attendance requirement, the title of the Audit Course will be mentioned in the Grade Sheet. If the attendance requirement is not satisfied, it will not be shown in the Grade Sheet.

16.4 Relative Grading

For those students who have passed the course (theory course / laboratory integrated courses / theory integrated courses/ all other EEC except laboratory course / Project Work Courses), the relative grading shall be done. The marks of those students who have passed only shall be inputted in the software developed for relative grading. The evolved relative grading method normalizes the results data using the BOX-COX transformation method and computes the grade range for each course separately and awards the grade to each student. (theory course/laboratory integrated course /theory integrated courses and all other EEC Courses). If the student’s strength is greater than 30, the relative grading method shall be adopted.

16.5 Absolute Grading

For all the courses, if the student’s strength is less than or equal to 30 then the absolute grading shall be followed with the grade range as specified in the Table.

For the Project Work / Internship and Laboratory Courses absolute grading procedure shall be followed as given in the Table.

Grade/Citation	Grade Points
O (Outstanding)	91-100
A+ (Excellent)	81-90
A (Very Good)	71-80
B+ (Good)	61-70
B (Average)	56-60
C (Satisfactory)	50-55
U – Reappearance	<50

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17. GPA AND CGPA CALCULATION

17.1 The CoE shall convene a meeting of the passing board after the End Semester Examinations and with the approval of the board will declare the results. After results are declared, Grade Sheets will be issued to each student which will contain the following details:

- the list of courses registered during the semester and respective grades earned
- the Grade Point Average (GPA) for the semester and
- the Cumulative Grade Point Average (CGPA) of all the courses from the first semester to the current semester.

GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points corresponding to the grades scored in those courses, taken for all the courses, to the sum of the number of credits of all the courses registered in the semester.

$$\text{GPA/CGPA} = \frac{\sum_{i=1}^{n} C_i g_i}{\sum_{i=1}^{n} C_i}$$

where, *Ci*- is the Credits assigned to the course, *gi*- is the grade point corresponding to the letter grade obtained for each course. *n*- is number of all Courses successfully cleared during the particular semester in the caseof GPA and during all the semesters in the case of CGPA will be calculated in a similar manner, considering all the courses enrolled from first semester. U, and AB grades will be excluded for calculating GPA and CGPA.

17.2 In the case of a student registered for more number of electives (PE/OE) than required as per the requirements in the curriculum, the courses with higher grades alone will be considered for calculation of CGPA.

18. ELIGIBILITY FOR THE AWARD OF DEGREE

18.1 A student shall be declared eligible for the award of the Post graduate degree provided the student has

i. Scored the required number of credits specified in the curriculum within the stipulated time (vide Clause 6.1).

ii. Successfully completed the course requirements, appeared for the End Semester Examinations and passed all the courses prescribed in all the four semesters within a maximum period of four years reckoned from the commencement of the first semester to which the candidate was admitted.

iii. Passed in the additional courses prescribed by the Head of the department duly authorized by Head of the institution and Controller of Examinations whenever readmitted under regulations other than R-2023, if applicable.

iv. No disciplinary action pending against the student.

18.2 Classification of the Degree awarded

18.2.1 First Class with Distinction

A student who satisfies the following conditions shall be declared to have passed the Programme of study in First class with Distinction:

- Should have passed in all the courses of the entire four semesters in the student's First Appearance within three years, which includes authorized break of study of one year. Withdrawal from examination (vide Clause 19) will not be treated as appearance.
- Should have secured a **CGPA≥** 8.50
- Should NOT have missed appearance from end semester examination due to lack of attendance in any of the course.

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18.2.2 First Class

A student who satisfies the following conditions shall be declared to have passed in First class:

- Should have passed the courses of all four semesters within three years, which includes one year of authorized break of study (if availed) or nonappearance from writing the End Semester Examination due to lack of attendance (if applicable).
- Should have secured a CGPA ≥ 7.00

18.2.3 Second Class

All other students (not covered in clauses 18.2.1 and 18.2.2) who qualify for the award of the degree (videClause18.1) shall be declared to have passed the examination in Second Class.

18.2.4 A candidate who is absent in end semester examination in a course /project work after having registered for the same shall be considered to have appeared in that examination for the purpose of classification. (subject to clause19 and 20).

19. PROVISION FOR WITHDRAWAL FROM EXAMINATION

19.1 A student may, for valid reasons, (medically unfit/unexpected family situations / sports approved by Chairman, sports board and HOD) be granted permission to withdraw from appearing for the end semester examination in any course or courses in ANY ONE of the semester examinations during the entire duration of the degree programme. The application shall be sent to Controller of examinations duly attested by Head of the institution through the Head of the Department with necessary evidences.

19.2 Withdrawal application shall be considered only if the student is otherwise eligible to write the examination (Clause 8) and if it is made within TEN working days before the commencement of the End Semester Examination in that course or courses and also be recommended by Head of the Department.

19.2.1 Notwithstanding the requirement of the mandatory 10 days' notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case based on the committee duly constituted.

19.3 Withdrawal is permitted for the End Semester Examinations during final semester if the period of study of the student does not exceed 3 years.

20. PROVISION FOR AUTHORISED BREAK OF STUDY

20.1 A student is permitted to go on break of study for a maximum period of one semester.

20.1.1 For a break of study, the student shall apply to the Controller of Examinations in advance, in any case, not later than the last date of the first assessment period. The application duly filled by the student shall be submitted through the Head of the Department duly attested by Head of the Institution. In the case of short-term

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employment/ training/ internship, the application for break of study shall be approved and forwarded by the Departmental Consultative Committee to the Controller of Examinations.

20.1.2 A student, permitted to rejoin the programme after a break of study / prevention due to lack of attendance, shall be governed by the Curriculum and Regulations in force at the time of rejoining. The students rejoining in new Regulations shall apply to the controller of examinations in the prescribed format through Head of the Department at the beginning of semester rejoining for prescribing additional/equivalent courses, if any, from any semester of the regulations in- force, so as to bridge the curriculum in-force and the old curriculum.

20.2 The total period for completion of the programme reckoned from, commencement of the first semester to which the student was admitted shall not exceed the maximum period specified in clause 6.1 irrespective ofthe period of break of study in order to be eligible for the award of the degree (vide clause 18).

1.5 In case there is any period of break of study more than the permitted duration of break of study, the student shall be permitted to continue the programme only if the approval is obtained from the Head of the Institution and Controller of Examinations through the concerned HOD before the end of the semester in which the student has taken break of study.

1.6 If a student is absent from his studies a period of two consecutive semesters without any intimation, the name of the student shall be deleted permanently from enrollment. Such a student is not entitled to seek readmission under any circumstances.

1.7 If a student indulges in malpractice in any of the examinations, the student shall be liable for punitive action as prescribed by the Head of the institution and Controller of Examination from time to time.

21. REVISION OF REGULATIONS, CURRICULUM AND SYLLABI

The College may from time to time revise, amend or change the Regulations, Curriculum, Syllabus and the Scheme of examinations through the Board of Studies and Academic Council with the approval of the Governing Body.

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COIMBATORE INSTITUTE OF ENGINEERING AND TECHNOLOGY

(An Autonomous Institution)

MASTER OF BUSINESS ADMINISTRATION

Regulation 2025

(Students admitted from 2025-2026 onwards)

CHOICE BASED CREDIT SYSTEM

VISION AND MISSION OF THE DEPARTMENT

Vision

Transforming young minds into ethical and dynamic leaders who excel in strategic decision-making, embrace innovation, and leverage technology to address global challenges and drive successful business practices.

Mission

To create a nurturing environment that fosters continuous learning and innovation, develops strategic thinkers with a commitment to ethics and teamwork, and equips future leaders with the global perspective and technological acumen needed to excel in a dynamic business world.

Programme outcomes (POs)

PO1: Comprehensive Business Acumen.

PO2: Strategic Problem Solving and Innovation. PO3:

Leadership and Team Dynamics.

PO4: Global Perspective and Adaptability.

PO5: Professional Integrity, Ethics and Technological Adaptation.

Programme Educational Objectives (PEOs)

The students who have undergone MBA program:

PEO 1: Would possess effective professional skills needed for employment and lifelong learning in management.

PEO 2: Would have attained a general level of competence in management and would enable them to act with creative, innovative and entrepreneurial potentials with management tools.

PEO 3: Would adapt to the dynamic environment by acquiring and applying new skills.

PEO 4: Would become socially responsible and value driven citizens committed to ethical business practices

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Programme Specific Outcomes (PSOs)

PSO 1: Strategic and Analytical Decision-Making.

PSO 2: Global Outlook and Innovation.

PSO 3: Technological and Industry Readiness.

PSO 4: Leadership and Ethical Management.

Knowledge and Attitude Profile (WK)

WK1: Core Business Knowledge

WK2: Analytical & Strategic Thinking

WK3: Technological Competence

WK4: Global Business Acumen

WK5: Entrepreneurial and Innovative Orientation

WK6: Leadership and Teamwork

WK7: Ethical, Legal and Social Responsibility

WK8: Professional Attitude and Employability

WK9: Lifelong Learning Orientation

Mapping of PEOs, POs & PSOs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO2	PSO3	PSO4
PEO1	3	2	3	2	3	3	2	2	2
PEO2	2	3	2	2	2	2	3	2	2
PEO3	2	3	3	3	2	3	2	3	2
PEO4	1	2	2	3	3	2	1	1	3

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REGULATION 2025 CURRICULUM

The MBA curriculum undergoes a revision every two years, aligning with the Program's duration. Each batch of students completes their studies within two years, and upon their exit, a new curriculum is introduced for the incoming batch to ensure alignment with evolving industry trends and academic advancements.

Course Code	Course Title	Periods/week			Credit	CAT
		L	T	P		
SEMESTER 1						
P25MGT01	Management Principles and Practice	3	0	0	3	PC
P25MGT02	Organisational Behaviour	3	0	0	3	PC
P25MGT03	Economics for Decision Making	3	1	0	4	PC
P25MGT04	Financial and Management Accounting	3	1	0	4	PC
P25MGT05	Quantitative Techniques for Business	3	1	0	4	PC
P25MGT06	Business Law for Managers	3	0	0	3	PC
PRACTICAL						
P25MGP01	Interpersonal Communication Skills Development*	0	0	4	2	EEC
P25MGP02	Professional and Career Development*	0	0	4	2	EEC
	Total 29 Periods	**18**	**3**	**8**	**25**	
SEMESTER 2						
P25MGT07	Marketing Management	3	0	0	3	PC
P25MGT08	Financial Management	3	1	0	4	PC
P25MGT09	Human Resource	3	0	0	3	PC
P25MGT10	Operations Management	3	1	0	4	PC
P25MGT11	Entrepreneurship Development	3	0	0	3	PC
P25MGT12	Business Research Methods	3	1	0	4	PC
PRACTICAL						
P25MGP03	Data Driven Analysis	0	0	4	2	PC
P25MGP04	Leadership Skills Development*	0	0	4	2	EEC
	Online/Self Study course - I	0	0	0	1	ECC
	Total 29 Periods	**18**	**3**	**8**	**26**	

