

MANAGEMENT & ORGANISATIONAL BEHAVIOUR			
Course Code	3MBA101	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	3:0:0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56:0:0:64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives: At the end of the course, the student will be able to: 1: Appreciate the principles, theories, and evolution of Management and Organisational behavior. 2: Apply managerial functions such as planning, organising, leading, and controlling in Organisational contexts. 3: Analyze individual behaviour, motivation, perception, and emotional dynamics influencing workplace performance. 4: Analyze team dynamics, leadership styles, power, conflict, and negotiation in organisational settings. 5: Examine Organisational culture, change management practices, and contemporary issues, including ethics and digital transformation.			
Module-1			
Introduction: Introduction, Meaning, Nature of Management, Differences between Administration and Management, Levels of Management, Roles and Skills of Managers. Evolution of Management Thought – Early Classical, neo-classical, and Modern approaches. Contemporary Issues in Management – Sustainability, Diversity, Equity & Inclusion (DEI), and the Role of AI in Management.			
Number of Hours: 8			
Module-2			
Functions of Management: Planning – Meaning, Importance, Process, Types of Plans, Decision-Making Process. Organising – Meaning, Principles, Types of Organisation Structures. Leading – Meaning, Nature, Traits and Behaviour theory of leadership, Contingency Approaches to Leadership: Fiedler’s Contingency Theory, Hersey–Blanchard Situational Leadership, Transformational and Transactional Leadership. Controlling – Meaning, Steps in the Control Process, Types of Control.			
Number of Hours: 12			
Module-3			
Organisational Behaviour and Individual Behaviour: Organisational Behaviour – Meaning, Model of OB, Emerging Trends in Organisational Behaviour – Remote Work, Gig Economy, Cross-Cultural Management, Workplace Ethics. Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality: MBTI, Big 5 Model, Values in the workplace , Types of values, Perception , Meaning, Model of Perceptual Process.			
Number of Hours: 12			
Module-4			

Motivation, Teams, and Workplace Dynamics:

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

Number of Hours: 12

Module-5**Conflict, Organisational Culture, and Change Management:**

Conflict– Types of Conflict, Conflict Process, Conflict Management Strategies, Negotiation Techniques. **Organisational Culture** – Meaning, Types, Elements, Importance, and Levels of Culture. **Organisational Change** – Meaning, Resistance to Change, Lewin's Change Management Model. **Approaches to Change** – Action Research, Appreciative Inquiry, Large Group Interventions, Parallel Learning Structures.

Number of Hours: 12

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):**Text books:**

1. Management – Stephen P. Robbins & Mary Coulter, Latest Edition, Pearson
2. Organizational Behavior – Stephen P. Robbins & Timothy Judge, Latest Edition, Pearson
3. Organizational Behavior – Steven L. McShane & Mary Ann Von Glinow, McGraw-Hill

Reference Book/ Manuals

4. Essentials of Management – Koontz & Weihrich, McGraw-Hill
5. Management & Organisational Behaviour – Laurie J. Mullins
6. Organizational Behaviour – Fred Luthans, McGraw-Hill
7. Fast Tracking to Managerial & CEO Roles – Ajit Singhvi & Sapta Sheel

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of two Internal Assessment Tests (IA) shall be conducted. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.

- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

ACCOUNTING FOR MANAGERS			
Course Code	3 MBA 102	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives : At the end of the course, the student will be able to: • Demonstrate basic accounting knowledge for preparation towards books of accounts in real time. • Appreciate the accounting system & financial statement preparation as per the applicable entity. • Deduce the application of accounting books in terms of financial statement analysis of an enterprise. • Understand the fundamentals of accounting and appreciate recent trends in accounting. • Analyze the utility of the costing models with marginal costing in managerial decision making.			
Module-1			
Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles(GAAP), Indian Accounting Standards, IFRS, (Theory only) Number of Hours: 7			
Module-2			
Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cash books only. (Theory and Problems). Number of Hours: 13			
Module-3			
Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems). Number of Hours: 13			
Module-4			
Accounting for Decision Making: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Marginal Costing: Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Limiting Factor (Theory & Problems) Number of Hours: 16			
Module-5			
Emerging Issues in Accounting: Artificial Intelligence in Accounting, Block Chain, Cloud Computing, Financial Reporting, Fraud Detection Models, Forensic Analytics and Digital Transformation Human Resource Accounting, Forensic Accounting, Environmental Accounting, Sustainability Reporting, Cloud-based Accounting, Block chain, AI in Accounting, Big Data in Accounting (Theory only). Number of Hours: 7			

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):**Text books:**

1. Financial Accounting: A Managerial Perspective – Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting for Management – Maheswari S. N, Maheswari Sharad K., 2/e, Vikas Publishing.
3. Accounting for Management-Text & Cases – S.K. Bhattacharya & John Dearden, 3/e, Vikas Publishing.
4. Computerized Accounting – Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1/e, 2018.
5. Financial Accounting – Jain S. P and Narang K L, Kalyani Publishers.
6. Cost Accounting: Jawaharlal & Seema Srivastava, 6th Edition, TMH
7. Accounting for Managers – Pralhad Rathod, HH Ramesha, Praveenkumar & RG Saha, 1/e, Himalaya Publishing House, 2023.

Reference books / Manuals:

1. Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002
2. Introduction to Financial Statement Analysis - Ashish K Bhattacharya, Elsevier India.
3. Financial Accounting for Management - An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
4. Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of two Internal Assessment Tests (IA) shall be conducted. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

