

II SEMESTER

HUMAN RESOURCE MANAGEMENT			
Course Code	3MAD201	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: 1: Explain the concepts, functions, and strategic role of HRM in digital and AI-driven organizations. 2: Apply modern HR practices in talent acquisition, workforce planning, and learning & development in technology-enabled environments. 3: Analyze performance management systems, compensation strategies, and employee engagement practices in digital workplaces. 4: Analyze ethical issues, employee well-being, and organizational policies in AI-enabled HR environments. 5: Evaluate emerging trends and future challenges in HRM, including AI integration and the future of work.			
Module-1			
Module-1: Introduction to Human Resource Management and Digital Transformation: Meaning, scope and importance of Human Resource Management, core functions of HRM, evolution from traditional HR to digital HR, strategic role of HR in organizations, HR as a strategic partner in innovation, impact of technology and automation on HR practices, changing role of HR managers.			
Number of Hours: 10			
Module-2			
Module-2: Talent Acquisition and Workforce Planning: Human resource planning, workforce planning in dynamic work environments, competency mapping, recruitment strategies including traditional and digital sourcing methods, selection process in digital environments, employer branding and talent attraction strategies, introduction to AI-based recruitment tools.			
Module-3			
Module-3: Training, Development and Employee Engagement: Training and development, methods of training including on-the-job and off-the-job methods, learning and development in organizations, continuous learning, reskilling and upskilling, career development and succession planning, employee engagement and employee experience in hybrid work environments, role of technology in learning.			
Number of Hours: 12			
Module-4			
Module-4: Performance Management and Compensation: Performance Management System (PMS), modern approaches to performance management, continuous feedback systems, managing employee productivity in remote and hybrid workplaces, compensation concepts including wages, salary, incentives and benefits, linking performance with rewards, overview of data-driven compensation decisions.			

Number of Hours: 12
Module-5
Module-5: Workplace Ethics, Employee Well-being and Future Trends: Concept of workplace ethics and ethical behaviour, ethical challenges in digital HR practices, workplace transparency and ethical communication, employee wellbeing, mental health and work-life balance, remote and flexible work arrangements, future trends and challenges in Human Resource Management.
Number of Hours: 10
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals): Text books: 1. Dessler, G. (2020). <i>Human resource management</i> (16th ed.). Pearson Education. 2. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2020). <i>Fundamentals of human resource management</i> (8th ed.). McGraw-Hill Education. 3. Mello, J. A. (2015). <i>Strategic human resource management</i> (4th ed.). Cengage Learning. 4. Aswathappa, K. (2021). <i>Human resource management: Text and cases</i> (9th ed.). McGraw-Hill Education. 5. University of Minnesota. (2016). <i>Human resource management</i>. University of Minnesota Libraries 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.

RESEARCH METHODS IN BUSINESS			
Course Code	3MAD202	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: 1: Explain the concepts, types, and processes of business research and research design. 2: Apply appropriate research designs, sampling techniques, and data collection methods for business problems. 3: Analyze research data using suitable analytical tools and interpret results for managerial decision-making. 4: Evaluate measurement, scaling techniques, and the reliability and validity of research instruments. 5: Develop structured research reports adhering to academic writing standards, ethical practices, and referencing norms.			
Module-1			
Module-1: Introduction to Business Research: Meaning, Objectives of Research, types of Research, Kinds of Research Approaches, Process of Research, Management Problem, defining the Research Problem, formulating the Research Hypothesis, developing the Research Proposals, Research Application in business decisions, Plagiarism and ethical issues in research, Features of a good research study. Number of Hours: 10			
Module-2			
Module-2: Business Research Design: Meaning, types and significance 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, Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.			
Module-3			
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: 12			
Module-4			
Module-4: Data Collection: Meaning, Types- Primary and Secondary. Primary Data collection methods: Observations, Survey, Interview techniques, and Questionnaire design. Secondary data Sources: Meaning, advantages and disadvantages. Measurement & Scaling: Primary Measurement Scales: Nominal, Ordinal, Interval, Ratio, Scaling techniques: Likert Scale, Semantic Differential, Thurstone Scale and MDS			

Number of Hours: 12
Module-5
Module-5: Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, types of research reports, Report structure, Academic writing standards, Referencing styles (APA/MLA), Intellectual Property Rights, its types
Number of Hours: 10
Suggested Learning Resources: (Text Book/ Reference Book/ Manuals):
Text books: 1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014. 2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007. 3. Business Research Methods: S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016. 4. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
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.