*No End Semester Examination required for this course

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Course Code	Course Title	Periods/week			Credits	CAT
		L	T	P		
SEMESTER 3						
P25MGT13	Strategic Management	3	1	0	4	PC
P25MGT14	International Business	3	1	0	4	PC
	Elective I	3	0	0	3	PE
	Elective II	3	0	0	3	PE
	Elective III	3	0	0	3	PE
	Elective IV	3	0	0	3	PE
	Elective V	3	0	0	3	PE
	Elective VI	3	0	0	3	PE
PRACTICAL						
P25MGP05	Project Skill development*	0	0	4	2	EEC
P25MGP06	Summer Internship Program	0	0	0	3	EEC
	Online/Self-Study Course-II	0	0	0	1	EEC
	Total 30 Periods	**24**	**2**	**4**	**32**	
*No End Semester Examination required for this course						
SEMESTER 4						
P25MGJ01	Project Work	0	0	24	12	EEC
	Online/Self-Study Course-III	0	0	0	1	EEC
	Total 24 Periods	0	0	24	13	

CAT- Category; FC– Foundation Course; PC- Professional Core;
PE – Professional Elective; EEC- Employability Enhancement Course

SEMESTER III

FUNCTIONAL SPECIALIZATIONS

Course Code	Course Title
Marketing Management	
P25MGT51	Retail and Service Marketing
P25MGT52	Marketing Metrics and Performance

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P25MGT53	Rural Marketing
P25MGT54	Consumer Marketing Analytics
P25MGT55	Integrated Marketing Communication
P25MGT56	Brand and Digital Marketing
Finance Management	
P25MGT57	Financial System and Practices
P25MGT58	Financial Services and Modeling
P25MGT59	Equity Research and Derivatives Management
P25MGT60	Rural Banking and Microfinance
P25MGT61	International Finance
P25MGT62	Digital Banking
Human Resource Management	
P25MGT63	Organisation Design and HR Analytics
P25MGT64	Managing Interpersonal Effectiveness
P25MGT65	Employee Welfare, Training and Development
P25MGT66	Performance Management
P25MGT67	Change and agile management
P25MGT68	Competency Mapping and Development
Systems Management	
P25MGT69	Information Systems Design and Development
P25MGT70	Business Data Analytics
P25MGT71	E-Business Management
P25MGT72	Knowledge Management
P25MGT73	Enterprise Resource Planning
P25MGT74	Executive Support System

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Hospital and HealthCare Management	
P25MGT83	Healthcare Management
P25MGT84	Healthcare System Management
P25MGT85	Service Operation Management in Hospitals
P25MGT86	Entrepreneurship in Healthcare Management
Agribusiness Management	
P25MGT87	Agribusiness Environment
P25MGT88	Value Chain in Agribusiness
P25MGT89	ICT for Agriculture Management
P25MGT90	Entrepreneurship in Agribusiness

ONLINE / SELF STUDY COURSES

SEMESTER II

P25MGO01	Design Thinking: A Primer
P25MGO02	Innovation, Business Models and Entrepreneurship
P25MGO03	Corporate Social Responsibility (CSR)
P25MGO04	Introduction to GST
P25MGO05	Digital Marketing

SEMESTER III

P25MGO06	AI for Managers
P25MGO07	Business Analytics and Decision Making
P25MGO08	Business and Sustainable Development

SEMESTER IV

P25MGO09	Data Visualization with Power BI and Tableau
P25MGO10	Project Management for Managers
P25MGO11	Marketing Research and Analysis

Note 1:

A course would be run with contact classes if there is a minimum of at least 9 students. However, the final decision to offer the

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elective rests with the department. The students have the following choices in selecting their specialization papers in the III semester.

As per the new regulations, students can choose six electives (courses) from the Functional and Sectoral specializations three from each respectively as detailed below:

Option1: One Functional specialization (Marketing Management, Financial Management, Human Resource Management and Systems Management) and one Sectoral specialization (Operations and Supply Chain Management, Entrepreneurship, Hospital and Health Care Management and Agribusiness Management)

Option2: Two Functional specializations (Marketing Management, Financial Management, Human Resource Management and Systems Management)

Note 2:

Students will be encouraged to take ownership of their learning through self-initiated activities, video sessions, peer discussions, and other experiential methods aimed at enhancing life skills and personal well-being. The Department Consultative Committee will evaluate individual or team-based initiatives undertaken by students and provide suitable recognition through rewards or commendations.

This curriculum integrates six key components to develop ethical, resilient, and self-aware leaders. Ethical leadership and Integrity explores Indian wisdom-based frameworks to foster value-driven decision-making. Mindfulness and Mental well-being practices offer tools like meditation and breathe work for mental clarity and stress management. Self-Development and Emotional Intelligence builds emotional awareness and reflective thinking through experiential learning. Collaborative learning and value-driven dialogue enhances empathy, active listening and shared purpose in group settings. Mental well-being circles create safe spaces for peer support and open dialogue. Nature, Harmony and Inner Balance promotes sustainable leadership through reflective engagement with the natural world.

SUMMARY OF CREDITS DISTRIBUTION

CAT	Credits/Semester				Total Credits
	I	II	III	IV	
FC	-	-	-	-	-
PC	21	23	8	-	52
PE	-	-	18	-	18
EEC	4	3	6	13	25
Total	25	26	32	13	96

CAT-Category; FC–Foundation Course; PC- Professional Core; PE-Professional Elective; EEC- Employability Enhancement Course

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Overall Mapping of Course Outcome and Programme Outcome

Year	sem	Course Title	Programme Outcome (POs)					PSOs			
			1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
I	I	Management Principles and Practice	2.4	2.4	2	2	2.2	3	3	3	3
		Organisational Behaviour	2.4	2.4	2.6	2.6	2.6	3	2.4	2.4	3
		Economics for Decision Making	3	2.8	2	2	2.6	3	2.8	2	2.6
		Financial and Management Accounting	3	2.6	2.4	1.4	2.4	3	2.4	2.6	1.8
		Quantitative Techniques for Business	2.8	2.6	2.4	2.4	2.6	3	2.4	2.2	1
		Business Law for Managers	2.4	2.4	2.8	2.4	1.8	2.8	2.6	2.2	1.8
		Interpersonal Communication Skills Development*	2.6	2.6	1.4	1.6	2	3	2.6	2	2.3
		Professional and Career Development*	2.6	2.3	2.6	2.3	2.6	2.6	2.6	2	2.3
		Online/Self-Study Course-I*	2.6	2.6	2.3	2.3	2.3	3	2.6	2	2.3
	II	Marketing Management	3	2.8	1.8	2.4	2.4	3	2.6	2.2	2
		Financial Management	2.4	2.6	2.2	2	2.4	2.8	2.8	2.4	2.2
		Human Resource Management	2.4	2.6	2.2	2	2.4	2.8	2.8	2.4	2.2
		Operations Management	2.2	2.6	2.6	2.6	2	3	2.8	2.6	2.2
		Entrepreneurship Development	2.2	2.6	2.8	2.4	2.4	3	2.8	2.2	2.2
		Business Research Methods	2.8	2.6	2.4	2.2	2.4	2.6	2.6	2.2	2.4
		Data Driven Analysis	3	3	1	2	3	3	2	3	2
		Leadership Skills Development*	2.6	3	2	2	2.3	3	2.3	2	2
		Online/Self-Study Course-II*	2.6	2.6	2.3	2.3	2.3	3	2.6	2	2.3

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Semester I

		L	T	P	C
P25MGT01	**MANAGEMENT PRINCIPLES AND PRACTICE**	**3**	**0**	**0**	**3**

Pre-Requisites: None

Objectives:

To guide students in developing a strong foundation in core management principles and practices, by fostering their ability to think critically, make strategic decisions, and adapt to global business environments and to cultivate their understanding of ethical leadership, effective team dynamics, and the role of emerging technologies such as Industry 4.0 in shaping the future of management.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Analyze and apply management theories in global and societal contexts.	**K4**
CO2	Demonstrate strategic planning and organizing skills to address dynamic business challenges	**K5**
CO3	Develop effective staffing strategies to align with technological and industry demands	**K3**
CO4	Evaluate coordination, leadership, and controlling practices for enhancing productivity and decision-making.	**K5**
CO5	Integrate Industry 4.0 applications and management tools into practices to address future business and societal needs.	**K5**

Course Contents

Unit I **FOUNDATIONS OF MANAGEMENT: THEORIES, CONCEPTS, AND GLOBAL PERSPECTIVES** **9**

Management Science and Theory– Concepts of Management – Evolution of Management Thought – Patterns of Management Analysis – Management, Society, and the Environment– Basis of Global Management – Global Management Challenges – Green Management – Social Responsibility and Ethics.

Unit II **STRATEGIC PLANNING, ORGANISATIONAL DESIGN, AND GLOBALMANAGEMENT CHALLENGES** **9**

Strategic Planning and Decision-Making - Objectives, Strategies, and Policies - Global and Cross-Cultural Planning - Innovative Approaches in Planning - Organisational Structure and Design - Entrepreneurship and Organisational Growth - Departmentation and Functional Structures - Centralisation vs. Decentralisation - Global Organising: Trends and Challenges.

Unit III **TALENT ACQUISITION, DEVELOPMENT, AND PERFORMANCE MANAGEMENT** **9**

Strategic Human Resource Planning - Job Analysis and Design for the Modern Workforce - Developing Effective Job Descriptions and Specifications - Digital Recruitment and Sourcing Techniques - AI and Data Analytics in Talent Selection - Onboarding and Employee Engagement - Performance Management and Development Systems - Diversity, Equity, and Inclusion in Staffing - Global Talent Management and Cross- Cultural Workforce Integration.

Unit IV **LEADERSHIP, COORDINATION, CONTROL, AND PERFORMANCE MANAGEMENT** **9**

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Leadership Theories and Contemporary Practices - Motivation and Human Behaviour in Organizations- Co-ordination and Team Dynamics - Decision-Making and Group Processes - Communication in Leadership and Management - Systems and Process of Controlling - Controlling Techniques with Information Technology - Performance Measurement and Feedback Systems - Global Leadership and Cross-Cultural Management.

Unit V **INDUSTRY 4.0: IMPACT, APPLICATIONS, AND FUTURE TRENDS** **9**

Introduction to Industry 4.0 and Key Technologies - IoT Applications Across Industries – Industry 4.0's Impact on Business Models and Society - Automation, AI, and Robotics in Industry 4.0 - Digital Transformation in Manufacturing - Impact of Industry 4.0 on Government and Policy - Education 4.0: Tools and Techniques for the Future of Learning - Artificial Intelligence and Machine Learning in Industry - Future Jobs in the Age of Automation: Preparing for 2030.

Total Hours 45

Text Books:

1. Robbins, Stephen P., Coulter, Mary, and DeCenzo, David A., "Principles of Management," 14th Edition, 2017, Pearson Education, New Jersey
2. Gilchrist, Alasdair, "Industry 4.0: The Industrial Internet of Things," 2016, Apress, New York

Reference Books:

1. Schwab, Klaus, "The Fourth Industrial Revolution," 2016, Crown Business, New York.
2. Koontz, Harold, Weihrich, Heinz, "Management: A Global Perspective," 14th Edition, 2010, McGraw-Hill Education, New York.
3. Rose, Doug, "Artificial Intelligence for Business: A Roadmap for Getting Started with AI," 2018, Addison-Wesley, Boston.