Theory questions : 40 % Problems : 60 %

MANAGERIAL ECONOMICS			
Course Code	3 MBA 103	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives At the end of the course, the student will be able to: • To understand the basic concepts and importance of managerial economics in business decision-making. • To explain the concepts of demand, production, cost, profit, and market structures and their business applications. • To apply economic tools and techniques to solve business and managerial problems. • To understand key macroeconomic concepts and the working of the Indian economy. • To examine the impact of economic policies, globalization, and the WTO on businesses and the Indian economy.			
Module-1			
Introduction to Managerial Economics & Demand Analysis Managerial Economics – Meaning, Nature, Scope & Significance; Economics of logistics operations: an overview. Theory of Demand – Demand Determinants; Law of Demand & Exceptions; Elasticity of Demand – An overview of the meaning, types and relevance of Price, Income & Cross elasticities (Theory Only); Demand Forecasting – Relevance & Methods; forecasting for supply chain decisions (Theory Only); Supply – Meaning & Determinants; Law of Supply. Total Number of Hours : 10 Hours			
Module-2			
Production, Cost & Profit Analysis Theory of Production – Law of Variable Proportions; Law of Returns to Scale; Isoquants; Economies & Diseconomies of Scale –Forms; Economies of Scope. Theory of Costs – Types of costs for decision making; An overview of components of logistics and supply chain costs; Short run cost output relations; Long run costs – features; Envelope curve & U-shaped curves. Theory of Profits – Accounting vs. Economic profit; Profit Control; Breakeven Analysis – Meaning, Assumptions & managerial applications; numerical problems in BEA. Total Number of Hours : 14 Hours			
Module-3			
Market Structures Perfect Competition – Meaning, Features, Price output determination; Monopoly – Features, Sources, Short run & Long run pricing under monopoly; Price Discrimination – Meaning, Forms, Types (Degrees) & Relevance; Monopolistic Competition – Meaning, Features, Short run & Long run pricing;			

Product Differentiation; Oligopoly – Meaning, Features, Kinked demand curve concept; Cartels – an overview; an overview of competition in logistics markets;
Total Number of Hours : **12 Hours**

Module-4

Macro-Economic Concepts

Macroeconomics – An introduction; Indian Economy – Salient Features; SWOT analysis, Three Sectors & Recent changes.

Business Cycles – Meaning, Features, Phases & Indicators; GDP – Meaning & Components; National Income – Concepts, Methods to Compute National Income, Difficulties in Measurement of National Income; Inflation – Meaning, Causes & Types; Concept of Consumers' Price Index.

Total Number of Hours : **10 Hours**

Module-5

Economic Policies & Globalization

Industrial Policy – Need, New Industrial Policy 1991 – aims & components; Monetary Policy – Meaning, objectives, instruments (credit control tools); Fiscal Policy – Meaning, objectives & instruments; Fiscal Deficit – Causes & Remedies;

Globalization – Meaning, Pros & Cons; Impact/Effects on various sectors; WTO – Role, Functions & Impact of WTO on Indian Economy.

Total Number of Hours : **10 Hours**

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Managerial economics: Geetika, Ghosh, P., & Roy Chowdhury, P. (2021). *Managerial economics* (3rd ed.). McGraw Hill Education.
2. Mote, V. L., Paul, S., & Gupta, G. S. (2017). *Managerial economics: Concepts and cases*. Tata McGraw Hill.
3. Mishra, S. K., & Puri, V. K. (2023). *Indian economy* (43rd ed.). Himalaya Publishing House.

Reference books / Manuals:

1. Baye, M. R., & Prince, J. T. (2022). *Managerial economics and business strategy* (10th ed.). McGraw Hill.
2. Samuelson, W. F., & Marks, S. G. (2021). *Managerial economics* (9th ed.). Wiley.
3. Datt, R., & Sundharam, K. P. M. (2022). *Indian economy* (76th ed.). S. Chand Publishing.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

MARKETING MANAGEMENT			
Course Code	3MBA105	Scheme	2026
Type of Course	PCC	Semester	1
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0: 0: 64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course objectives At the end of the course, the student will be able to: 1: Demonstrate understanding of fundamental concepts, principles, and functions of Marketing Management in contemporary business environments. 2: Analyze consumer behaviour, market segmentation, targeting, and positioning strategies for effective marketing decisions. 3: Apply product management, branding, and pricing strategies to develop competitive marketing solutions. 4: Evaluate marketing channels, distribution systems, integrated marketing communication, and sales promotion techniques. 5: Design and formulate strategic marketing plans using traditional and digital marketing approaches for diverse business situations.			
Module-1			
Introduction to Marketing Management: Meaning, Nature, Scope and Importance of Marketing, Evolution of Marketing Concepts, Core Concepts of Marketing, Types of Needs, Functions of Marketing, Marketing V/s Selling, Customer Value, Satisfaction and Relationship Marketing, 4P's of Marketing, Marketing Environment: Micro and Macro Environment, Techniques used in environment analysis, Marketing Ethics and Social Responsibility, Marketing to the 21st century customer.			
Number of Hours: 10			
Module-2			
Consumer Behaviour and Market Segmentation: Meaning and Characteristics, Importance of consumer behaviour, The black box model of consumer behaviour, Factors influencing Consumer Behaviour, Factors Influencing Consumer Behaviour, Consumer Buying Decision Process, Organizational Buying Behaviour: Meaning and stages, Buying Roles, Buying Motives. Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting: Meaning, Bases for identifying target Customers, target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Product Differentiation Strategies.			
Number of Hours: 11			
Module-3			
Product, Brand and Pricing Management: Product Concepts and Product Classification, product levels, product hierarchy, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labelling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension: meaning, types and effects. Introducing to pricing, Significance of pricing, objectives, factors influencing pricing (Internal factor and External factor), Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.			

Number of Hours: 12
Module-4
Marketing Channels and Promotion Management: Role and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decisions, Channel Conflict, Supply chain and physical Distribution System: Meaning, Importance, Components and steps in designing physical Distribution System, Supply chain v/s Logistics. Promotions: Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media, Sales Promotion Techniques, Personal Selling and Public Relations, Push-pull strategies of promotion
Number of Hours: 12
Module-5
Strategic Marketing Planning and Contemporary Marketing: Marketing Planning: Meaning, Objectives and Process, Marketing Audit: Meaning, Features and components, Marketing Strategies and Competitive Advantage: Marketing Strategies for Leaders, Challengers, Followers and Startups, Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.
Number of Hours:11
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): Text books: 1. Marketing Management, Philip Kotler, Kevin Lane Keller & Alexander Chernev, Pearson, 16th Edition, 2022. 2. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition. 3. Marketing Management, Rajan Saxena, McGraw Hill Education, 6th Edition, 2020. 4. Principles of Marketing, Philip Kotler and Gary Armstrong, Pearson, 18th Edition, 2021. Reference books / Manuals: 1. Fundamentals of Marketing, William J. Stanton, McGraw Hill Education, 14th Edition, 2017. 2. Marketing Management, Arun Kumar and N. Meenakshi, Vikas Publishing House, latest edition, 2018. 3. Marketing Management: Indian Cases, Tapan Panda, Excel Books, 1st Edition, 2019. 4. Strategic Market Management, David A. Aaker, Wiley India, 11th Edition, 2017. 5. Marketing Management, Dr. K. Vikram, Infinite Learning Solutions, 1st Edition, 2025.
Assessment Structure (both CIE and SEE) The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be 50% each. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of 40% of the maximum marks prescribed for SEE to be eligible for passing. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than 50% of the aggregate marks obtained in CIE and SEE taken together. Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