CORPORATE FINANCE			
Course Code	3MAD203	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: 1: Explain the concepts of corporate finance, financial environment, and risk–return relationships. 2: Apply time value of money and capital budgeting techniques for investment decision-making. 3: Analyze financing decisions, capital structure theories, and cost of capital in firms. 4: Analyze dividend policies and their impact on firm value and shareholder wealth. 5: Evaluate working capital management strategies and financial decisions in dynamic business environments.			
Module-1			
Module-1: Introduction to Corporate Finance and Financial Environment: Nature, scope and importance of Corporate Finance, financial goals: profit maximization vs wealth maximization, functions of finance manager, time value of money including present value and future value concepts, risk and return concepts, financial environment and overview of financial markets and institutions.			
Number of Hours: 8			
Module-2			
Module-2: Financial Markets and Investment Decisions: Structure of Indian financial system, money market and capital market instruments, role of SEBI and financial institutions, introduction to derivatives including futures and options, meaning and significance of capital budgeting, Payback Period and Accounting Rate of Return (ARR) techniques, project evaluation and decision making.			
Module-3			
Module-3: Capital Budgeting and Financing Decisions: Discounted cash flow techniques including Net Present Value (NPV), Internal Rate of Return (IRR) and Profitability Index, capital rationing and risk analysis in capital budgeting, sources of finance, capital structure theories including Net Income, Net Operating Income and Modigliani-Miller approaches, cost of capital including cost of debt, cost of equity and Weighted Average Cost of Capital (WACC).			
Number of Hours: 14			
Module-4			
Module-4: Leverages, Dividend and Working Capital Management: Operating, financial and combined leverage, EBIT–EPS analysis, dividend policy and determinants, Walter’s model, Gordon’s model and MM dividend theory, forms of dividends, concepts and importance of working capital, operating cycle and cash conversion cycle, management of cash, receivables and inventory.			
Number of Hours: 14			
Module-5			
Module-5: Contemporary Issues in Corporate Finance: Financing of working capital and working capital policies, corporate governance and ethical issues in finance, FinTech and digital finance, ESG			

investing, sustainability in finance, contemporary trends and challenges in corporate finance and financial decision making.

Number of Hours: 8

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

Text books:

1. Financial Management, I. M. Pandey, Vikas Publishing House, Latest Edition.
2. Corporate Finance, Stephen A. Ross, Randolph W. Westerfield & Jeffrey Jaffe, 12/e, McGraw Hill Education, Latest Edition.
3. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill Education, Latest Edition.
4. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers & Franklin Allen, 14/e, McGraw Hill Education, Latest Edition.
5. Financial Management, M. Y. Khan & P. K. Jain, 8/e, McGraw Hill Education, 2018.
6. Corporate Finance: Theory and Practice, Aswath Damodaran, Wiley India, Latest Edition.

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**.

ENTREPRENEURSHIP DEVELOPMENT & LEGAL ASPECTS			
Course Code	3MAD204	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: 1: Explain the concepts, types, and significance of entrepreneurship and its role in economic development. 2: Apply creativity and innovation techniques to identify and evaluate viable business opportunities. 3: Develop a comprehensive business plan for a new venture. 4: Analyze legal frameworks, regulatory requirements, and compliance aspects involved in starting and operating a business. 5: Evaluate strategies for managing, growing, and sustaining ventures, including ethical and sustainability considerations.			
Module-1			
Module-1: Introduction to Entrepreneurship: Concept, nature and significance of entrepreneurship in economic development, characteristics, traits and competencies of successful entrepreneurs, types of entrepreneurs, entrepreneurial ecosystem in India, institutional support and government initiatives, challenges and barriers faced by entrepreneurs.			
Number of Hours: 10			
Module-2			
Module-2: Creativity, Innovation and Opportunity Identification: Creativity and innovation in entrepreneurship, distinction between creativity and innovation, techniques for idea generation including brainstorming, SCAMPER and design thinking, opportunity identification, screening and evaluation, market research and feasibility analysis, business model canvas, case studies of startups.			
Module-3			
Module-3: Business Planning and Venture Creation: Concept and importance of business plans, components and preparation of business plans, forms of business organization including sole proprietorship, partnership, company and LLP, steps involved in starting a new venture, startup ecosystem support including incubators and accelerators, sources of finance including bootstrapping, angel investors, venture capital and crowdfunding.			
Number of Hours: 12			
Module-4			
Module-4 (8 Hours): Legal Framework and Financial Management for Entrepreneurs: Legal requirements and procedures for starting a business in India, company formation and registration, Intellectual Property Rights (IPR) including patents, trademarks and copyrights, basics of taxation including GST and income tax, financial management basics for entrepreneurs, operations and marketing strategies for startups.			
Number of Hours: 12			
Module-5			

Module-5: Managing Growth, Ethics and Sustainability: Growth and scaling strategies, risk management and crisis handling, exit strategies including mergers, acquisitions and IPOs, business ethics in entrepreneurship, Corporate Social Responsibility (CSR), sustainable and social entrepreneurship, analysis of startup failures and case studies of successful and failed ventures.

Number of Hours: 10

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

Text books:

1. Entrepreneurship: Theory, Process, Practice, Latest Edition, Cengage Learning.
2. Entrepreneurship Development, Latest Edition, S. Chand Publishing.
3. Entrepreneurship, Latest Edition, McGraw Hill Education.
4. The Lean Startup, Latest Edition, Crown Business.
5. Business Law, Latest Edition, Sultan Chand & Sons.
6. Mercantile Law, Latest Edition, Vikas Publishing.
7. Intellectual Property Rights, Latest Edition, Eastern Law House.
8. Fundamentals of Entrepreneurship and Small Business Management, Latest Edition, Pearson Education.