Web URL(s):

1. https://www.sme.org/technologies/what-is-industry-4-0/
2. https://onlinecourses.nptel.ac.in/noc21_mg88/preview
3. https://www.saylor.org/courses/bus206/

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

COs	Pos					PSOs			
	1	2	3	4	5	1	2	3	4
CO1	2	2	1	3	2	3	0	0	3
CO2	3	3	2	2	1	3	3	0	0
CO3	2	2	3	2	3	0	0	3	3
CO4	3	2	3	1	2	3	0	0	3
CO5	2	3	1	2	3	0	3	3	0
Average	2.4	2.4	2	2	2.2	3	3	3	3
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT02	**ORGANISATIONAL BEHAVIOUR**	**3**	**0**	**0**	**3**

Pre-Requisites: None

Objectives:

To develop strategic and analytical skills to understand, analyze, and apply foundational theories of organizational behavior, it focusing on leadership, power, team dynamics, culture, design, and human behavior and to enhance critical thinking and decision-making in real-world organizational contexts.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Examine the foundations and designs of organizational structures and analyze their impact on behaviour.	**K4**
CO2	Apply theories and principles of organizational behaviour to identify and solve workplace challenges.	**K3**
CO3	Distinguish between leadership, power, and management and analyze their interrelations in organizations.	**K4**
CO4	Explain human behaviour patterns within organizations and their influence on performance.	**K2**
CO5	Develop practical skills for diagnosing, addressing, and solving organizational behaviour issues.	**K4**

Course Contents

Unit I **ORGANIZATIONAL BEHAVIOUR BASICS** **9**

Introduction to organizational behaviour (OB) – Definition and importance of OB – Roles and responsibilities of managers – Managerial functions in OB – Disciplines contributing to OB – Challenges in studying OB – Opportunities of OB in modern business – Behavioural approaches in management – Linking OB with strategic decision-making.

Unit II **FOUNDATIONS OF INDIVIDUAL BEHAVIOUR** **9**

Meaning and importance of individual behaviour – Personality traits and types – Factors influencing personality – Theories of personality – Diversity and individual differences – Values and sources of values – Role of individual differences in performance – Impact of diversity on team dynamics – Applications of individual behaviour theories.

Unit III **ATTITUDES AND PERCEPTION** **9**

Meaning and types of attitudes – Linking attitudes to behaviour – Job attitudes and their impact – Perception and the perceptual process – Factors affecting perception – Common perceptual distortions – Attribution theory and its application – Learning by reinforcement theories – Motivation theories and work behaviour.

Unit IV **GROUP DYNAMICS AND LEADERSHIP** **9**

Meaning and importance of group dynamics – Team development and effectiveness Team cohesiveness and performance – Decision-making in groups – Team-building and improving team processes – Leadership styles and their impact – Sources and types of power – Organizational politics and its challenges – Role of communication in high-performance teams.

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Unit V **ORGANIZATIONAL STRUCTURE AND DESIGN** **9**

Meaning and elements of organizational structure – Types of organizational structures – Organizational culture and its significance – Managing and changing organizational culture – Organizational development and objectives – Change management and strategies – Measuring organizational effectiveness – Work stress and its management – Human-machine interfaces and employee concerns.

Total Hours 45

Text Books:

1. Stephen P. Robbins, Timothy A. Judge, and Neharika Vohra, Organizational Behaviour, NewDelhi, Pearson Education, 18th Edition, 2021.
2. Fred Luthans, Organizational Behaviour: An Evidence-Based Approach, New York,McGraw Hill Education, 13th Edition, 2020.

Reference Books:

1. John W. Newstrom, Organizational Behaviour: Human Behaviour at Work, New Delhi,Tata McGraw-Hill, 14th Edition, 2015.
2. Ricky W. Griffin, Organizational Behaviour: Managing People and Organizations, Boston, Cengage Learning, 13th Edition, 2021.
3. Debra L. Nelson and James C. Quick, Organizational Behaviour: Science, The Real World, and You, Boston, Cengage Learning, 9th Edition, 2017.

Web URL(s):

1. https://hbr.org/topic/subject/organizational-behaviour
2. https://www.managementstudyguide.com/all-subjects.htm

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

Cos	POs					PSOs			
	1	2	3	4	5	1	2	3	4
CO1	3	2	2	3	2	3	2	2	3
CO2	2	3	3	2	3	3	2	3	3
CO3	2	2	3	3	2	3	3	2	3
CO4	3	2	2	2	3	3	2	2	3
CO5	2	3	3	3	3	3	3	3	3
Average	2.4	2.4	2.6	2.6	2.6	3	2.4	2.4	3
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT03	**ECONOMICS FOR DECISION MAKING**	**3**	**1**	**0**	**4**

Pre-Requisites: None

Objectives:

To understand and apply economic principles to managerial decision-making by analyzing utility, demand, supply, and market equilibrium, exploring cost and revenue dynamics, evaluating market structures, and assessing consumption and investment functions to
inform strategic planning and navigate economic fluctuations.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Understand the fundamental concepts of managerial economics and their role in decision making.	**K2**
CO2	Analyze utility, demand, and elasticity to forecast market behaviour and make informed business decisions.	**K4**
CO3	Evaluate supply and production theories to assess cost-output relationships.	**K5**
CO4	Compare and contrast pricing strategies and market structures to optimize revenue generation.	**K4**
CO5	Examine the role of consumption and investment functions in business cycles and strategic planning.	**K3**

Course Contents

Unit I **INTRODUCTION TO MANAGERIAL ECONOMICS** **12**

Introduction to Managerial Economics – Definition and scope – Basic economic concepts for managers –Opportunity cost and trade-offs in decision-making – Decision- making frameworks for business strategy– Role of managerial economics in business decisions – Economic problem-solving and rationality in business – Types of business decisions: Pricing, output, and investment decisions – Decision-making under certainty vs. uncertainty – Marginal analysis in business decisions – Utility and consumer preferences: Economic theory – Resource allocation and opportunity costs in business – The role of information in managerial decisions.

Unit II **DEMAND ANALYSIS AND FORECASTING** **12**

Demand theory and types of demand: Direct and derived demand – The law of demand and exceptions to the law – Elasticity of demand: Price, income, and cross elasticity – Demand forecasting: Techniques and methods – Survey methods and statistical methods in demand estimation – Qualitative and quantitative demand forecasting methods – Forecasting for new products and market trends – Market segmentation and its impact on demand analysis – Consumer behaviour theories and demand patterns – The role of advertising and pricing in demand – Shifts in demand curves and factors influencing demand – Demand forecasting and its link to business strategy.

Unit III **PRODUCTION AND COST ANALYSIS** **12**

The production function: Short-run and long-run – The law of variable proportions in production – Economies of scale and scope in production – Marginal product and average product in production analysis – Short-run cost analysis: Fixed, variable, and total costs – Cost curves and output decisions – Long-run cost analysis and economies of scale – Break- even analysis and cost- volume-profit analysis – Accounting costs vs. economic costs in business – The role of

technology in cost reduction – The impact of externalities on production costs – Resource allocation and efficiency in production decisions.

Unit IV MARKET STRUCTURES AND PRICING STRATEGIES 12

Types of market structures: Perfect competition and monopolistic competition – Monopoly and pricing power in market structures – Oligopoly and pricing strategies in competition – Game theory applications in pricing and competition – Price discrimination and its business applications – Bilateral monopoly and price leadership – Collusive oligopoly and strategic pricing decisions – The effect of market structure on price and output – Monopoly power, barriers to entry, and market control – Pricing strategies under various market structures – Government intervention in pricing: Price floors and ceilings – Preventing monopolistic practices through regulation.

Unit V MACROECONOMICS, BUSINESS CYCLES AND GOVERNMENT INTERVENTION 12

Key concepts in macroeconomics: Overview and applications – The impact of inflation and unemployment on business – Tools of fiscal and monetary policy and their business impact – Phases and characteristics of business cycles – Government intervention in business cycles and stabilization measures – Theories of business cycles: Classical vs. Keynesian theories – Multiplier effect and accelerator theory in economic cycles – Investment decisions and business expectations – The role of central banks in managing the economy – Regulation and control of monopolies in business – Sustainable business models in economic frameworks – Government policies for economic stability and growth.

Total Hours 60

Text Books:

1. William F. Samuelson & Stephen G. Marks, Managerial Economics: Principles and Applications, New York, Wiley, 7th Edition, 2015
2. H.L. Ahuja, Managerial Economics, New Delhi, S. Chand & Company, 12th Edition, 2019

Reference Books:

1. Dominick Salvatore, Managerial Economics in a Global Economy, New York, Oxford University Press, 9th Edition, 2017
2. Geoffrey A. Jehle & Philip J. Reny, Advanced Microeconomic Theory, Boston, Pearson Education, 4th Edition, 2011
3. Richard G. Lipsey & K. Alec Chrystal, Economics, New York, Oxford University Press, 12th Edition, 2015

Web URL(s):

1. https://www.investopedia.com/terms/m/managerial-economics.asp
2. https://www.economicsdiscussion.net/

Bloom's Taxonomy Level

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K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

COs	POS					PSOs			
	1	2	3	4	5	1	2	3	4
CO1	3	2	1	1	3	3	2	1	2
CO2	3	3	2	2	2	3	3	2	2
CO3	3	3	3	2	2	3	3	3	3
CO4	3	3	2	3	3	3	3	2	3
CO5	3	3	2	2	3	3	3	2	3
Average	3	2.8	2	2	2.6	3	2.8	2	2.6
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT04	**FINANCIAL AND MANAGEMENT ACCOUNTING**	**3**	**1**	**0**	**4**

Pre-Requisites: None

Objectives:

To understand fundamental accounting concepts and principles, apply accounting techniques to prepare financial statements and budgets, analyze financial data for managerial decision- making, evaluate the impact of financial and cost accounting on organizational performance, and develop decision-making skills using financial tools like break-even analysis, profit analysis, and marginal costing.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Understand the basic concepts, branches, and objectives of accounting.	**K2**
CO2	Apply concepts of financial accounting to prepare financial statements and analyze financial data.	**K3**
CO3	Analyze cost structures and apply cost accounting techniques such as job order, process, and ABC.	**K4**
CO4	Evaluate the role of marginal costing and profit analysis in managerial decision-making.	**K5**
CO5	Develop budgeting and control systems for effective financial management.	**K6**

Course Contents

Unit I **FOUNDATIONS OF ACCOUNTING** **12**

Introduction to accounting - Meaning and objectives of accounting - Branches of accounting - Basic accounting concepts and conventions - Overview of journal, ledger, and trial balance - Preparing profit and loss account and balance sheet - Introduction to IGAAP and IFRS - Relevance of accounting standards- Ethics in accounting - Accounting in decision-making - The role of accounting in business management - Global accounting frameworks.

Unit II **FINANCIAL REPORTING AND ANALYSIS** **12**

Financial statements and their characteristics - Limitations of financial reporting - Financial ratio analysis - Cash flow and fund flow statement analysis - Methods of preparing cash flow and fund flow statements - Distinction between cash flow and fund flow - Statement of changes in equity - Ratio analysis for liquidity, profitability, and efficiency - Preparing and interpreting comprehensive financial statements - Use of financial statements for business decisions.

Unit III **COST AND MANAGEMENT ACCOUNTING** **12**

Cost accounting principles - Key differences between financial and cost accounting - Classification and elements of costs - Preparing cost sheets - Job order and process costing systems - Activity-based costing (ABC) - Marginal costing and target costing - Absorption and direct costing - Variance analysis in cost accounting - Cost allocation and apportionment techniques - Managerial decisions through cost analysis.

Unit IV **MARGINAL COSTING AND DECISION-MAKING** **12**

Overview of marginal costing - Cost-Volume-Profit (CVP) analysis - Break-even analysis and margin of safety - Profit planning and volume-profit relationships - Investment analysis for decision-making - Contribution margin and its role in pricing - Short-run and long-run decisions based on marginal costing - Profit analysis in business decisions - Limitations of marginal costing in managerial decision-making.

Unit V BUDGETING AND FINANCIAL CONTROL 12

Budgeting and its significance - Types of budgets: static, flexible, cash, sales, and master budgets - Budgetary control techniques - Variance analysis in budgeting - Standard cost systems - Cash flow management and budgeting - Capital budgeting decisions - Performance budgeting - Strategic financial planning using budgets - The role of budgets in managing financial performance.