BUSINESS COMMUNICATION			
Course Code	3MLS106	Scheme	2026
Type of Course	PCC	Semester	I
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course outcome (Course Skill Set)			
At the end of the course, the student will be able to: • To identify and explain fundamental concepts of communication skills, fostering awareness of their role in effective managerial performance. • Develop learners' ability to comprehend the mechanics of business writing and apply them to draft clear, concise, and effective business letters in English. • Equip students with the ability to demonstrate contemporary managerial communication practices used in professional environments. • Train students to analyze business situations and select appropriate communication strategies for effective decision-making and problem-solving. • Enable students to design and develop structured, persuasive, and professional business proposals tailored to organizational needs.			
Module-1			
Module 1: Foundations of Managerial Communication Explain the meaning, definition, role, classification, and purpose of communication. Communication process and characteristics of effective communication. Importance of communication in management and organizational structures. Role of communication in conflict resolution, crisis management, and negotiation. Communication practices in cross-cultural settings. Barriers to effective communication and remedies.			
			Number of Hours: 10
Module-2			
Module 2: Oral, Listening & Nonverbal Communication. Principles and modes of effective oral communication. Techniques for improving conversation control, reflection, and empathy. Barriers to oral communication and improvement strategies. Effective listening skills using appropriate listening approaches and processes. Classify and interpret nonverbal communication cues in professional contexts.			
			Number of Hours: 12
Module-3			
Module 3: Written & Employment Communication apply principles of clarity and effectiveness in business writing. Utilize the 3X3 writing process (pre-writing, writing, revising) in business communication. Analyzing audience needs to craft appropriate positive, neutral, persuasive, and negative messages. Creating various business documents including letters, employee reviews, and recommendation letters. Developing professional CVs and demonstrate group discussion and interview skills. Impact of technology-enabled communication tools (email, intranet, video conferencing, etc.).			
			Number of Hours: 12
Module-4			

Module 4: Advanced Business Communication Prepare structured business reports (short and long) and professional proposals. Construct memos, press releases, and manage media interactions effectively. Design and deliver impactful business presentations using advanced visual aids. Analyze negotiation processes, strategies, and influencing factors. Plan and conduct effective group communication through meetings. Prepare formal meeting documentation including notice, agenda, minutes, and resolutions.

Number of Hours: 12

Module-5

Module 5: Case Analysis, Etiquette & Legal Aspects .Interpret and apply the case method for managerial learning and decision-making. Analyze business cases using structured approaches and frameworks. Best practices and challenges in case preparation and presentation. Role and advantages of etiquette in managerial communication. Legal aspects such as invasion of privacy, misrepresentation, and fraud in communication.

Number of Hours: 10

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Business Communication: Concepts, Cases and Applications- Chaturvedi P. D, & Mukesh Chaturvedi, 4/e, Pearson Education, 2020.
2. Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018.
3. Business Communication: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014.

Reference books / Manuals:

1. Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
2. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGE South Asia Edition, 2017.
3. Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

Assessment Structure (both CIE and SEE)

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A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of two Internal Assessment Tests (IA) shall be conducted. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced

to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

EMPLOYABILITY SKILLS FOR MANAGERS			
Course Code	3MLS107	Scheme	2026
Type of Course	AEC	Semester	1
Teaching Hours/Week (L:T:P)	1:0: 2	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	14:0:0 :24	SEE Marks	
Credits	2	Total Marks	50
Examination type (SEE)	Theory	Exam Hours	2
Course objectives (Course Skill Set) • At the end of the course, the student will be able to: • Communicate effectively in oral and written forms in business and workplace situations. • Prepare professional career documents including resume, cover letter, LinkedIn profile, and email communication. • Perform effectively in interviews, group discussions, presentations, and recruitment processes. • Apply teamwork, leadership, workplace etiquette, and professional behaviour in organisational settings. • Demonstrate employability readiness through digital skills, career planning, confidence, and professional conduct.			
Module-1			
Self-Management and Personal Effectiveness Meaning of employability skills, Self-awareness - Understanding self, personality and attitude, Self-confidence and self-motivation, Self-management - Personal SWOT analysis, Positive attitude and workplace behaviour, Growth mindset - Goal setting and career aspiration planning, Personal development - Time management and Personal development, personal discipline Number of Hours: 6 Hours			
Module-2			
Communication Skills for Employability Communication process and barriers, Verbal and non-verbal communication, listening skills, Workplace conversations, Business speaking and confidence building, Professional email writing, Telephone and virtual meeting etiquette, Cross-cultural communication basics. Leadership basics for young managers, Workplace discipline - Emotional intelligence, Conflict handling, Ethics - Workplace ethics and integrity, Professional responsibility Number of Hours: 6 Hours			
Module-3			
Career Readiness and Job Search Skills Job readiness - Career planning and employability mapping, Resume writing- Resume preparation. Cover letter writing, Career Planning - Job search strategy, understanding job descriptions, Employment search skills - Professional networking, LinkedIn and digital identity, Building personal brand. Professional behaviour - Workplace etiquette, corporate grooming and executive presence, Team effectiveness - Teamwork and collaboration,			

