

ORGANIZATIONAL BEHAVIOUR AND DESIGN			
Course Code	3MAD101	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: Explain the principles of organizational behaviour and their relevance in technology-driven and AI-enabled organizations. Analyze individual behaviour, motivation, and cognitive processes influencing managerial decision-making in digital workplaces. Apply team management, collaboration, and communication practices in AI and data science project environments. Analyze leadership practices, people analytics, and organizational transformation in managing digital and intelligent enterprises. Evaluate organizational design, culture, change management, and ethical implications in AI-enabled and digitally transforming organizations.			
Module-1			
Module-1: Introduction to Organizational Behaviour and Design: Introduction to Organizational Behaviour, nature and scope of OB, behavioural science foundations of management, organizational culture and climate, role of creativity and innovation in organizational effectiveness. Number of Hours: 10			
Module-2			
Module-2: Individual Behaviour and Creative Thinking: Personality, values and attitudes in organizations, perception and perceptual errors, emotional intelligence and workplace behaviour, creative thinking techniques, problem identification, observation methods and idea generation in organizational settings.			
Module-3			
Module-3: Motivation, Employee Engagement and Design Applications: Motivation theories including Maslow's hierarchy of needs, Herzberg's two-factor theory, McGregor's theory X and theory Y, McClelland's need theory, employee engagement strategies, workplace creativity, innovation practices and application of design approaches in organizations. Number of Hours: 12			
Module-4			
Module-4: Teams, Leadership and Collaborative Design: Group dynamics and team behaviour, stages of team development, communication in organizations, conflict management and negotiation, leadership theories and leadership styles, teamwork and collaborative design practices for organizational problem solving. Number of Hours: 12			
Module-5			
Module-5: Organizational Change and Contemporary Design Practices:			

Organizational change and development, managing innovation and change in organizations, continuous learning and skill development, sustainability and ethical practices, contemporary trends in organizational behaviour and design, future challenges in organizations.

Number of Hours: 10

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

Text books:

1. Stephen P. Robbins & Timothy A. Judge, Organizational Behavior, Pearson Education.
2. Steven L. McShane & Mary Ann Von Glinow, Organizational Behavior, McGraw Hill Education.
3. Fred Luthans, Organizational Behavior, McGraw Hill International.
4. Richard L. Daft, Organization Theory and Design, Cengage Learning.
5. Thomas Davenport, People Analytics, Harvard Business Review Press.
6. Erik Brynjolfsson & Andrew McAfee, The Second Machine Age, W.W. Norton & Company.

Assessment Structure

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**.

Managerial Economics and Indian Economic Policy			
Course Code	3MAD102	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: 1: Explain the fundamental concepts and principles of managerial economics and theories of the firm in business decision-making. 2: Apply demand, supply, and elasticity concepts for business analysis and forecasting. 3: Analyze production, cost relationships, and break-even scenarios for managerial decision-making. 4: Analyze market structures and pricing strategies in different competitive environments. 5: Evaluate macroeconomic conditions and Indian economic policies for strategic business decisions.			
Module-1			
Module-1: Foundations of Managerial Economics and Theory of Firms: Nature, scope and importance of Managerial Economics, role and responsibilities of a managerial economist, fundamental economic concepts including scarcity, opportunity cost, marginalism and Production Possibility Curve, objectives of the firm, profit maximization theory, sales revenue maximization model (Baumol), managerial utility maximization model (Williamson), behavioural theory of the firm (Cyert and March), agency theory and corporate governance.			
			Number of Hours: 10
Module-2			
Module-2: Demand, Supply and Market Equilibrium Analysis: Law of demand and determinants of demand, elasticity of demand including price, income and cross elasticity, demand forecasting techniques, law of supply and determinants of supply, elasticity of supply, market equilibrium through demand and supply interaction, shifts in demand and supply curves, applications of demand and supply analysis in managerial decision making.			
			Number of Hours: 12
Module-3			
Module-3: Production and Cost Analysis: Production function in short run and long run, law of variable proportions, returns to scale, isoquants and isocosts, cost concepts and classifications, short-run and long-run cost curves, economies and diseconomies of scale, break-even analysis, Profit-Volume (PV) ratio and Margin of Safety (simple problems).			
			Number of Hours: 12
Module-4			
Module-4: Market Structures and Pricing Decisions: Perfect competition and price-output determination, monopoly and pricing strategies, monopolistic competition and product differentiation, oligopoly market structure, price rigidity, cartels and basics of game theory, pricing methods including			

cost-plus pricing and marginal cost pricing, price discrimination, product life cycle pricing and strategic pricing decisions.

Number of Hours: 12

Module-5

Module-5: Macroeconomic Environment and Indian Economic Policies: National income concepts and measurement, business cycles and economic fluctuations, inflation and control measures, monetary policy and role of RBI, fiscal policy and government intervention, Indian economy before and after liberalization, economic reforms of 1991 (LPG), NITI Aayog and planning framework, globalization, digital economy, sustainability and inclusive growth.