Total Hours 60

Text Books:

1. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E.Financial Accounting: IFRS Edition,Hoboken, NJ: John Wiley & Sons, Inc., 2nd Edition, 2017.
2. Horngren, C. T., Sundem, G. L., & Elliott, J. A.Introduction to Financial Accounting,Pearson, 10th Edition, 2013.

Reference Books:

1. McLaney, E. J., & Atrill, P.Accounting: An Introduction, Pearson, 7th Edition,2016.
2. Glautier, M. W. E., & Underdown, B.Accounting: Theory and Practice,Pearson Education, 10th Edition, 2013.
3. Tayler, J.Management Accounting: Information for Decision-Making and Strategy Execution,Pearson, 6th Edition, 2016.

Web URL(s):

1. https://www.accountingtools.com
2. https://www.youtube.com/watch?v=jhtVVJxbPU0
3. https://onlinecourses.nptel.ac.in/noc23_mg65/preview

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

COs	Pos					PSOs			
	1	2	3	4	5	1	2	3	4
CO1	3	2	1	1	2	3	2	2	1
CO2	3	3	2	1	2	3	2	3	1
CO3	3	2	3	1	2	3	2	2	2
CO4	3	3	3	2	3	3	3	3	2
CO5	3	3	3	2	3	3	3	3	3
Average	3	2.6	2.4	1.4	2.4	3	2.4	2.6	1.8
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT05	**QUANTITATIVE TECHNIQUES FOR BUSINESS**	**3**	**1**	**0**	**4**

Pre-Requisites: None

Objectives:

To understand and apply key statistical and operations research concepts to analyze business data, solve problems using techniques like hypothesis testing, regression, probability distributions, and optimization, evaluate real-world scenarios, and develop advanced quantitative decision-making and communication skills for effective business strategy.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Recall and define key concepts used in quantitative analysis and business decision-making.	**K1**
CO2	Apply statistical tools such as regression analysis and hypothesis testing for business decisions.	**K2**
CO3	Analyze data and interpret results to support managerial decision- making.	**K4**
CO4	Evaluate business decisions using optimization and operations research models.	**K5**
CO5	Integrate quantitative analysis techniques to solve complex business problems.	**K6**

Course Contents

Unit I **INTRODUCTION TO QUANTITATIVE ANALYSIS AND BUSINESS DECISION MAKING** **12**

Introduction To Quantitative Analysis - Role of Quantitative Analysis In Business Decision Making - Data Types and Sources - Descriptive Statistics For Business - Measures of Central Tendency and Dispersion - Probability and Business Decisions. Importance of Statistical Application in Business Decision Making, Scope and Limitations of Statistics in Management, Types of Statistical Methods: Descriptive vs. Inferential, Role of Statistics in Functional Areas of Management.

Unit II **DIAGRAMMATIC AND GRAPHIC REPRESENTATION** **12**

Classification of Data: Geographical, Chronological, Qualitative, Quantitative Frequency Distributions, Construction of Tables, Tabulation in Business Analysis. Importance and Types of Diagrams: Bar Charts, Pie Charts, Histograms, Line Charts. Graphical Representation of Frequency Distributions-Guidelines for Constructing Effective Graphs and Diagrams.

Unit III **MEASURES OF CENTRAL TENDENCY AND DISPERSION** **12**

Definition and Objectives of Measures of Central Tendency, Arithmetic Mean, Median, Mode – Computation and Properties, Measures of Dispersion, Importance of Measuring Dispersion, Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variation, Applications of Dispersion in Managerial Decisions, Skewness, Moments and Kurtosis, Measures of Skewness: Karl Pearson's and Bowley's Methods, Moments: Raw and Central Moments – Their Interpretation, Kurtosis – Types and Applications in Business Analytics.

Unit IV INTRODUCTION TO OPERATIONS RESEARCH 12

Definition, Scope and Evolution of OR, Applications of OR in Functional Areas: Marketing, Finance, HR, Operations, Supply Chain, OR Models: Descriptive, Predictive, and Prescriptive, Limitations of Operations Research, Problem-solving Approach in OR. Linear Programming Problem (LPP), Formulation of LPP – Objective Function and Constraints, Graphical Method, Simplex Method – Basic Concepts. Applications in Resource Allocation and Production Planning.

Unit V TRANSPORTATION AND ASSIGNMENT MODELS 12

Transportation Problem – Initial Basic Feasible Solution - North-West, Least Cost, Vogel's, Optimality Test – MODI Method, Degeneracy in Transportation, Assignment Models- Minimising and Maximising Problems – Balanced and Unbalanced Problems. – Hungarian Method, Variants: Maximization, Unbalanced Problems, Restrictions. Transhipment Models. Travelling Salesman problem. Crew Assignment Models.

Total Hours 60

Text Books:

1. S.P. Gupta and M. P. Gupta"Introductory Statistics" 2010. New Delhi: Sultan Chand & Sons, New Delhi.
2. Kapoor V.K."Operations Research - Concepts, Problems & Solutions" 2011. Sultan Chand & Sons, New Delhi.

Reference Books:

1. Levin, R. I., Rubin, D. S., Rastogi, S., &Siddiqui, M. H. "Statistics for Management" 2017. Pearson Education, 8th Edition, New Delhi.
2. Taha, H. A. "Introduction to Operations Research" 2020. Prentice Hall India, 9th Edition, Third Indian Reprint, New Delhi.

1. https://www.youtube.com/watch?v=VDLyk6z8uCg&list=PLLy_2iUCG87DugHjjO_GBZDXfufXjfaXNs
2. https://www.youtube.com/watch?v=COI0BUmNHT8&list=PLyqSpQzTE6M_JcleDbr_VyPnE0PixKs2JE
3. https://www.geeksforgeeks.org/business-statistics-importance-application-and-3. types/

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

Cos	POs					PSOs			
	1	2	3	4	5	1	2	3	4
CO1	3	2	2	1	2	3	2	2	0
CO2	3	3	2	2	3	3	3	2	1
CO3	3	3	3	3	3	3	2	3	1
CO4	2	3	2	3	3	3	3	2	1
CO5	3	2	3	3	2	3	2	2	0
Average	2.8	2.6	2.4	2.4	2.6	3	2.4	2.2	1
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT06	**BUSINESS LAW FOR MANAGERS**	**3**	**1**	**0**	**4**

Pre-Requisites: None

Objectives:

To understand foundational principles of business law within the digital economy, apply relevant legal frameworks to digital business environments, analyze legal implications of digital contracts, intellectual property, cyber security, and consumer protection, evaluate business law's role in corporate governance, taxation, and dispute resolution, and explore the key challenges and opportunities at the intersection of technology and law.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Understand the key legal concepts in the digital business ecosystem	**K1**
CO2	Analyze legal frameworks for e-commerce and digital businesses	**K2**
CO3	Evaluate the role of intellectual property and digital rights in business	**K3**
CO4	Apply consumer protection and privacy laws to digital transactions	**K4**
CO5	Analyze taxation, legal implications of emerging technologies, and their regulatory frameworks.	**K5**

Course Contents

Unit I **INTRODUCTION TO BUSINESS LAW IN THE DIGITAL ERA** **9**

Overview of business law and digital economy - Nature of contracts in digital transactions E- contracts and digital signatures - Sale of Goods Act in e-commerce - Quasi-contracts in online platforms - Law of agency in digital business - Formation of contracts in the digital space - Applicability of the Indian Contract Act and the Negotiable Instruments Act – Legal implications of electronic records and transactions.

Unit II **CORPORATE GOVERNANCE AND LEGAL FRAMEWORK FOR DIGITAL BUSINESSES** **9**

Nature and types of digital companies - Memorandum and Articles of Association for online businesses - Corporate governance in the digital era - Director's duties and liabilities in tech companies – Compliance with the Companies Act for e-commerce businesses - Legal implications of digital mergers and acquisitions - Corporate social responsibility in digital businesses - Cyber regulations for businesses - Amendments to corporate law in a digital economy.

Unit III **INTELLECTUAL PROPERTY, DIGITAL RIGHTS, AND CYBERSECURITY** **9**

Introduction to intellectual property rights in digital platforms - Copyrights, patents, and trademarks in digital media – Cyber security and data protection in digital businesses - Legal protection for software and digital content - Domain name disputes and cyber-squatting - Trade secrets and confidentiality laws in tech businesses - Global IP treaties for digital content - Protection of digital assets - Ethical issues in digital rights management.

Unit IV **E-COMMERCE, CONSUMER PROTECTION, AND** **9**

PRIVACY LAWS

Consumer rights in e-commerce - Online contracts and their enforcement - Data protection and privacy laws in digital transactions - Consumer grievance redressal mechanisms - Legal aspects of digital payment systems - Consumer protection under the Consumer Protection Act - Cross-border e-commerce regulations - Cybercrime laws and their impact on digital businesses - Role of the Consumer Protection Act in e-commerce.

Unit V **TAXATION, CYBER LAWS, AND EMERGING DIGITAL BUSINESS ISSUES** **9**

GST in digital businesses - Taxation issues in cross-border e-commerce - Tax compliance for digital services and products - Legal aspects of cryptocurrency and blockchain - The IT Act and cybercrime laws - Digital transactions and online dispute resolution - Jurisdiction and enforcement in digital contracts - Legal challenges in artificial intelligence and online platforms - Future trends in business law for digital enterprises.

Total Hours 45

Text Books:

1. Kapoor, N.D. Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 2019.
2. Bhaduri, S.K. Business Law: Text and Cases, Vikas Publishing, 2018.

Reference Books:

1. Mitra, S. Business Law in a Digital Economy, Wiley India, 2020.
2. Bansal, A.K. E-Commerce Law and Practice, Taxmann Publications, 2017.
3. Jain, S. Commercial Law, Pearson India, 2016.

Web URL(s):

1. https://www.mca.gov.in/content/mca/global/en/home.html
2. https://lawtimesjournal.in/
3. https://www.shiksha.com/online-courses/articles/understanding-business-law/

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

Cos	POs					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	2	2	2	1	3	2	2	1
CO2	2	3	3	2	1	3	2	2	1
CO3	2	3	3	2	2	3	3	2	2
CO4	2	2	3	3	2	2	3	3	2
CO5	3	2	3	3	3	3	3	2	3
Average	2.4	2.4	2.8	2.4	1.8	2.8	2.6	2.2	1.8
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGP01	**INTERPERSONAL COMMUNICATION SKILLS DEVELOPMENT**	**0**	**0**	**4**	**2**

Pre-Requisites: None

Objectives:

To develop effective interpersonal communication skills for both daily and professional settings by enhancing verbal and non-verbal abilities, demonstrating decision-making and problem- solving in communication contexts, evaluating complex scenarios to formulate effective responses, and fostering self-assessment and peer-assessment in communication proficiency.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Communicate confidently in formal and informal settings by improving both verbal and non-verbal communication skills.	**K2**
CO2	Demonstrate proficiency in listening, speaking, reading, and writing to enhance communication abilities across various mediums.	**K2**
CO3	Analyze and interpret communication scenarios, applying effective strategies to convey information clearly and appropriately in diverse contexts.	**K3**

Phases for Practical Sessions:

Phase 1 **Interpersonal Communication Skill Development** **20**

Objective: Improve personal communication for day-to-day interactions.

Practical Tasks: Conducting role-plays for greeting, inviting, and responding to various scenarios. Practicing writing emails and SMS, with a focus on clarity, tone, and conciseness. Engaging in extempore speeches and informal presentations on assigned topics.