Number of Hours: 6 Hours
Module-4
Interview, Group Discussion and Presentation Skills Interview readiness - Group discussion process and evaluation, GD strategies and participation techniques, Presentation skill - Interview preparation, HR interview and behavioural interview questions, Self-introduction and elevator pitch, Public speaking - Business presentation design, Presentation delivery, Workplace confidence - Handling questions professionally
Number of Hours: 6 Hours
Module-5
Digital Employability and Career Development Digital literacy -Digital literacy for managers, Productivity tools for workplace use, ICT readiness - Basics of Excel, PowerPoint and online collaboration tools, Introduction to AI tools for professional productivity, Online professional communication, Employability sustainability - continuous learning and upskilling, Career progression planning
Number of Hours: 6 Hours
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): Text books: 1. National Skill Development Corporation – Employability Skills Student Handbook 2. Verma, Shalini. Employability Skills. New Delhi: Pearson Education India, latest edition. 3. Rao, M. S. Soft Skills – Enhancing Employability: Connecting Campus with Corporate. New Delhi: I.K. International Publishing House Pvt. Ltd., 2013. 4. Bovée, Courtland L., and John V. Thill. Business Communication Today. Noida: Pearson Education, latest edition. 5. Ramesh, Gopalaswamy, and Mahadevan Ramesh. The ACE of Soft Skills: Attitude, Communication and Etiquette for Success. New Delhi: Pearson Education India, 2010. Reference books / Manuals: 1. Raman, Meenakshi, and Sharma, Sangeeta. Technical Communication: Principles and Practice. New Delhi: Oxford University Press. 2. Krishna Mohan, and Meera Banerji. Developing Communication Skills. New Delhi: Macmillan Publishers India Ltd 3. Patterson, Kerry, Grenny, Joseph, McMillan, Ron, and Switzler, Al. Crucial Conversations: Tools for Talking When Stakes Are High. New York: McGraw-Hill Education.
Web links and Video Lectures (e-Resources): a) https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com (Developing Soft Skills and Personality) b) https://onlinecourses.nptel.ac.in/noc21_hs57/preview?utm_source=chatgpt.com (Enhancing Soft Skills and Personality) c) https://onlinecourses.swayam2.ac.in/imb25_mg100/preview?utm_source=chatgpt.com (Soft Skills (IIT Roorkee))

- d) https://onlinecourses.swayam2.ac.in/imb25_mg100/preview?utm_source=chatgpt.com
(Indian Institute of Management Bangalore (SWAYAM))

Teaching-Learning Process (Innovative Delivery Methods):

The following are sample strategies that educators may adopt to enhance the effectiveness of the teaching-learning process and facilitate the achievement of course outcomes.

1. Mock Interviews and Assessment Centre Exercises.
2. Business Role Plays and Simulation Games.
3. Case-Based Learning and Reflection Journals.
4. Industry Expert Sessions and Alumni Mentoring.
5. MOOCs (SWAYAM/NPTEL) and AI-Assisted Learning Activities

Evaluation of Ability Enhancement Laboratory Courses

Evaluation of Ability Enhancement Laboratory Courses shall be evaluated with the following marks distribution:

CIE marks: 50, SEE Maximum evaluation marks:100.

(a)Continuous Internal Evaluation (CIE)

Out of 50 marks, 30 marks shall be to assess the regular classwork and the remaining 20 marks shall be for the Test.

The allotment of marks for regular class assessment and test shall be as per the rubrics indicated in Table -1.

A student shall obtain a minimum of 50 % of CIE marks or 25 out of 50 marks allotted to CIE to become eligible to appear for the SEE.

(b) Passing requirement in SEE

For a pass in the Semester End Examination (SEE), a student shall secure a minimum of 40 marks out of 100.

For the declaration of a pass grade, the sum of the Continuous Internal Evaluation (CIE) marks (out of 50) and the SEE marks scaled down to 50 shall be greater than or equal to 50 marks.

Component	Description	Marks
Attendance, Punctuality and Professional Behaviour	Regular attendance, punctuality, discipline, active participation, teamwork, professional attitude, and adherence to classroom etiquette during training sessions.	10 Marks
Assignments / Activity Record / Portfolio	Timely submission of assignments, maintenance of activity records or portfolio, participation in classroom activities, resume preparation, mock interview reports, presentation materials, and reflective learning.	20 Marks

Skill Demonstration / Practical Assessment	Performance in activities such as group discussions, presentations, mock interviews, role plays, communication exercises, aptitude/problem-solving tasks, and other employability skill demonstrations. The practical assessment shall be conducted at the end of the course, and marks awarded based on performance.	15 Marks
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APPLICATION OF BUSINESS TOOLS - I			
Course Code	3MLS108	Scheme	2026
Type of Course	SEC	Semester	I
Teaching Hours/Week (L:T:P)	0: 0 : 2	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	30: 0 : 0 :30	SEE Marks	-
Credits	-	Total Marks	50
Examination type (CIE)	Practical	Exam Hours	
Course outcome (Course Skill Set) At the end of the course, the student will be able to: • Understand the basics of computer and techniques of creating a power point presentation. • Understand the importance and application of MS Word for various academic and professional purposes. • Apply MS excel techniques for various academic and professional purposes. • Represent data using spreadsheet, graphs and charts. • Analyse data by applying various excel functions.			
Module-1			
Module 1: Introduction to Computers and MS Office Introduction to computers, role of computers, software and application, internet and its uses. Creating effective presentations using MS Power point - Opening, viewing, creating, and printing slides, applying auto layouts, adding custom animation, Using slide transitions, Graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.			
Number of Hours: 6			
Module-2			
Module 2: M S Word Creating, editing, saving and printing text documents, Font and paragraph formatting, Simple character formatting, inserting tables, smart art, page breaks, using lists and styles, working with images, Using Spelling and Grammar check, understanding document properties, Inserting citation and bibliography			
Number of Hours: 6 Hours			
Module-3			
Module 3: M S Excel Spreadsheet basics, Creating, editing, saving and printing spreadsheets, working with functions (sum, average, max, min, count, if) & formulas, arithmetic operators, common file extensions, page layout features, cell referencing.			
Number of Hours: 6			
Module-4			
Module 4: Data representation and visualization using excel- Modifying worksheets with color & auto-formats, formatting worksheets, graphically representing data: Charts & Graphs, speeding data entry: Using Data Forms			
Number of Hours: 6			
Module-5			
Module 5: Analyzing the Data – Data Menu, Subtotal, Sorting & Filtering Data, use of data analysis tools available on excel, Securing & Protecting spreadsheets. V – Lookup, H – Lookup and Pivot tables.			

Number of Hours: 6

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Computer Applications in Management, Niranjana Shrivastava, Dreamtech Press, 2012
2. Computer Applications in Business, Sudalaimuthu S. S. Anthony Raj, HPH, 2/e 2012.