Number of Hours: 10

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

Text books:

1. Managerial Economics, Dominick Salvatore, 7/e, Oxford University Press, 2012.
2. Managerial Economics, Geoffrey A. Jehle & Philip J. Reny, 3/e, Pearson Education, 2011.
3. Managerial Economics: Analysis, Problems and Cases, P. L. Mehta, 14/e, Sultan Chand & Sons, 2010.
4. Indian Economy, Ramesh Singh, McGraw Hill Education, Latest Edition.
5. Indian Economy, Uma Kapila (Ed.), Academic Foundation, Latest Edition.
6. Business Economics, H. L. Ahuja, S. Chand Publications, Latest Edition.

Assessment Structure

Assessment Structure

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**.

MARKETING MANAGEMENT			
Course Code	3MAD103/3MBA105	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: 1: Explain core marketing concepts, marketing environment, and the role of marketing in organizational strategy. 2: Analyze consumer and organizational buying behaviour to develop segmentation, targeting, and positioning strategies. 3: Apply product, branding, and pricing strategies for effective marketing decision-making. 4: Analyze distribution systems, supply chain strategies, and integrated marketing communication tools in traditional and digital contexts. 5: Evaluate contemporary marketing strategies including services, rural, green marketing, CRM, and marketing analytics for strategic planning.			
Module-1			
Module-1: Introduction to Marketing Management: Meaning, scope and importance of marketing, core marketing concepts, marketing philosophies, marketing environment, Marketing Information System (MIS), basics of marketing research and strategic marketing planning.			
			Number of Hours: 10
Module-2			
Module-2: Consumer Behaviour and Market Segmentation: Consumer buying behaviour, factors influencing consumer decisions, buyer decision process, organisational buying behaviour, market segmentation, targeting and positioning strategies, perceptual mapping and value proposition development.			
			Number of Hours: 12
Module-3			
Module-3: Product and Pricing Decisions: Product concepts and classification, Product Life Cycle, branding and packaging, new product development, pricing objectives, pricing strategies and pricing methods including cost-based, competition-based and value-based pricing, pricing strategies such as penetration, skimming, psychological, differential and dynamic pricing.			
			Number of Hours: 12
Module-4			
Module-4: Distribution and Promotion Management: Channels of distribution, retailing and wholesaling, logistics and supply chain basics, promotion mix, advertising, sales promotion, public relations, personal selling and introduction to digital marketing, digital marketing communication tools including social media marketing, content marketing, email marketing, SEO/SEM and influencer marketing.			
			Number of Hours: 12
Module-5			
Module-5: Contemporary Marketing Practices: Services marketing, rural marketing, green marketing, relationship marketing and Customer Relationship Management (CRM), basics of marketing analytics, SWOT analysis and strategic marketing overview.			
			Number of Hours: 10

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

1. Marketing Management, Philip Kotler & Kevin Lane Keller, 16/e, Pearson Education, 2022.
2. Principles of Marketing, Philip Kotler & Gary Armstrong, 17/e, Pearson Education, 2020.
3. Marketing Management: A South Asian Perspective, Philip Kotler, Kevin Keller, Abraham Koshy & Mithileshwar Jha, 14/e, Pearson, 2013.
4. Strategic Brand Management, Kevin Lane Keller, 4/e, Pearson Education, 2013.
5. Consumer Behaviour, Leon G. Schiffman & Leslie Lazar Kanuk, 10/e, Pearson Education, 2010.
6. Digital Marketing, Damian Ryan, 4/e, Kogan Page, 2017.

Assessment Structure**Assessment Structure****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**.

FINANCIAL REPORTING, STATEMENTS, AND ANALYSIS			
Course Code	3MAD104	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: 1: Explain the conceptual framework, accounting standards, and principles underlying financial reporting. 2: Apply accounting processes to prepare financial statements in accordance with regulatory requirements. 3: Analyze financial statements using ratios, trends, and comparative techniques for managerial decision-making. 4: Apply analytical tools, including Excel and AI-based techniques, for financial reporting and data interpretation. 5: Evaluate emerging accounting practices including ESG, sustainability reporting, and technology-driven accounting systems.			
Module-1			
Module-1: Introduction to Accounting Framework and Standards: 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: 8
Module-2			
Module-2: Accounting Process and Cycle: Journal, Ledgers, Trial balance, accounting equation, subsidiary books including a cash book with two and three-column cashbook only. (Theory and Problems).			
			Number of Hours: 14
Module-3			
Module-3: Financial Statement Analysis: Meaning and purpose of financial statement analysis, comparative statements, trend analysis, ratio analysis and interpretation, preparation of financial statements using ratios, introduction to Excel for financial analysis.			
			Number of Hours: 12
Module-4			
Module-4: Depreciation and Asset Accounting: Meaning and causes of depreciation, methods of depreciation including straight line and written down value methods, practical problems and tax implications of depreciation.			
			Number of Hours: 14
Module-5			
Module-5: Emerging Trends in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, cloud-based accounting, AI and data analytics in accounting, blockchain and digital transformation in accounting.			
			Number of Hours: 8

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

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Textbook of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing House (P) Ltd.
3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.

