

## Semester - 1

25MB101PC: MANAGEMENT & ORGANIZATIONAL BEHAVIOR	
1	Interpret fundamental management concepts and functions and theories of management
2	Apply the process of planning and decision-making by using various models in the organizational context.
3	To apply and analyze the principles of organizing and controlling in the managerial context.
4	To examine the impact of individual and group behaviors in organizations.
5	To assess effective leadership styles and motivational strategies in the workplace for effective management.

25MB102PC: BUSINESS ECONOMICS	
1	Examine the basic concepts of business economics and its role in managerial decision-making.
2	Analyze the impact of demand and supply in establishing market equilibrium.
3	Analyze the relationship between production output and cost structures to identify optimal production levels and cost efficiencies.
4	Assess the characteristics of various market structures and their impact on firm conduct, performance and pricing decisions.
5	Design effective pricing strategies for products and services based on market conditions and economic analysis.

25MB103PC: FINANCIAL REPORTING AND ANALYSIS	
1	Understand the various fundamental concepts and principles of accounting
2	Apply the accounting process including journal entries, ledger posting and trial balance preparation.
3	Analyze the depreciation and goodwill using appropriate valuation methods and assess their financial impact on organization.
4	Examine financial statements using horizontal and vertical analysis to interpret financial performance.
5	Assessing the firm's financial performance using ratio analysis for effective decision-making.

25MB104PC: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS	
1	Summarize the basic concepts of research and measurement of variables.
2	Interpret various types of research design and data collection tools and methods for research process.
3	Apply different methods of representing data through Graphs and Tables and various small tests used for hypothesis testing.
4	Analyze the application of suitable statistical tools for interpretation of Qualitative & Quantitative data
5	Examine time series data analysis and importance of writing research report.

25MB105PC: LEGAL AND BUSINESS ENVIRONMENT	
1	Understand the Legal and Regulatory Framework for incorporating a company in India.
2	Apply the Law of Contract & Sale of Goods Act in business transactions.
3	Analyze the salient features of Negotiable Instruments Act and RBI guidelines on Digital Transactions.
4	Analyze the reforms undertaken by the Government with respect to the challenging business environments.
5	Examine different Legal Regulations and Environmental Laws related to business.

25MB111OE: ESG AND SUSTAINABILITY MANAGEMENT (OPEN ELECTIVE-1)	
1	Understand ESG concepts and sustainability in modern business.
2	Analyze the impact of environmental, social, and governance factors on business performance and stakeholder value.
3	Develop strategies for integrating ESG principles into business operations and decision-making.
4	Evaluate global frameworks, standards, and regulations related to ESG and sustainability.
5	Apply governance structures and formulate ethical decision-making frameworks.

25MB112OE: CYBERSECURITY (OPEN ELECTIVE - 1)	
1	Define and explain key cybersecurity concepts, terminologies, and frameworks.
2	Identify and classify cyber threats, threat actors, and legal considerations.
3	Apply organizational security practices, controls, and incident response plans
4	Evaluate the effectiveness of cybersecurity technologies and frameworks.
5	Formulate strategies to protect data and privacy in evolving tech contexts

25MB113OE: CROSS CULTURAL MANAGEMENT (OPEN ELECTIVE -1)	
1	Understand the importance of cross culture in the conduct of business.
2	Analyze various value orientations and dimensions of management.
3	Assess culture and leadership, culture and strategy, cultural change in organizations.
4	Analyze the impact of cross-cultural business communications to identify barriers to intercultural interactions and international negotiations.
5	Evaluate the processes in international settings and approaches to cross cultural team management.

25MB114OE: BANKING AND INSURANCE (OPEN ELECTIVE-1)	
1	Describe how banking started and grew in India, the different types of banks, and the work of RBI and commercial banks.
2	Explain how banks work, including opening accounts, payment methods, and checking credit risk.
3	Understand what insurance is, how it works, and how policies are issued and claims are handled.
4	Understand the rules and regulations for banks and insurance companies, including anti- money laundering and KYC.
5	Discuss how banks and insurance companies manage risks and use new technology like fintech, digital wallets, and AI.