Reference books / Manuals:

4. Computer fundamentals – Introduction to computers, Faithe Wempen, John Wiley and Sons Inc. 2015.
- Computer and Financial Accounting with Tally 9.0 Course Kit, Vikas Gupta
5. Dreamtech Press, 2012.

Web links and Video Lectures (e-Resources):

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

Teaching-Learning Process (Innovative Delivery Methods):

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

Assessment Structure:

The assessment in each course is Continuous Internal Evaluation (CIE) :To qualify and become eligible to appear for CIE, a student must score at least **50% of 50 marks, i.e., 25 marks.**

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of **two Internal Lab Assessment Tests(IA)** shall be conducted, carrying a total of **25 marks**. In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**. It is recommended to include **a maximum of two learning activities** as part of the CCA to foster the **holistic development of students**. These activities shall be:

Sl. No.	Name of the Learning activity	Maximum Marks
1	Lab Report/Lab Record assessed after every module- i.e 2 Continuous Evaluations of 10 marks each averaged to 10 marks	10
2	Viva/Presentation- execution of excel functions	15

II SEMESTER

HUMAN RESOURCES MANAGEMENT			
Course Code	MBA201	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56:0:0:64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course objectives At the end of the course, the student will be able to: - Recite the theories and various functions of Human Resources Management. - Describe and explain the relevance and importance of Human Resources Management at workplace. - Apply and solve the workplace problems through Human Resources Management intervention. - Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace. - Design and develop an original framework and model in dealing with the problems in the organization.			
Module-1			
Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.			
Number of Hours: 12			
Module-2			
HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis: Job Description and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Types of Selection Tests; Factors Influencing Selections.			
Number of Hours: 12			
Module-3			
Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development. Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits. Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.			

Number of Hours: 12	
Module-4	
Industrial Relations: Decent Workplace, International Labour Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. Conflict: Characteristics , causes of conflict, Process of conflict, Types of Conflict, levels of conflict , causes of work place conflicts, Negotiation: Meaning , Six Foundations of Negotiation.	
Number of Hours: 8	
Module-5	
Human Resource Management and Innovations: Factors Affecting the Innovation Process in organizations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management. HR Information Systems: Introduction to HRIS. HRIS in the digital age. Future Trends in Human Resource Management: Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools. Introduction to Human Resource Information System (HRIS): The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS	
Number of Hours: 12	
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): Text books: 1. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition. 2. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition. 3. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition. 4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition. 5. Reference Book/ Manuals 6. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition. 7. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition. 8. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004. 9. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition. 10. Human Resource Management by V.S.P Rao, 2014 edition. 11. Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006)	
Assessment Structure (both CIE and SEE) The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be 50% each. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of 40% of the maximum marks prescribed for SEE to be eligible for passing.	

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of two Internal Assessment Tests (IA) shall be conducted. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

FINANCIAL MANAGEMENT			
Course Code	3MBA202	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0 : 0 :64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course objectives At the end of the course, the student will be able to: • To understand basic concepts of financial management, financial system & time value of money. • Develop analytical skills for determination of cost of capital to business entity. • Estimation of cash flows to evaluate business projects using investment decisions. • Evaluate the effectiveness of working capital management of a firm. • Analyze the impact of capital structure and dividend decisions on shareholder wealth.			
Module-1			
Introduction: Financial Management: Meaning and scope- objectives of Financial Management-Role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments –Financial institutions. Emerging areas in Financial Management: Risk Management- Behavioural Finance-Financial Engineering- Derivatives (Theory). Artificial Intelligence in finance, Benefits of AI in finance, ML in finance, Application of AI in financial services, Future AI in financial services. 2. FinTech, advantages, Traditional banking & finance Vs. digital banking and FinTech, Data analysis - Big Data introduction, application in finance, Cybersecurity in finance Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem). Number of Hours: 13			
Module-2			
Long term sources of Finance & Cost of Capital-Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem). Number of Hours: 10			
Module-3			
Investment Decisions-Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).			

Number of Hours: 13	
Module-4	
Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis (Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only).	
Number of Hours: 10	
Module-5	
Working Capital Management-Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem).	
Number of Hours: 10	
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):	
Text books: 1Financial Management, M.Y. Khan & P.K. Jain,TMH 7/e, 2017. 2Financial Management, Prasanna Chandra, TMH 10/e, 2019. 3Financial Management, Rajiv Srivastava & Anil Misra, Oxford University press, 2/e. 4Financial Management, Pralhad Rathod, Babitha, Praveenkumar, 2/e, Himalaya Publishing House, 2023. 5Financial Management, Principals And Practice, Sudhindra Bhat, Excel Books, 2/e.	
<u>Reference books / Manuals:</u> 1Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015. 2Financial Management, Ravi M Kishor Taxmann's, 6/e .	

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of two Internal Assessment Tests (IA) shall be conducted. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA.

In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer five full questions; selecting four full questions from questions Number one to seven in the pattern of 3, 7& 10 Marks and question number eight is compulsory.

Theory questions : 40 % Problems : 60 %

RESEARCH METHODOLOGY AND IPR			
Course Code	3MBA203	Scheme	2026
Type of Course	PCC	Semester	2
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0: 0: 64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course objectives At the end of the course, the student will be able to: 1: Demonstrate understanding of business research concepts, research process, and ethical practices in research. 2: Analyze and design appropriate research methodologies and research designs for business problems. 3: Apply suitable sampling, data collection, measurement, and scaling techniques in research studies. 4: Interpret research data and prepare professional research reports using appropriate analytical tools. 5: Evaluate the significance of Intellectual Property Rights and their application in business, innovation, and research.			
Module-1			
Introduction to Business Research: Meaning, nature, scope, significance and types of research. Research applications in managerial decision-making. Motives in conducting research. Ethical issues in business research. Characteristics of a good research study. Research Process: Identification and formulation of management problems, defining the research problem, formulation of research objectives and hypotheses, preparation of research proposals, research design formulation, sampling design, planning and collection of data, data analysis, interpretation, and research reporting.			
Number of Hours: 10			
Module-2			
Business Research Design: Meaning, types and significance of research design, Process of research design, errors affecting research design. Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies. Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.			
Number of Hours: 12			
Module-3			
Sampling: Concepts, Types of Sampling, Process of sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling. Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.			
Number of Hours: 8			
Module-4			

Data Collection: Meaning, types, **Data collection methods:** Observations, survey and interview techniques, **Questionnaire design:** Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages. **Measurement and Scaling Techniques:** Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, Multi-Dimensional Scaling.