Assessment: Peer feedback and faculty evaluations based on clarity, coherence, and engagement.

Phase 2 **Decision-Making Skill Development** **20**

Objective: Enhance decision-making skills through scenario-based exercises.

Practical Tasks: Case study analysis of real-world decision-making scenarios. Group discussions and role-plays simulating business decisions. Simulation exercises where students assume different roles and make strategic decisions.

Assessment: Role-play performance, decision-making accuracy, and effectiveness in simulations.

Phase 3 **Communication Proficiency Assessment** **20**

Objective: Assess reading, speaking, listening, and writing abilities.

Practical Tasks: Delivering presentations on business topics with Q&A sessions. Writing structured essays, reports, and summaries based on case studies or articles. Participating in group discussions and evaluating others' communication skills.

Assessment: Faculty evaluation based on clarity, coherence, structure, and

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interaction skills.

Total Hours 60

*No End Semester Examination is required for this course.

Suggested Readings

1. Raman, Meenakshi, and Prakash Singh. Business Communication. 2017. Oxford University Press.
2. Ramesh, M. S., and C. C. Pattanshetty. Effective Communication Skills. 2014. S. Chand Publishing.
3. Guffey, Mary Ellen, and Dana Loewy. Business Communication: Process and Product. 2017. Cengage Learning.
4. Locker, Kitty, and Stephen Kaczmarek. Business Communication: Building Critical Skills.2017.McGraw-Hill Education.
5. Wood, Julia T. Interpersonal Communication: Everyday Encounters. 2018. Cengage Learning.

Web URL(s):

1. https://hbr.org/topic/communication
2. https://www.coursera.org/courses?query=business%20communication
3. https://in.indeed.com/career-advice/career-development/utilise-your-aptitude

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

Cos	Pos					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	2	2	1	1	3	2	1	2
CO2	3	3	2	2	2	3	3	2	2
CO3	2	3	3	2	3	3	3	3	3
Average	2.6	2.6	1.4	1.6	2	3	2.6	2	2.3
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGP02	**PROFESSIONAL AND CAREER DEVELOPMENT**	**0**	**0**	**4**	**2**

Pre-Requisites: None

Objectives:

To equip students with fundamental skills to enhance their employability and professional effectiveness by developing personal and interpersonal competencies, providing practical knowledge in communication, teamwork, problem-solving, and leadership, emphasizing professional ethics, time management, and decision-making, and improving readiness for job interviews and career advancement

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Enhance communication, interpersonal, and teamwork skills for professional settings.	**K2**
CO2	Develop problem-solving, decision-making, and leadership skills required in the workplace.	**K3**
CO3	Understand the significance of time management, professionalism, and job readiness in career development	**K2**

Course Contents

UNIT I **COMMUNICATION SKILLS** **20**

Importance of Communication in Professional Settings - Verbal and Non-Verbal Communication - Developing Public Speaking and Presentation Skills - Writing Effective Resumes and Cover Letters - Interview Skills: Techniques, Etiquettes, and Preparation - Group Discussions and Role Plays for Interpersonal Skills.

UNIT II **PERSONAL EFFECTIVENESS AND PROFESSIONALISM** **20**

Time Management and Goal Setting - Self-Awareness, Emotional Intelligence, and Self- Management - Problem-Solving and Decision-Making Techniques - Developing Leadership and Teamwork Skills - Professional Ethics and Workplace Etiquette - Adaptability and Handling Workplace Conflicts.

UNIT III **JOB READINESS AND CAREER DEVELOPMENT** **20**

Networking and Professional Relationships - Job Search Strategies andBuilding an Online Presence (LinkedIn, Portfolios) - Mock Interviews, Resume Building, and Career Counseling - Workplace Culture and Adaptability - Developing Entrepreneurial Mindset and Career Planning - Mock Group Discussions, Presentations, and Problem-Solving Exercises.

Total Hours 60

*No End Semester Examination is required for this course.

Suggested Readings

1. Raman, Meenakshi, and Prakash Singh. Business Communication. 2017. Oxford University Press.
2. Ramesh, M. S., and C. C. Pattanshetty. Effective Communication Skills. 2014. S. Chand Publishing.
3. Guffey, Mary Ellen, and Dana Loewy. Business Communication: Process and Product. 2017. Cengage Learning.

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1. https://www.cloudtalk.io/blog/the-importance-of-business-communication-definition- types-and-tips/
2. https://in.indeed.com/career-advice/career-development/utilise-your-aptitude
3. https://www.coursera.org/articles/interviewing-skills

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

Cos	Pos					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	2	3	2	3	2	2	1	2
CO2	2	3	3	2	2	3	3	2	3
CO3	3	2	2	3	3	3	3	3	2
Average	2.6	2.3	2.6	2.3	2.6	2.6	2.6	2	2.3
3-High; 2-Medium; 1-Low; 0- No Correlation									

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Semester 2

		L	T	P	C
P25MGT07	**MARKETING MANAGEMENT**	**3**	**0**	**0**	**3**

Pre-Requisites: None

Objectives:

To develop a comprehensive understanding of marketing concepts, strategies, and the dynamic business environment, emphasizing segmentation, targeting, and positioning. The course fosters innovation, technological adaptation, and strategic decision-making while aligning with global, ethical, and professional standards to address emerging trends and challenges in modern marketing.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Demonstrate an understanding of the fundamentals and core aspects of marketing, including its role in strategic decision-making.	**K2**
CO2	Analyze various marketing strategies and buyer behavior patterns, linking them with real-world business scenarios	**K4**
CO3	Evaluate and differentiate the components of the Marketing Mix and assess the role of marketing channels in achieving business objectives.	**K4**
CO4	Apply marketing research techniques using advanced tools and technology to address dynamic business challenges.	**K3**
CO5	Examine and interpret emerging digital marketing trends, leveraging technological advancements for innovative solutions.	**K4**

Course Contents

Unit I **FOUNDATIONS OF MARKETING MANAGEMENT: CONCEPTS, ENVIRONMENT, AND STRATEGIES** **9**

Core Concepts of Marketing and Their Applications - Philosophies of Marketing Management: From Production to Holistic Marketing - Analyzing the Marketing Environment: Internal and External Factors - Marketing's Interface with Functional Areas: Finance, Operations, and HR - The Marketing Mix: Strategies for Product, Price, Place, and Promotion - Introduction to Sensory Marketing: Enhancing Customer Experiences - Exploring Marketing in the Global Environment: Strategies and Adaptations - Prospects of Marketing: Emerging Trends and Opportunities - Challenges in Modern Marketing: Ethical, Technological, and Global Issues.

Unit II **MARKET SEGMENTATION, TARGETING, AND POSITIONING: INSIGHTS INTO BUYER BEHAVIOUR** **9**

Market Segmentation: Levels and Importance - Market Segmentation Procedures - Bases for Market Segmentation - Targeting Strategies - Positioning and Differentiation Strategies - Individual Buyer Behaviour: Models and Insights - Buying Decision Process - Buyer Roles and Buying Influences - Organizational Buyer Behaviour.

Unit III **STRATEGIC MARKETING MIX** **9**

Product Classification and Strategies - New Product Development Processes - Product Life Cycle Management - Pricing Strategies in Modern Markets - Marketing Channels and Distribution - Place and Logistics in Marketing - Integrated Marketing Communication - People and Customer Engagement - Physical Evidence and Experiential Marketing.

Unit IV **MARKETING RESEARCH AND ANALYTICS** **9**

Significance of Marketing Research in Decision-Making - Types and Applications of Market Research - Data Collection Methods and Tools - Marketing Research Process: A Stepwise Approach - Planning and Executing Research Projects - Introduction to Marketing Analytics - Advanced Marketing Analytics and Insights - Role of Marketing Information Systems in Analytics - Retail Research: Trends and Data-Driven Strategies.

Unit V **DIGITAL MARKETING** **9**

Importance of Digital Marketing in Business Growth - SEO (Search Engine Optimization): Practical Applications for Visibility - SEM (Search Engine Marketing): Planning and Executing Ad Campaigns - Content Strategy: Creating and Distributing Effective Blogs and Articles - Web Analytics: Tools for Measuring and Enhancing Performance - E-Mail Marketing: Personalization and Automation for Engagement - Online Advertising: Leveraging PPC and Display for Targeted Reach - Ethical Practices and Consumer Protection in Digital Marketing - Implementing Marketing Information Systems for Digital Campaigns.

Total Hours 45

Text Books:

1. Kotler, P., Keller, K. L., Koshy, A., &Jha, M. (2021). Marketing Management: A South Asian Perspective (16th ed.). Pearson.
2. Chaffey, D., & Ellis-Chadwick, F. (2022). Digital Marketing: Strategy, Implementation and Practice (8th ed.). Pearson.
3. Solomon, M. R., Marshall, G. W., & Stuart, E. W. (2021). Marketing: Real People, Real Choices (10th ed.). Pearson.

Reference Books:

1. Ryan, D. (2023). Understanding Digital Marketing: A Complete Guide to Engaging Customers Online (5th ed.). Kogan Page.
2. Hair, J. F., Wolfinbarger, M., &Ortinau, D. J. (2020). Essentials of Marketing Research (5th ed.). McGraw-Hill Education.
3. O'Guinn, T. C., Allen, C. T., &Semenik, R. J. (2020). Advertising and Brand Promotion (7th ed.). Cengage Learning.

Web URL(s):

1. https://mailchimp.com/marketing- glossary/marketing-mix-7ps/
2. https://business.adobe.com/blog/basics/digital-marketing
3. https://learndigital.withgoogle.com/digitalgarage

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

COs	POs					PSOs			
	1	2	3	4	5	1	2	3	4
CO1	3	2	1	2	2	3	2	2	1
CO2	3	3	2	2	2	3	2	1	2
CO3	3	3	2	2	2	3	3	2	2
CO4	3	3	2	3	3	3	3	3	3
CO5	3	3	2	3	3	3	3	3	2
Average	3	2.8	1.8	2.4	2.4	3	2.6	2.2	2
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT08	**FINANCIAL MANAGEMENT**	**3**	**1**	**0**	**4**

Pre-Requisites: None

Objectives:

To provide a comprehensive understanding of financial management principles and practices, including capital budgeting, cost of capital, capital structure planning, and working capital management. The course emphasizes practical financial decision-making, focusing on risk- return analysis, time value of money, and liquidity management to ensure financial stability and operational efficiency in a dynamic business environment.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Explain the fundamentals of financial management, including risk- return tradeoff, time value of money, and capital market instruments.	**K2**
CO2	Apply capital budgeting techniques to evaluate investment decisions and assess financial feasibility.	**K3**
CO3	Analyze the cost of capital and determine the optimal capital structure for financial decision-making.	**K4**
CO4	Apply capital structure theories and dividend policies to optimize financial decision-making.	**K3**
CO5	Apply working capital management strategies, including inventory, receivables, and cash flow management, to enhance liquidity and operational efficiency.	**K3**

Course Contents

Unit I **FOUNDATIONS OF FINANCIAL MANAGEMENT** **12**

Scope and Objectives of Financial Management - Concept of Wealth Maximization and Profit maximization - Role of Financial Managers in Decision-Making - Risk and Return Tradeoff in Finance - Time Value of Money and Discounting Techniques - Overview of Capital Markets and Financial Instruments - Valuation of Equity Shares and Bonds - Functions and Role of Capital Markets - Importance of Ethical Practices in Finance - Emerging Trends in Financial Management.