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**.

BIG DATA MANAGEMENT AND SECURITY (LAB)			
Course Code	3MAD205	Scheme	2026
Type of Course	PCC	Semester	II
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 data management, Power BI environment, and data handling concepts. 2: Apply data cleaning, transformation, and modeling techniques using Power BI tools. 3: Apply data analysis techniques using DAX and generate meaningful insights from datasets. 4: Analyze data visualizations and dashboards to support business decision-making. 5: Evaluate and present business reports using Power BI, incorporating data sharing and security practices.			
Module-1			
Module-1: Introduction to Power BI and Data Import: Introduction to Power BI interface and components, importing data from Excel and CSV files, understanding data view and model view, basics of dataset handling, introduction to Power Query, cleaning and formatting datasets, handling missing values and removing duplicates.			
Number of Hours: 7			
Module-2			
Module-2: Data Transformation and Data Modeling: Using Power Query for data transformation, sorting and filtering datasets, merging and appending tables, creating relationships between tables, managing data models and preparing structured datasets for business analysis.			
Module-3			
Module-3: Data Analysis using Power BI: Introduction to DAX concepts, creating calculated columns and measures, performing aggregations and calculations, analysing trends and patterns, generating summaries and business insights from datasets.			
Number of Hours: 9			
Module-4			
Module-4: Data Visualization and Dashboard Creation: Creating visualizations including bar charts, line charts, pie charts, tables and cards, designing interactive dashboards, applying filters and slicers, dashboard formatting and presenting insights effectively.			
Number of Hours: 9			
Module-5			
Module-5: Business Reporting and Data Sharing: Developing business reports using Power BI, analysing sales, customer and financial data, creating dashboards for managerial decision making, publishing reports using Power BI Service, dashboard sharing, access control and data security basics, presentation of business insights and reports.			
Number of Hours: 8			

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

1. Data Science for Business – Foster Provost & Tom Fawcett
2. Microsoft Power BI Cookbook – Brett Powell
3. Storytelling with Data – Cole Nussbaumer Knaflie
4. Fundamentals of Business Analytics – RN Prasad & Seema Acharya

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**.

INTRODUCTION TO MACHINE LEARNING(LAB)			
Course Code	3MAD206	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	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: Recall key ML concepts and explain how Machine Learning differs from traditional software and statistical methods. 2: Explain how supervised and unsupervised learning techniques are applied to solve common business problems in marketing, finance, and HR. 3: Apply beginner-level ML tools (Orange, Teachable Machine, Google Colab) to perform classification, clustering, and sentiment analysis on real datasets. 4: Analyze ML-generated business insights and evaluate model outputs to support managerial decision-making. 5: Design a high-level ML project plan for a business problem and assess the ethical, legal, and strategic implications of ML adoption in an organisation.			
Module-1			
Module-1: Introduction to Machine Learning and AI: Meaning of AI and Machine Learning, difference between traditional software and ML, types of ML including supervised, unsupervised and reinforcement learning, training data, models and prediction, business applications of ML, importance of ML for managers. Lab: Using Google Teachable Machine for simple image classification and understanding training data and prediction concepts. Number of Hours: 10			
Module-2			
Module-2: Supervised Learning for Business Decisions: Concept of supervised learning, classification and regression with business examples, decision trees and business decision making, model accuracy and overfitting concepts, applications in marketing, HR and finance. Lab: Using Orange Data Mining tool to create a simple decision tree model and observe prediction accuracy.			
Module-3			
Module-3: Unsupervised Learning and Customer Analytics: Concept of unsupervised learning, clustering and customer segmentation, K-Means clustering, association rule mining and recommendation systems, managerial applications of pattern discovery. Lab: Using Google Colab with pre-written notebooks to observe customer segmentation and cluster visualization. Number of Hours: 12			
Module-4			

Module-4: Natural Language Processing and Business Applications: Introduction to NLP, sentiment analysis, text classification, chatbots and recommender systems, applications in customer service, marketing and business analytics.

Lab: Using MonkeyLearn or similar tools for customer review sentiment analysis and interpretation of results.

Number of Hours: 12

Module-5

Module-5: ML Strategy, Ethics and Future Trends: ML applications in marketing, finance, HR and operations, CRISP-DM framework for managers, ethical issues in ML including bias and privacy, responsible AI, Generative AI and future trends in business.

Lab: Using ChatGPT or Microsoft Copilot for AI-assisted business analysis and evaluating AI-generated recommendations.

Number of Hours: 10

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

Text books:

1. The Hundred-Page Machine Learning Book — Andriy Burkov, 2019 (Beginner-friendly, concise).
2. Machine Learning for Business — Doug Hudgeon & Richard Nichol, O'Reilly Media, 2018.
3. Prediction Machines: The Simple Economics of Artificial Intelligence — Agrawal, Gans & Goldfarb, Harvard Business Review Press, 2018.
4. Human + Machine: Reimagining Work in the Age of AI — Daugherty & Wilson, Harvard Business Review Press, 2018.
7. 5. Data Science for Business — Provost & Fawcett, O'Reilly Media, 2013.

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**.