Assessment Structure**Assessment Structure****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**.

ARTIFICIAL INTELLIGENCE AND ITS APPLICATIONS (LAB)			
Course Code	3MAD105	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:	42: 0: 0: 48	SEE Marks	50
Credits	3	Total Marks	100
Examination type (SEE)	LAB	Exam Hours	3
Course Objectives: At the end of the course the student will be able to: 1: Explain the fundamentals of AI tools, datasets, and their applications in business contexts. 2: Apply data handling, cleaning, and visualization techniques using tools such as Excel, Pandas, and Google Colab. 3: Apply basic machine learning techniques such as regression and clustering for business problem-solving. 4: Analyze outputs from AI models and data visualizations to derive meaningful business insights. 5: Evaluate and present AI-based solutions using generative AI tools and data-driven outputs for business applications.			
Module-1			
Module-1: Introduction to AI Tools and Dataset Handling: Introduction to Artificial Intelligence and its business applications, working with Google Colab and Excel, loading CSV datasets, viewing and modifying data using Pandas, performing operations such as selecting columns, filtering rows and saving outputs.			
Number of Hours: 8			
Module-2			
Module-2: Data Cleaning and Visualization: Handling missing values, removing duplicates, sorting and filtering datasets using Excel and Pandas, introduction to data visualization, creating bar charts, line charts, pie charts and histograms using Excel or Matplotlib, interpreting visual outputs.			
Module-3			
Module-3: Prediction and Classification Tasks: Introduction to prediction models, using ready notebooks or tools for Linear Regression for sales prediction, Logistic Regression for classification tasks such as customer churn prediction, understanding model outputs and interpretation of results.			
Number of Hours: 9			
Module-4			
Module-4: Segmentation and Business Analytics Applications: Introduction to clustering techniques, using K-Means Clustering for customer segmentation, grouping datasets, interpreting cluster outputs for business decision making, introduction to AI applications in business analytics.			
Number of Hours: 8			
Module-5			
Module-5: Generative AI and AI-Based Business Applications: Using AI tools for generating emails, reports, product descriptions and marketing content, generating summaries of documents, creating			

images and presentation materials, AI-based task execution using datasets or business cases, preparation and presentation of AI-generated outputs.

Number of Hours: 8

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

Text books:

1. AI for Business – Doug Rose
2. Data Science for Business – Foster Provost & Tom Fawcett
3. Co-Intelligence: Living and Working with AI – Ethan Mollick
4. HBR Guide to Generative AI for Managers

Assessment Structure

Assessment Structure

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**.

BUSINESS INTELLIGENCE AND DATA MINING			
Course Code	3MAD106	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	3	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 role and value of Business Intelligence in modern organizations and explain how BI supports managerial decision-making. 2: Interpret BI dashboards, data visualizations, and analytical reports to extract meaningful insights for business action. 3: Apply data mining techniques such as classification, clustering, and association rule mining to solve real-world business problems. 4: Analyze data-driven business cases and evaluate the impact of BI and data mining solutions on Organisational performance. 5: Design a basic BI strategy and assess data governance and ethical frameworks suitable for an organization's needs.			
Module-1			
Module-1: Introduction to Business Intelligence: Meaning and importance of BI, data vs information vs insight, applications of BI in organizations, overview of BI tools, introduction to Excel datasets, filters and PivotTables.			
Number of Hours: 10			
Module-2			
Module-2: Data Handling and Visualization: Data sources, structured and unstructured data, basics of data cleaning, sorting and filtering, charts and graphs, dashboard concepts and KPIs.			
Module-3			
Module-3: Business Dashboards and Reporting: Dashboard design principles, storytelling with data, introduction to Power BI, creating simple dashboards and business reports.			
Number of Hours: 12			
Module-4			
Module-4: Introduction to Data Mining and Business Analytics: Concept of data mining, business applications, customer segmentation, sales trend analysis, descriptive and predictive analytics basics, ethical issues in business analytics.			
Number of Hours: 12			
Module-5			
Module-5: AI Tools for Business Applications: Use of AI tools for content generation, report summarization, business insights, AI-assisted decision making, introduction to predictive analytics and future trends in BI and analytics.			
Number of Hours: 10			

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

1. Business Intelligence: A Managerial Perspective on Analytics — Sharda, Delen & Turban, 3/e, Pearson Education, 2020.
2. Data Mining for Business Analytics — Shmueli, Bruce, Yahav, Patel & Lichtendahl, 3/e, Wiley India, 2017.
3. Competing on Analytics: The New Science of Winning — Davenport & Harris, Harvard Business Review Press, 2017.
4. Data Science for Business — Provost & Fawcett, O'Reilly Media, 2013.
5. The Data Warehouse Toolkit — Ralph Kimball & Margy Ross, 3/e, Wiley, 2013.

Assessment Structure**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**.