Unit II **INVESTMENT DECISIONS AND CAPITAL BUDGETING** **12**

Concept and Importance of Capital Budgeting - Cash Flow Estimation for Investment Decisions - Payback Period and Its Limitations - Accounting Rate of Return - Net Present Value (NPV) and Internal Rate of Return (IRR) and Profitability Index - Capital Rationing and Investment Strategies - Sensitivity Analysis in Capital Budgeting - Risk Assessment in Investment Decisions - Capital Expenditure Planning and Control - Comparison of NPV, IRR, and Profitability Index - Real Options in Investment Decisions.

Unit III **COST OF CAPITAL AND FINANCIAL STRUCTURE** **12**

Concept and Components of Cost of Capital - Factors Influencing Cost of Capital - Computation of Cost of Debt and Equity - Cost of Preference Shares and Retained Earnings - Weighted Average Cost of Capital (WACC) and Its Implications - Financial Leverage and Its Effects on Firm Value - Capital Structure Decisions and Theories - Determinants of Optimal Capital Structure -

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Specific vs. Overall Cost of Capital - Discounted Cash Flow Techniques in Cost Computation - Relationship Between Cost of Capital and Investment Decisions - Impact of Leverage on Financial Risk.

Unit IV CAPITAL STRUCTURE STRATEGIES AND DIVIDEND POLICIES 12

Capital Structure Planning and Optimization - EBIT-EPS Analysis for Financial Decision- Making - Net Income and Net Operating Income Approaches - Modigliani-Miller Theorem and Its Practical Implications - Trade-Off Theory vs. Pecking Order Theory - Determinants of Dividend Policy - Types of Dividend Policies and Their Impact - Dividend Payout Ratio and Market Reactions - Stock Dividends, Splits, and Buybacks - Influence of Corporate Governance on Dividend Decisions - Reinvestment Strategies and Shareholder Wealth Maximization -

Sustainable Financial Strategies and Growth.

Unit V LIQUIDITY AND WORKING CAPITAL MANAGEMENT 12

Concept and Significance of Working Capital - Determinants of Working Capital Requirements - Cash Management Techniques and Optimization - Receivables Management - Inventory Management and Control Techniques - Working Capital Cycle and Its Components - Short- Term and Long-Term Financing of Working Capital - Trade Credit and Its Financial Implications - Bank Finance for Working Capital Needs - Commercial Paper and Its Role in Short-Term Financing - Factoring and Its Advantages in Cash Flow Management - Financial Information Systems for Effective Working Capital Management.

Total Hours 60

Text Books:

1. M Y Khan, P K Jain, "Financial Management", 2019, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Pandey I.M., "Financial Management", 2015, Vikas Publishing, Kolkatta.
3. Prasanna Chandra, "Financial Management Theory and Practice", 2017, McGraw Hill,NewDelhi.

Reference Books:

1. Gapenski, L. C., & Pink, G. H. (2019). Understanding Healthcare Financial Management (8th ed.). Health Administration Press.ache.org
2. Nowicki, M. (2021). Introduction to the Financial Management of Healthcare Organizations (9th ed.). Health Administration Press.ache.org

Web URL(s):

1. https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/pages/lecture-notes/ ocw.mit.edu
2. https://csbweb01.uncw.edu/people/echevarriad/fin335/fin%20335%20uncw%20p hase%20i%20notes.pdf csbweb01.uncw.edu
3. https://mdu.ac.in/UpFiles/UpPdfFiles/2020/Jan/FinancialManagement.pdf mdu.ac.in

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Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

Cos	Pos					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	2	1	2	2	3	2	2	1
CO2	2	3	2	1	2	3	3	2	2
CO3	2	3	3	2	2	3	3	3	2
CO4	3	2	2	3	3	2	3	2	3
CO5	2	3	3	2	3	3	3	3	3
Average	2.4	2.6	2.2	2	2.4	2.8	2.8	2.4	2.2
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT09	**HUMAN RESOURCE MANAGEMENT**	**3**	**0**	**0**	**3**

Pre-Requisites: None

Objectives:

To provide a comprehensive understanding of Human Resource Management (HRM) functions, strategies, and their strategic role in organizational success. The course emphasizes recruitment, training, performance appraisal, compensation, labor relations, and employee welfare while integrating technological advancements and ethical considerations to address evolving HR challenges and foster workforce motivation and commitment.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Explain the evolution, philosophy, and strategic role of HRM in organizations.	**K2**
CO2	Analyze the recruitment and selection process, including job analysis, forecasting, and interview techniques.	**K4**
CO3	Evaluate training and development strategies, including performance appraisal methods, career planning, and development techniques.	**K5**
CO4	Assess compensation strategies, job evaluation methods, and incentive plans to ensure employee motivation and retention.	**K3**
CO5	Examine labor relations, employee security, and HR auditing to maintain compliance and workforce stability.	**K4**

Course Contents

Unit I **STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT** **9**

Evolution of Human Resource Management and its significance in organizational success - Human Resource Philosophy and changing business landscapes - Strategic Human Resource Management for competitive advantage - Emerging trends and best practices in HRM - Structuring and organizing the HR department for efficiency - Line and staff roles in HR functions - Responsibilities and competencies of HR managers - Development and implementation of HR policies - Ethical and technological considerations in HRM.

Unit II **TALENT ACQUISITION AND WORKFORCE PLANNING** **9**

Concept and significance of job analysis in recruitment - Methods of job analysis and IT-enabled skill inventories - Writing effective job descriptions and specifications - Workforce planning and employment forecasting strategies - Recruitment sources, strategies, and internal mobility policies - Selection techniques and best practices for hiring - Role of technology and AI in modern recruitment - Employee testing methods and simulation-based selection - Conducting effective interviews and evaluating candidate potential.

Unit III **EMPLOYEE TRAINING, DEVELOPMENT, AND PERFORMANCE MANAGEMENT** **9**

Employee orientation and its role in organizational culture - Training needs analysis and competency-based training - Training techniques: On-the-job and Off-the-job methods - Designing a learning and development framework - Performance appraisal systems and evaluation techniques - Management by Objectives (MBO) and goal-based performance assessment - Career planning,

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succession planning, and employee retention - Promotion, transfer, and career progression strategies - Performance improvement plans and feedback mechanisms.

Unit IV COMPENSATION MANAGEMENT AND EMPLOYEE MOTIVATION 9

Principles and importance of compensation planning - Job evaluation methods and pay structure determination - Pay-for-performance models and incentive-based compensation - Financial and non- financial motivation strategies - Organizational incentive plans and employee engagement programs - Statutory and non-statutory employee benefits - Retirement planning and social security schemes - Employee wellness and workplace welfare measures - Compensation benchmarking and market trends in HRM.

Unit V LABOR RELATIONS, HR AUDITING, AND TECHNOLOGY IN HRM 9

Concepts of industrial relations and collective bargaining - Role and future of trade unions in labor management - Grievance handling mechanisms and conflict resolution - Labor laws and compliance requirements in HRM - Managing dismissals, separation, and legal aspects of termination - Employee security policies and workplace safety initiatives - HR audits for continuous improvement and strategic HR planning - Role of Human Resource Information Systems (HRIS) in decision-making - Future trends in HRM, AI-driven HR solutions, and workforce analytics.

Total Hours 45

Text Books:

1. Dessler, G. (2022). Human Resource Management (17th ed.). Pearson Education.pearson.com
2. Phillips, J. M. (2021). Human Resource Management: An Applied Approach. Sage Publications. collegepublishing.sagepub.com
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Fundamentals of Human Resource Management (9th ed.). McGraw-Hill Education. mheducation.com

Reference Books:

1. Kleiman, L. S. (2020). Human Resource Management: A Managerial Tool for Competitive Advantage (5th ed.). Kendall Hunt Publishing. he.kendallhunt.com
2. Verhulst, S. L., &DeCenzo, D. A. (2024). Fundamentals of Human Resource Management (15th ed.).Wiley.wiley.com

Web URL(s):

1. https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring- 2003/pages/lecture-notes/ocw.mit.edu
2. https://mrcet.com/downloads/MBA/digitalnotes/Human%20Resource%20Management.pd fmrcet.com
   https://www.hit.ac.in/download/LectureNote/MBA/4thSem/MBA%204th%20Sem%20
   Strategic%20Human%20Resource%20Management.pdfhit.ac.in

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Bloom's Taxonomy Level

Mapping of COs, POs and PSOs

COs	Pos					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	2	1	2	2	3	2	2	1
CO2	2	3	2	1	2	3	3	2	2
CO3	2	3	3	2	2	3	3	3	2
CO4	3	2	2	3	3	2	3	2	3
CO5	2	3	3	2	3	3	3	3	3
Average	2.4	2.6	2.2	2	2.4	2.8	2.8	2.4	2.2
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT10	**OPERATIONS MANAGEMENT**	**3**	**1**	**0**	**4**

Pre-Requisites: None

Objectives:

To develop a comprehensive understanding of operations and quality management principles, emphasizing process optimization, supply chain management, and Total Quality Management (TQM). The course equips students with strategic decision-making skills, modern production techniques, and quality frameworks such as Six Sigma and ISO standards, fostering continuous improvement, efficiency, and organizational sustainability in manufacturing and service industries.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Explain the fundamentals of Operations Management and TQM, its evolution, and significance in competitive markets.	**K2**
CO2	Apply process and system design techniques for effective product and service operations, considering productivity and efficiency.	**K3**
CO3	Analyze inventory, supply chain, and scheduling techniques using modern tools such as JIT, PERT-CPM, and Lean frameworks.	**K4**
CO4	Evaluate TQM implementation models, leadership approaches, and statistical process control tools for process excellence.	**K4**
CO5	Develop strategies for Six Sigma, ISO 9000, and Quality Information Systems to enhance organizational performance and sustainability.	**K5**

Course Contents

Unit I **FUNDAMENTALS OF OPERATIONS AND QUALITY MANAGEMENT** **12**

Introduction to Operations and Quality Management - Evolution and Scope of Operations in Manufacturing and Services - Strategic Role of Operations Management in Business Success - Transformation Process and System Perspective - Emerging Trends and Technologies in Operations - Operations Strategy and Strategic Fit - Fundamentals of Total Quality Management (TQM) - Quality as a Competitive Advantage - Principles of Supply Chain Management - Integration of Operations and TQM for Business Excellence.

Unit II **PRODUCT DESIGN, PROCESS MANAGEMENT, AND WORK SYSTEMS** **12**

Concepts and Importance of Product and Service Design - Factors Influencing Product and Process Design - Legal, Ethical, and Environmental Considerations in Design - Process Selection and Strategic Planning - Work Study Techniques for Process Optimization - Method Study and Motion Study for Productivity Improvement - Work Measurement and Standard Time Determination - Process Efficiency and Capacity Planning - Lean Manufacturing and Agile Operations - Role of Technology in Process Automation

Unit III **MATERIALS MANAGEMENT, SUPPLY CHAIN, AND SCHEDULING** **12**

Objectives and Functions of Materials Management - Purchasing and Supplier Relationship Management - Vendor Rating and Value Analysis for Supplier Selection - Stores Management and Inventory Classification - Cost Considerations

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and Inventory Control Techniques - Just- in-Time (JIT) and Lean Inventory Management - Basics of Project Scheduling and Control - PERT and CPM Techniques for Effective Planning - Job Shop and Flow Shop Scheduling Techniques - Johnson's Algorithm for Flow Line Balancing - Gantt Charts for Production and Service Scheduling - Workforce Planning and Employee Scheduling in Service Operations.