Number of Hours: 12

Module-5

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits-Geographical Indications-Establishment of WIPO-Application and Procedures.

Number of Hours:14

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. Business Research Methods: Donald R. Cooper and Pamela S. Schindler, McGraw Hill Education, 12th Edition, 2014.
2. Research Methodology: C. R. Kothari and Gaurav Garg, New Age International Publishers, 4th Edition, 2019.
3. Business Research Methods: S. N. Murthy and U. Bhojanna, Excel Books, Latest Edition.
4. Intellectual Property Rights: Debirag E. Bouchoux, Cengage Learning, Latest Edition.

Reference books / Manuals:

1. Research Methodology: R. Paneerselvam, PHI Learning, Latest Edition.
2. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
3. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.
4. Research Methodology and IPR: Shivakumar M N, Infinite Learning Solutions, 1st Edition, 2025.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of two Internal Assessment Tests (IA) shall be conducted. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA.

In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7 & 10 Marks and question number **eight** is compulsory.

Basics of Logistics and Supply Chain Management			
Course Code	3MLS204	Scheme	2026
Type of Course	PCC	Semester	2
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0: 0: 64	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course objectives At the end of the course, the student will be able to: 1: Demonstrate understanding of logistics concepts, logistics functions, and the evolution of logistics towards Supply Chain Management. 2: Analyze logistics planning, warehousing systems, and international logistics operations for effective business performance. 3: Evaluate supply chain strategies, sourcing decisions, forecasting techniques, and network design in supply chain management. 4: Apply inventory management techniques and material planning tools to optimize inventory and operational efficiency. 5: Assess distribution systems, transportation management, and the role of Information Technology in integrated supply chain and logistics management.			
Module-1			
Introduction to Logistics and Supply Chain Management: Meaning, definition, objectives, and importance of Logistics. Types of logistics and need for Logistics Management. Evolution of logistics towards Supply Chain Management. Logistics industry in India. Logistical activities and logistics costs. Supply Chain Management (SCM): Meaning, significance, scope, historical perspective, essential features, and drivers of SCM, decision phases, process view, supply chain framework, key issues, and benefits of SCM. Logistics and SCM in manufacturing and service sectors. Contemporary trends in logistics and SCM.			
Number of Hours: 12			
Module-2			
Warehousing and International Logistics: Warehousing: Scope, objectives, primary functions, efficient warehouse management systems, and types of warehouses. Pricing in logistics. Logistics and environment. International logistics: Methods and tools facilitating international logistics and challenges in global logistics. Global Logistics: International logistics, global sourcing, export-import logistics, customs procedures, INCOTERMS, international transportation, and documentation. Risks and challenges in global supply chains.			
Number of Hours: 11			
Module-3			
Supply Chain Strategies and Global Sourcing: Supply Chain Strategies: Lean supply chain, agile supply chain, responsive supply chain, and green supply chain. Managing uncertainty in supply chain management: Bullwhip effect, impact of uncertainties, forecasting in supply chain, and innovations in supply chain management. Procurement and sourcing concepts. Purchasing process and vendor management. Supplier selection and evaluation. Sourcing Decisions in Global SCM: Global sourcing, outsourcing, and key issues in sourcing decisions. Supply Chain Network Design:			

Factors affecting network design decisions, supply chain integration, and strategic supply chain coordination.

Number of Hours: 11

Module-4

Inventory, Distribution and Transportation Management: Introduction to Inventory Concepts: Importance, goals, and need for inventory management. Types of inventory and alternative approaches for classification of inventories. Inventory Cost Management: Various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point/reorder level fixation, ABC analysis, SDE analysis, and VED analysis. Inventory Replenishment and Material Planning: Components of inventory decisions, business response to stock-outs, replenishment systems, and Material Requirements Planning (MRP).

Distribution Management: Designing the distribution network, role of distribution, factors influencing distribution, distribution design options. HUB & SPOKE versus distributed warehousing systems.

Transportation Management: Modes of transportation and criteria for selection, transportation infrastructure, factors impacting road transport cost, packaging issues in transportation, role of containerization, hazards in transportation, state of ocean transport and global alliances.

Number of Hours: 12

Module-5

Contemporary Issues and Applications in Logistics and SCM: Supply Chain Performance Measurement and Metrics. Supply chain risk management. Sustainable and green logistics. Reverse logistics and circular supply chain. E-commerce logistics and last-mile delivery. Logistics service providers and third-party logistics (3PL). Information Technology in SCM: Role of computers and IT in Supply Chain Management, benchmarking concepts, features and implementation, Vendor Managed Inventory (VMI), CPFR, customer service, integrated supply chain and logistics, and value addition in SCM.

Number of Hours:10

Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):

Text books:

1. A Logistic approach to Supply Chain Management, Coyle, Bardi, Longley, Cengage Learning, Latest edition.
2. Supply Chain Management- Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V.Kalr, Pearson Latest edition.
3. Supply chain Logistics Management, Donald J Bowersox, Mc Graw Hill, 4th Edition.

Reference books / Manuals:

6. Logistics and Supply Chain Management: Martin Christopher, Pearson UK, 5th Edition, 2016.
7. Supply Chain Management: Concepts and Cases, Rahul V. Altekar, PHI Learning, Latest Edition.
8. Designing and Managing the Supply Chain: David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, McGraw Hill Education, latest edition.
9. Logistics Management and Strategy: Alan Harrison and Remko Van Hoek, Pearson.
10. Anandh Halgtti: Logistics & Supply Chain Management, Infinite learning solutions, 1st Edition, 2025.

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20 marks** with **3 sub-questions**.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7 & 10 Marks and question number **eight** is compulsory.