Unit IV **TOTAL QUALITY MANAGEMENT PRINCIPLES AND IMPLEMENTATION** **12**

Definition and Dimensions of Quality in Products and Services - Evolution of Quality Management and TQM Framework - Cost of Quality and Its Impact on Business Performance - Leadership and Strategic Decision-Making in TQM - Deming's Quality Principles and PDCA Cycle - Juran's Trilogy and Quality Planning Approaches - Taguchi's Loss Function and Design for Quality - Kaizen and Continuous Process Improvement - Implementation of 5S for Workplace Organization - Integrating Quality and Business Strategy for Competitive Advantage.

Unit V **QUALITY MANAGEMENT SYSTEMS AND ADVANCED QUALITY TOOLS** **12**

Seven Basic Quality Control Tools for Problem Solving - House of Quality and Quality Function Deployment (QFD) - Total Productive Maintenance (TPM) for Equipment Efficiency - Failure Mode and Effect Analysis (FMEA) for Risk Management - Poka-Yoke and Error-Proofing in Production - Six Sigma Methodologies for Process Improvement - Toyota Production System and Lean Six Sigma - ISO 9000 and ISO 14000 Quality Management Systems - Quality Auditing and Certification Process - Benchmarking Best Practices in Quality Management - Global Quality Management Systems (Korean, American, and European Standards) – Quality Awards and Recognition for Business Excellence.

Total Hours 60

Text Books:

1. Heizer, J., Render, B., & Munson, C. (2022). Operations management: Sustainability and supply chain management (14th ed.). Pearson.pearson.com
2. Stevenson, W. J. (2025). Operations and supply chain management (Evergreen ed.). McGraw Hill.mheducation.com
3. Ross, J. E., & Perry, S. (2019). Total quality management: Text, cases, and readings (3rd ed.). Routledge.routledge.com

Reference Books:

1. Kull, T. (2025). Operations management: An integrated approach (8th ed.Wiley.wiley.com
2. Mukhopadhyay, M. (2020). Total quality management in education (3rd ed.). SAGE Publications Pvt Ltd.sk.sagepub.com
3. Tayler, J.Management Accounting: Information for Decision-Making and Strategy Execution,Pearson, 6th Edition, 2016.

Web URL(s):

1. https://www.simplilearn.com/quality-management-tools-article
2. https://www.tutorialspoint.com/recruitment_and_selection_tutorial.pdf
3. https://www.investopedia.com/terms/w/wacc.asp

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Bloom's Taxonomy Level
K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create
Mapping of COs, POs and PSOs

Cos	Pos					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	2	2	2	1	3	2	2	1
CO2	3	3	2	2	1	3	3	2	2
CO3	2	3	3	3	2	3	3	3	2
CO4	2	3	3	3	3	3	3	3	3
CO5	1	2	3	3	3	3	3	3	3
Average	2.2	2.6	2.6	2.6	2	3	2.8	2.6	2.2
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT11	**ENTREPRENEURSHIP DEVELOPMENT**	**3**	**0**	**0**	**3**

Pre-Requisites: None

Objectives:

To develop a comprehensive understanding of entrepreneurship, its significance in economic development, and the entrepreneurial ecosystem. The course equips students with skills to create and evaluate business plans, manage projects, assess financial and risk factors, and explore strategies for innovation, growth, and sustainability in modern ventures.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Explain the fundamental concepts, types, and importance of entrepreneurship in economic development.	**K2**
CO2	Analyze the entrepreneurial environment, including policies, legal frameworks, and support systems.	**K4**
CO3	Analyze the process of business plan development, including market feasibility, financial planning, and risk assessment.	**K4**
CO4	Evaluate project management strategies, financing options, and investment processes.	**K5**
CO5	Examine growth strategies, technological innovation, and sustainability in modern entrepreneurial ventures.	**K3**

Course Contents

Unit I **ENTREPRENEURIAL MINDSET AND INNOVATION** **9**

Evolution of entrepreneurship and its role in economic development – Characteristics of successful entrepreneurs – Entrepreneurial personality and competencies – Differences between entrepreneurs, intrapreneurs, and managers – Creativity and innovation in entrepreneurship – Design thinking for startups – Emerging trends: Social entrepreneurship, green entrepreneurship, and women entrepreneurship – Global startup ecosystems and case studies – Ethical considerations and sustainability in entrepreneurship.

Unit II **ENTREPRENEURIAL ECOSYSTEM AND BUSINESS ENVIRONMENT** **9**

Entrepreneurial environment and its impact – Role of family, society, and culture in entrepreneurship – Government policies and institutional support for startups – Regulatory frameworks and compliance for new ventures – Ease of Doing Business and global benchmarks – Business incubation, startup accelerators, and co-working spaces – Role of consultancy organizations and mentorship – Industry 4.0 and digital transformation in entrepreneurship – Case studies on policy-driven startup growth.

Unit III **BUSINESS MODEL DESIGN AND FEASIBILITY ANALYSIS** **9**

Idea generation and validation – Identifying business opportunities and evaluating market potential – Lean startup methodology and Business Model Canvas – Feasibility analysis: Technical, market, and financial viability – Funding options: Bootstrapping, angel investors, venture capital, and crowdfunding – Financial projections, revenue models, and break-even analysis – Risk assessment and mitigation strategies – Digital marketing and branding for startups – Success and failure case studies of business models.

Unit IV **PROJECT MANAGEMENT AND SCALING STRATEGIES** **9**

Project identification and classification – Project life cycle and feasibility analysis

– Financial planning and investment strategies – Business plan preparation and pitch deck development – Operations and supply chain management for startups – Growth strategies: Franchising, mergers, acquisitions, and international expansion – Technology-driven business scalability – Innovation management and intellectual property rights – Project execution challenges and risk mitigation.

Unit V SUSTAINABLE ENTREPRENEURSHIP AND FUTURE TRENDS 9

Sustainability and corporate social responsibility in entrepreneurship – Impact investing and social entrepreneurship – Emerging technologies in business: AI, blockchain, IoT, and fintech – Digital transformation and e-commerce startups – Government schemes for MSMEs and startups – Role of ERP and CRM in business operations – Entrepreneurial leadership and team management – Managing business failures and turnaround strategies – Future trends in global entrepreneurship and disruptive innovations.

Total Hours 45

Text Books:

1. Hisrich D. Robert & Peters P. Michael, "Entrepreneurship", 2016, Tata McGrawHill, NewDelhi.
2. Vasant Desai, "Dynamics of Entrepreneurship Development Management", 2014,HimalayaPublishing, NewDelhi.
3. S.S.Khanka, "Entrepreneurial Development",2013, S.Chand and Company Ltd,New Delhi.

Reference Books:

1. Stevenson, H. H., &Jarillo, J. C. (2022). Entrepreneurship and Small Business Management (5th ed.). Pearson.
2. Drucker, P. F. (2021). Innovation and Entrepreneurship. Harper Business. UNM Libraries
3. Arora, P. N. "Statistics for Management", 1st Edition,2012. S. Chand & Co Ltd,New Delhi.

Web URL(s):

1. https://www.shopify.com/blog/business-plan
2. https://www.investopedia.com/terms/p/project-management.asp
3. https://www.uschamber.com/co/grow/thrive/books-for-entrepreneurs U.S. Chamber of Commerce

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

Cos	Pos					PSOs			
	1	2	3	4	5	1	2	3	4
CO1	3	2	2	1	2	3	2	1	2
CO2	2	3	3	2	2	3	3	2	2
CO3	2	3	3	3	2	3	3	2	2
CO4	2	3	3	3	3	3	3	3	2
CO5	2	2	3	3	3	3	3	3	3
Average	2.2	2.6	2.8	2.4	2.4	3	2.8	2.2	2.2
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGT12	**BUSINESS RESEARCH METHODS**	**3**	**1**	**0**	**4**

Pre-Requisites: None

Objectives:

To provide a comprehensive understanding of business research methodologies, including research design, data collection, and analysis techniques. The course emphasizes the application of qualitative and quantitative methods, multivariate analysis, and ethical practices in developing structured research reports for strategic decision-making.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Explain the fundamental concepts of business research, types of research, and research design.	**K2**
CO2	Apply measurement and scaling techniques to design instruments for data collection.	**K3**
CO3	Analyze data collection methods, sampling techniques, and hypothesis testing in business research.	**K4**
CO4	Evaluate multivariate data analysis techniques for making strategic business decisions.	**K5**
CO5	Develop structured research reports incorporating ethical considerations and plagiarism detection.	**K5**

Course Contents

Unit I **FOUNDATIONS OF BUSINESS RESEARCH** **12**

Introduction to business research - Importance and scope of research in decision-making - Types of research: basic, applied, exploratory, descriptive, and causal - Research process: problem identification and formulation - Literature review and sources of information - Hypothesis formulation and role of theory in research - Ethical considerations in business research - Research in a digital era - Trends and emerging areas in business research - Cross-disciplinary research approaches - Role of artificial intelligence in research - Challenges in business research.

Unit II **RESEARCH DESIGN AND DATA COLLECTION METHODS** **12**

Research design: exploratory, descriptive, and experimental - Qualitative and quantitative research methodologies - Sampling techniques: probability and non-probability - Data collection methods: surveys, interviews, observations, and experiments - Questionnaire design and measurement scales - Reliability and validity in data collection - Big data and its implications for research - Online and social media research methodologies - Secondary data sources and their limitations - Experimentation in business research - Case study method as a research approach - Bias and errors in research design.

Unit III **DATA ANALYSIS AND INTERPRETATION** **12**

Data preparation: editing, coding, and cleaning - Descriptive statistics: measures of central tendency and dispersion - Hypothesis testing and confidence intervals - Parametric and non- parametric statistical tests - Correlation and regression analysis - Factor analysis and data reduction techniques - Cluster analysis and market segmentation - Decision-making using research insights - Time series analysis in business research - Introduction to statistical software tools (SPSS, R, Python) - Data visualization techniques for research - Reporting and interpreting analytical results.

Unit IV ADVANCED RESEARCH TECHNIQUES AND APPLICATIONS 12

Advanced multivariate techniques: discriminant analysis, conjoint analysis, SEM - Text mining and sentiment analysis - Structural equation modeling in business research - Artificial intelligence and machine learning in research - Business analytics and predictive modeling - Experimental design and A/B testing - Meta-analysis and systematic reviews - Mixed-methods research approach - Case studies in real-world business research applications - Application of research in strategic decision-making - Role of data-driven research in innovation and entrepreneurship - Practical implementation of research in industry.

Unit V RESEARCH REPORTING AND ETHICAL CONSIDERATIONS 12

Structure and components of a research report - Writing and presenting research findings - Visual representation of data: tables, charts, and graphs - Referencing styles and citation guidelines (APA, MLA, Harvard) - Plagiarism detection and research ethics - Intellectual property rights and data privacy in research - Ethical concerns in business research - Preparing research proposals and grant applications - Executive summary and key insights communication - Peer review and publication process - Research in international business and cross-cultural studies - Future trends in business research and academic publishing.

Total Hours 60

Text Books:

1. Donald R. Cooper and Pamela S. Schindler, “Business Research Methods” , 2015, New Delhi: Tata McGraw Hill Publishing Company Limited,New Delhi.
2. Uma Sekaran, “Research Methods for Business” , 2014,Wiley, New Delhi, India.
3. William G. Zikmund, “Business Research Methods", 2015, Thomson Learning, New Delhi.

Reference Books:

1. RajendraNargundkar, “Marketing Research, Text and Cases”, 2015, New Delhi: Tata McGraw Hill Publishing Company Limited,New Delhi.
2. Naresh K. Malhotra, “Marketing Research - An Applied Orientation”, 2015, Pearson Education, Noida.