OPERATION MANAGEMENT			
Course Code	3MLS205	Scheme	2026
Type of Course	PCC	Semester	II
Teaching Hours/Week (L:T:P)	4: 0 : 0	CIE Marks	50
Total Hours of Pedagogy L /T/P/SL&TW:	56 : 0 : 0 : 64	SEE Marks	100
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	3
Course Objectives At the end of the course, the student will be able to: 1. Understand the fundamental concepts, principles, and strategic role of Production and Operations Management in organizations. 2. Analyze operational processes and apply appropriate planning, scheduling, and control techniques to improve organizational efficiency. 3. Evaluate quality management practices and apply continuous improvement tools for enhancing customer satisfaction and operational excellence. 4. Develop the ability to recommend productivity improvement and maintenance strategies that support sustainable organizational performance			
Module-1			
Operations Planning and Control: Production Planning and Production Planning Techniques for Various Process Choices; Production Control Techniques—Routing, Scheduling, Loading, Dispatching and Follow-up; Aggregate Planning; Capacity and Resource Utilization; Coordination of Operational Activities for Timely Delivery and Operational Efficiency. Number of Hours: 9			
Module-2			
Operations Process Design and Facility Planning: Manufacturing Process Types—Project, Jobbing, Batch, Line, Mass and Continuous; Service Process Types—Professional Services, Service Shops and Mass Services; Process Selection; Plant Location Decisions; Facility/Layout Planning—Product Layout, Process Layout, Fixed Position Layout and Cellular Layout; Designing Efficient Operational Systems.			
Module-3			
Quality Management and Continuous Improvement: Concept and Dimensions of Quality; Quality Characteristics of Goods and Services; Quality Control Tools—Check Sheet, Histogram, Scatter Diagram, Cause-and-Effect Diagram, Pareto Chart, Process Flow Diagram and Statistical Process Control Chart; Quality Assurance; Total Quality Management (TQM); Service Quality; Six Sigma Concepts and Applications; Continuous Quality Improvement and Customer Satisfaction. Number of Hours: 10			
Module-4			
Quality Management and Continuous Improvement: Concept and Dimensions of Quality; Quality Characteristics of Goods and Services; Quality Control Tools—Check Sheet, Histogram, Scatter Diagram, Cause-and-Effect Diagram, Pareto			

Chart, Process Flow Diagram and Statistical Process Control Chart; Quality Assurance; Total Quality Management (TQM); Service Quality; Six Sigma Concepts and Applications; Continuous Quality Improvement and Customer Satisfaction.

Number of Hours: 10

Module-5

Productivity Improvement and Maintenance Management:

Productivity Concepts and Improvement Techniques; Work Study; Method Study; Work Measurement—Stopwatch Time Study and Work Sampling; Maintenance Policies for Facilities and Equipment; Time to Failure; Preventive and Breakdown Maintenance; Maintenance Procedures; Total Productive Maintenance (TPM); Improving Reliability, Productivity and Operational Performance.

Number of Hours: 10

Textbooks:

6. Operations Management, McGraw-Hill Education (14th/15th Edition)
7. Operations Management, Pearson India (10th Edition).
8. Operations Management, Wiley India.
9. Production and Operations Management, Oxford University Press.

Reference books / Manuals:

10. Operations Management: Sustainability and Supply Chain Management, Pearson India (13th/14th Edition).
11. Operations Management, PHI Learning.
12. Industrial Engineering and Production Management, S. Chand.
13. Production and Operations Management, McGraw Hill India

Assessment Structure (both CIE and SEE)

The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be **50% each**. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of **40%** of the maximum marks prescribed for SEE to be eligible for passing.

A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than **50% of the aggregate marks** obtained in CIE and SEE taken together.

Continuous Internal Evaluation:

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks]

A minimum of **two Internal Assessment Tests (IA)** shall be conducted. Each test shall be conducted for a maximum of **25 marks**. The average of the two test marks shall be the marks secured by a student in IA.

In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have **8 full questions** carrying equal marks.
- Each full question is for **20** marks with **3** sub-questions.
- Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

Theory questions : 40 % Problems : 60 %

PROCUREMENT, STORAGE & WAREHOUSE MANAGEMENT			
Course Code	3MLS205	Scheme	2026
Type of Course	PCC	Semester	2
Teaching Hours/Week (L:T:P)	4: 0: 0	CIE Marks	50
Total Hours of Pedagogy per semester L /T/P/SL&TW:	56: 0: 0: 64 :120	SEE Marks	50
Credits	4	Total Marks	100
Examination type (SEE)	Theory	Exam Hours	03
Course objectives At the end of the course, the student will be able to: 1: Explain the concepts, objectives, functions, and importance of procurement in supply chain management. 2: Analyze procurement processes, vendor selection, purchasing strategies, and contract management practices. 3: Apply inventory control and storage management techniques for effective material handling and stock optimization. 4: Evaluate warehouse operations, warehouse layout, material handling systems, and warehouse performance metrics. 5: Assess the role of technology, automation, sustainability, and risk management in procurement and warehouse management.			
Module-1			
Introduction to Procurement Management: Procurement: Meaning, nature, scope, objectives, and importance. Role of procurement in supply chain management. Procurement cycle and procurement planning. Purchasing v/s procurement. Types of procurement: centralized, decentralized, local, global, and e-procurement. Procurement policies and ethics. Sustainable procurement practices.			
Number of Hours: 12			
Module-2			
Purchasing and Supplier Management: Purchasing process, purchase requisition, request for quotation (RFQ), tendering process, bidding, and negotiation. Supplier selection and evaluation. Vendor rating methods. Supplier relationship management (SRM). Contract management. Make-or-buy decisions. Procurement cost analysis and total cost of ownership (TCO).			
Number of Hours: 11			
Module-3			
Storage and Inventory Management: Storage Management: Objectives, principles, and functions. Types of stores and storage systems. Inventory management concepts. Inventory costs. EOQ, Reorder Level, Safety Stock, ABC, VED, HML, and FSN analysis. Stock verification and inventory records. Material codification and standardization.			
Number of Hours: 11			
Module-4			
Warehouse Management: Warehouse: Meaning, objectives, and functions. Types of warehouses: private, public, bonded, distribution, cold storage, and automated warehouses. Warehouse location and layout planning. Space utilization. Material handling equipment. Warehouse safety and security. Warehouse operations: receiving, put-away, storage, picking, packing, dispatch, and returns management.			