Web URL(s):

1. SAGE Research Methods. (n.d.). SAGE Research Methods. Retrieved from SAGE Methods
2. Cambridge University Press. (n.d.). Research methods in business studies: Resources.Retrieved from Cambridge University Press & Assessment
3. National Centre for Research Methods. (n.d.). NCRM online resources. Retrieved from NCRM

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Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

Cos	POs					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	2	2	1	2	3	2	1	2
CO2	3	3	2	2	2	3	2	2	2
CO3	3	2	3	3	2	2	3	3	2
CO4	2	3	2	2	3	2	3	2	3
CO5	3	3	3	3	3	3	3	3	3
Average	2.8	2.6	2.4	2.2	2.4	2.6	2.6	2.2	2.4
3-High; 2-Medium; 1-Low; 0- No Correlation									

		L	T	P	C
P25MGP03	**DATA DRIVEN ANALYSIS**	**0**	**0**	**4**	**2**

Pre-Requisites: None

Objectives:

To equip students with practical skills in using spreadsheet-based tools for data analysis, visualization, and decision-making across business functions. The course focuses on developing analytical and problem-solving abilities, technological adaptability, and proficiency in spread sheet modeling and programming to support strategic business decisions.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Apply spreadsheet tools for data analysis and decision-making in finance, marketing, and operations.	**K3**
CO2	Analyze and visualize business data for informed decision-making.	**K4**
CO3	Evaluate business models and forecasts using spreadsheet tools	**K5**

Course Content:

UNIT I **BASICS OF SPREADSHEET** **20**

Introduction to Spreadsheet Interface: Basic functions, data entry, and navigation - Cell Referencing: Absolute and relative referencing for accurate data handling - Formatting and Data Validation: Using conditional formatting and data validation to ensure data accuracy - Basic Formulas: SUM, AVERAGE, COUNT, IF, VLOOKUP, and HLOOKUP - Charts and Data Visualization: Introduction to basic chart types and Pivot Tables - Basic Financial and Statistical Functions: Profit and loss, Break-even analysis, NPV, IRR, Mean, Median, Mode, Standard Deviation.

Unit II **BUSINESS MODELING USING SPREADSHEETS** **20**

Decision-Making Models: Using IF, AND, OR functions for decision-making - Data Sorting and Filtering: Filtering data for analysis and sorting to view results in order - Supply Chain and HR Applications: Simple payroll calculations, leave tracking, EOQ, and inventory control - Descriptive Analytics: Frequency distributions, creating histograms - Regression and Forecasting: Introduction to basic regression, TREND, and FORECAST functions - Sensitivity Analysis: Using Data Tables for exploring different business scenarios - Goal Seek and Scenario Manager: Applications for making business decisions based on variables - Introduction to Solver: Basic optimization of business resources.

Unit III **ADVANCED FINANCIAL MODELING** **20**

Depreciation and Budgeting: Using spreadsheet functions to calculate depreciation and create basic budgets - Business Dashboards: Using Pivot Tables, Slicers, and charts to visualize business performance - Advanced HR Analytics: Salary projections, workforce planning, and advanced data analysis - Operations Scheduling: Gantt charts and simple operations scheduling techniques - Demand Forecasting: Using Moving Averages and Exponential Smoothing to forecast demand - Data Cleaning Techniques: Removing duplicates and handling missing values in datasets - Risk Analysis: Introduction to Monte Carlo simulations for risk assessment

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- Advanced Business Intelligence: Using Power Query and Power Pivot for data analysis - Integration with Other Tools: Importing and exporting data from external sources.

Total Hours 60

Total 15 Experiments:

1. Basic Spreadsheet Setup: Create a simple spreadsheet with formatted cells, data entry, and basic functions.
2. Cell Referencing: Create a spreadsheet that uses both relative and absolute references for data calculation.
3. Data Validation: Implement data validation and conditional formatting to ensure only valid data is entered.
4. Chart Creation: Create a basic chart (e.g., bar or line) to visualize given data sets.
5. Pivot Tables: Use a Pivot Table to summarize and analyze a dataset (e.g., sales data)
6. Break-even Analysis: Create a break-even analysis model based on basic financial data.
7. Time Value of Money: Calculate NPV and IRR for a simple investment scenario.
8. Decision-Making with IF Statements: Create a simple decision tree using IF, AND, OR functions.
9. Payroll Calculation: Create a payroll calculator using basic arithmetic and conditional formulas.
10. Inventory Management using EOQ: Model an inventory control system with EOQ calculations.
11. Creating Histograms: Build a histogram for a dataset (e.g., sales or employee performance). Simple Regression Analysis: Use the regression tool to predict sales or other business metrics.
12. Forecasting using TREND/FORECAST: Predict future sales or demand with Excel's forecasting functions.
13. Depreciation Calculation: Create a depreciation schedule for a fixed asset.

Business Dashboard Creation: Build a basic dashboard using Pivot Tables and Slicers to visualize business metrics.

Text Books:

1. David M. Levine et al, “Statistics for Managers using MS Excel (6th Edition)" , 2010, Pearson,NewDelhi.
2. David R. Anderson, et al, “An Introduction to Management Sciences: Quantitative approaches to Decision Making”, (13th edition) , 2011, South-Western College Pub, NewDelhi.
3. Hansa Lysander Manohar, “Data Analysis and Business Modelling using MS Excel”,2017,PHI Learning private Ltd,NewDelhi.

Reference Books:

1. William J. Stevenson, CeyhunOzgur, “Introduction to Management Science with Spreadsheet”, 2009, Tata McGraw Hill, NewDelhi.
2. Wayne L. Winston, “Microsoft Excel 2010: Data Analysis and Business Modeling”, 3rd edition, 2011, Microsoft Press,Kolkatta.

Web URL(s):

1. https://www.cuemath.com/basic-statistics-formula/
2. https://www.excel-accountant.com/article/excel-functions-and-formulas-for-finance
3. https://www.sciencedirect.com/topics/computer-science/parametric-statistic

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Bloom's Taxonomy Level
K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

COs	Pos					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	3	1	2	3	3	2	3	2
CO2	3	3	1	2	3	3	2	3	2
CO3	3	3	1	2	3	3	2	3	2
Average	3	3	1	2	3	3	2	3	2
3-High; 2-Medium; 1-Low; 0- No Correlation									

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		L	T	P	C
P25MGP04	**LEADERSHIP SKILL DEVELOPMENT**	**0**	**0**	**4**	**2**

Pre-Requisites: None

Objectives:

To develop foundational entrepreneurial and leadership skills by teaching students to identify and evaluate business opportunities, create business plans, and address challenges in financing and managing ventures, fostering their ability to start and sustain successful businesses.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Identify potential business opportunities in the market.	**K2**
CO2	Develop a basic business plan for a new venture	**K3**
CO3	Study the challenges entrepreneurs face such as financing and managing a business	**K4**

Course Contents

Module 1 **INTRODUCTION TO ENTREPRENEURSHIP AND IDENTIFYING BUSINESS OPPORTUNITIES** **12**

Definition and importance of entrepreneurship - Characteristics of successful entrepreneurs - Types of entrepreneurships (e.g., traditional, social, technological) - Methods for identifying business opportunities - Tools for market research (SWOT, PESTLE analysis).

Practical Activities: Discuss successful entrepreneurs and their traits - Brainstorming and identifying potential business opportunities.

Module 2 **CREATIVITY, INNOVATION, AND BUSINESS PLANNING** **12**

The role of creativity and innovation in business - Techniques for idea generation (brainstorming, SCAMPER) - The process of developing a business plan - Key components of a business plan (executive summary, market analysis, product/service description).

Practical Activities: Innovation exercises and idea generation - Develop a simple business plan outline.

Module 3 **FINANCING AND LEGAL ASPECTS OF ENTREPRENEURSHIP** **12**

Sources of financing (loans, angel investors, crowdfunding, venture capital) - Basic financial statements (Profit & Loss, Cash Flow, Break-even Analysis) - Legal structures (Sole proprietorship, partnership, LLC) - Introduction to business ethics and social responsibility.

Module 4 **LAUNCHING AND MANAGING A BUSINESS** **12**

Steps to launching a business: From idea to execution - Managing business operations: teams, resources, and marketing - Overcoming challenges: risk management, resource allocation, and scaling - Sustainable business practices.

Practical Activities: Simulate business launch strategies - Case study discussions on real- world business challenges.

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Module 5	**ENTREPRENEURIAL LEADERSHIP AND ETHICAL CONSIDERATIONS**	12

The role of leadership in entrepreneurship - Managing teams and organizational dynamics - Ethical decision-making in business - Adapting to changing business environments and technology.

Practical Activities: Leadership exercises and role-playing scenarios - Discuss ethical dilemmas and business decisions.

Total Hours 60

*No End Semester Examination is required for this course.

Web URL(s):

1. https://www.cloudtalk.io/blog/the-importance-of-business-communication-definition- types-and-tips/
2. https://in.indeed.com/career-advice/career-development/utilise-your-aptitude
3. https://www.coursera.org/articles/interviewing-skills

Bloom's Taxonomy Level

K1- Remember, K2 – Understand, K3- Apply, K4- Analyse, K5- Evaluate, K6 – Create

Mapping of COs, POs and PSOs

COs	Pos					PSOs			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	3	1	2	2	3	2	1	1
CO2	3	3	2	2	2	3	3	2	2
CO3	2	3	3	2	3	3	2	3	3
Average	2.6	3	2	2	2.3	3	2.3	2	2
3-High; 2-Medium; 1-Low; 0- No Correlation									

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L	T	P	C
0	0	0	1

ONLINE/SELF-STUDY COURSE-I

Pre-Requisites: None

Objectives:

To enable students to develop self-learning competencies by exploring a topic of interest through structured online resources or guided self-study, enhancing their ability to work independently, critically analyze information, and apply knowledge to practical situations.

Course Outcomes: Upon completion of the course, students would be able to		**BT Level (highest level)**
CO1	Demonstrate the ability to independently acquire and apply knowledge	**K3**
CO2	Analyze and synthesize information from diverse sources	**K4**
CO3	Evaluate and present findings effectively	**K5**

About the course:

This course provides flexibility for students to choose between **online** or **self-study modes**, depending on their learning preferences and interests.

Online Course

An online course leverages digital platforms to deliver content through pre-recorded lectures, interactive modules, and assessments. These courses enable flexibility and accessibility, allowing students to learn at their own pace. Key benefits include access to expert instructors, collaborative forums for discussion, and opportunities to earn certifications. Online courses often feature multimedia resources, quizzes, and peer interactions, providing a comprehensive learning experience.

- Students enrol in recognized online learning platforms such as **NPTEL, SWAYAM, Coursera, edX, Udemy**, etc., and complete courses relevant to their area of interest.
- Successful completion of the course is evidenced by obtaining a **certification**, which is mandatory for evaluation.

Self-Study Course

A self-study course involves structured learning using curated reading materials, problem sets, and project guidelines. This option emphasizes independent learning, critical thinking, and discipline. Without regular instructor interaction, students take responsibility for pacing their progress, applying learned concepts to real-world scenarios. Self-study encourages the development of lifelong learning skills, adaptability, and intrinsic motivation.

- Students follow a curated study plan, including textbooks, research papers, and case studies, guided by a faculty advisor.
- Students complete assignments, problem sets, or mini-projects based on the chosen topic to demonstrate their understanding.

*No End Semester Examination is required for this course.

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Mapping of COs with POs and PSOs:

Cos	P					PS			
	1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**
CO1	3	3	2	2	2	3	3	2	2
CO2	2	3	2	3	2	3	3	2	2
CO3	3	2	3	2	3	3	2	2	3
Average	2.6	2.6	2.3	2.3	2.3	3	2.6	2	2.3
3-High; 2-Medium; 1-Low; 0- No Correlation									

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