Number of Hours: 12
Module-5
Role of Technology in procurement and warehouse management: Warehouse Information Systems (WMS), ERP integration, barcoding, RFID, IoT, AI, and automation in procurement and warehousing. Green procurement and sustainable warehousing. Risk management in procurement and warehousing. Reverse logistics. Warehouse performance measurement and KPIs. Emerging trends in logistics and warehouse management.
Number of Hours:10
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):
Text books: 4. Supply Chain Logistics Management, Bowersox, Closs & Cooper, McGraw Hill. 5. Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra & Peter, Meindl Pearson. 6. Warehouse Management and Inventory Control, J. P. Saxena, Vikas Publishing. 7. P. Gopalakrishnan – Purchasing and Materials Management, McGraw Hill.
Reference books / Manuals: 1. Robert M. Monczka et al., Purchasing and Supply Chain Management, Cengage. 2. John Bartholdi & Steven Hackman, Warehouse & Distribution Science. 3. Martin Christopher, Logistics and Supply Chain Management –Pearson. 4. A.K. Datta, Materials Management –PHI Learning.
Assessment Structure (both CIE and SEE) The weightage assigned to Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) shall be 50% each. A student shall secure a minimum of 50% of the maximum marks prescribed for CIE and a minimum of 40% of the maximum marks prescribed for SEE to be eligible for passing. A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/course only if he/she secures not less than 50% of the aggregate marks obtained in CIE and SEE taken together. Continuous Internal Evaluation: Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of two Internal Assessment Tests (IA) shall be conducted. Each test shall be conducted for a maximum of 25 marks. The average of the two test marks shall be the marks secured by a student in IA. In addition, Continuous Comprehensive Assessment (CCA) shall be conducted for a total of 25 marks. Semester End Examination: The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks with 3 sub-questions. • Each full question will have sub question covering all the topics.

The students will have to answer **five full questions**; selecting **four** full questions from questions Number **one to seven** in the pattern of 3, 7& 10 Marks and question number **eight** is compulsory.

APPLICATION OF BUSINESS TOOLS - II			
Course Code	3MLS208	Scheme	2026
Type of Course	SEC	Semester	I
Teaching Hours/Week (L:T:P)	0: 0 : 2	CIE Marks	
Total Hours of Pedagogy per semester L /T/P/SL&TW:	30: 0 : 0 :30	SEE Marks	
Credits	-	Total Marks	100
Examination type (SEE)	Practical	Exam Hours	3
Course outcome (Course Skill Set) At the end of the course, the student will be able to: • Apply basic statistical functions using M S Excel • Perform financial and logical functions using MS Excel • Perform time series forecasting using MS Excel • Represent data in different visualization forms using Jamovi • Perform hypothesis testing using Jamovi.			
Module-1			
Module 1: Basics and Reference functions using MS Excel Introduction; Basics Revision, Subtotal Function, Look-up and Reference function: V Look up and H Look up; Formula errors Number of Hours: 4			
Module-2			
Module 2: Financial functions, Logical functions and Pivot table in MS Excel Finance Functions – Loan amortization with suitable case Logical Functions – If, And, Or, Count if and Sum if Pivot table: Using Pivot table for data analysis; Create database for Pivot; Analyzing data with Pivot tables; Producing a report with Pivot table; Solver and Goal Seek Number of Hours: 5			
Module-3			
Module 3: Time Series Forecasting using MS Excel Introduction to Time series analysis, components of time series, Time Series Plots, Trend Analysis, Seasonality, Moving Averages and Exponential Smoothing. Number of Hours: 5			
Module-4			
Module 4: Introduction and data visualization in Jamovi Measurement of Central tendency and Measurement of Dispersion Installing JAMОВI and Navigating JAMОВI, Measures of Central Tendency and Measures of Dispersion (Mean, Mode, Median; Variance, SD) Data visualization: Histograms, Bar graphs and Scatterplots Frequency distributions, histograms, stem-and-leaf displays, cross-tabulation, bar charts, pie charts, and scatter plots. Data Preparation: Editing, coding, data entry, cross-tabulation, and graphical displays using MS Excel Number of Hours: 8			
Module-5			

Module 5: Hypothesis testing Jamovi Correlation and Regression Hypothesis Testing: Meaning, Null and Alternative Hypothesis, Parametric and Non-Parametric tests, Correlation and Regression Parametric and non-parametric tests: t-test, Z Test, F Test, Chi Square test, One Way ANOVA, Two Way ANOVA, Implementation of all the concepts in other statistical tools like SPSS and Minitab	
	Number of Hours: 8
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): Text books: 1. Statistics for Managers Using Microsoft Excel, David M. Levin; et al, Pearson Education, 8/e, 2018 2. BSTAT: A South-Asian Perspective, Erald Keller; Hitesh Arora, Cengage Learning, 2016 <u>Reference books / Manuals:</u> 6. Learning Statistics with Jamovi, Danielle J. Navarro & David R. Foxcroft, E book, 2022	
Web links and Video Lectures (e-Resources): https://onlinecourses.swayam2.ac.in/imb24_mg56/preview https://onlinecourses.nptel.ac.in/noc22_mg35/preview	
Teaching-Learning Process (Innovative Delivery Methods): 3. Case based delivery methods- As a sales analyst—calculate monthly revenue and identify top-performing products. 4. Problem and Scenario based learning-cleaning, organising and analysing data and representing it graphically.	
Assessment	Structure:
The assessment in each course is Continuous Internal Evaluation (CIE) :To qualify and become eligible to appear for CIE, a student must score at least 50% of 50 marks, i.e., 25 marks.	

Continuous Comprehensive Assessments (CCA)+ Internal Assessment Test (IA) = Continuous Internal Evaluation CIE [25+25=50 marks] A minimum of two Internal Lab Assessment Tests(IA) shall be conducted, carrying a total of **25 marks**. In addition, **Continuous Comprehensive Assessment (CCA)** shall be conducted for a total of **25 marks**. It is recommended to include a **maximum of two learning activities** as part of the CCA to foster the **holistic development of students**. These activities shall be:

Sl. No.	Name of the Learning activity	Maximum Marks
1	Lab Report/Lab Record assessed after every module- i.e 2 Continuous Evaluations of 10 marks each averaged to 10 marks	10
2	Viva/Presentation- execution of excel functions	15