25MB106PC: BUSINESS COMMUNICATION LAB	
1	Interpret the various modes of communication and its application in business.
2	Categorize the various business writing skills and improve the readability of written communication.
3	Justify the importance of writing business reports and proposals.
4	Examine the necessary skills to enhance employability.
5	Exemplify the need for upskilling on the contemporary aspects of business communication.

25MB107PC: STATISTICAL DATA ANALYSIS LAB	
1	Identify the functions of MS Excel and SPSS for data analysis.
2	Examine the practice of data management and formatting using templates and tools in Excel/SPSS.
3	Analyze data using charts, graphs, analysis of data using graphs, tables, worksheets, pivot tables, pivot charts for meaningful insights.
4	Justify the usage of suitable statistical tools and techniques for data analysis.
5	Evaluate the usage of various statistical tests for effective decision-making.

## Semester-2

25MB201PC: HUMAN RESOURCE MANAGEMENT	
1	Understand the concepts, significance and role of Human Resource Management in an Organization.
2	Interpret job analysis, recruitment and selection including modern approaches like e- recruitment.
3	Evaluate and implement training, development and performance appraisal systems that align with individual and organizational goals.
4	Analyze the importance of effective Compensation, Rewards and Employee Welfare measures in Organizations to improve the productivity of the employees.
5	Examine employee relations, grievance redressal mechanisms, separation policies and labor laws on health and safety to ensure effective HR governance.

25MB202PC: MARKETING MANAGEMENT	
1	Understand the core concepts of marketing, marketing environment and process of Marketing Research.
2	Analyze market opportunities and customer value with the help of marketing mix variables.
3	Design a customer driven strategy through Market Segmentation, Targeting and Positioning.
4	Analyze the significance of Distribution decisions, Promotion & Communication strategies.
5	Assess the importance of pricing decisions and contemporary marketing topics.

25MB203PC: FINANCIAL MANAGEMENT	
1	Interpret the fundamental concepts, objectives and the evolving role of financial management within a business entity.
2	Implement various analytical techniques to make sound capital budgeting decisions for long- term investments.
3	Analyze different theories and factors influencing capital structure decisions to determine an optimal mix of debt and equity financing.
4	Assess various dividend theories and policies to determine the appropriate distribution of earnings to shareholders while considering firm value.
5	Develop comprehensive strategies for effectively managing working capital to ensure both liquidity and operational efficiency.

25MB204PC: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	
1	Analyze various OR models and evaluate their applications in solving managerial problems.
2	Evaluate and solve Linear Programming Problems using graphical, simplex methods and interpret the results.
3	Apply various methods to compute optimal solutions for assignment and transportation models.
4	Design decision trees and analyze networks to determine critical paths and project duration.
5	Analyze queuing models and game theory concepts in operations management.

25MB205PC: ENTREPRENEURSHIP AND DESIGN THINKING	
1	Understand the qualities, skills, competencies of entrepreneurs and their role in economic development.
2	Analyze the various strategic perspectives and their suitability for different types of ventures.
3	Interpret the opportunities and challenges of entrepreneurship.
4	Summarize the significance and implementation of principles and process of Design Thinking.
5	Appreciate the importance of Creativity in developing prototypes, testing ideas and the process of implementation of Design Thinking.

25MB206PC: PRODUCTION AND OPERATIONS MANAGEMENT	
1	Understand the concepts of production and operations management in an organization.
2	Analyze the steps involved in product design for value analysis.
3	Examine the various aspects of plant location and layout.
4	Summarize the process and factors that influence scheduling.
5	Interpret the various aspects of materials management like e-Procurement, Green Purchasing.

25MB221OE: PROJECT MANAGEMENT (OPEN ELECTIVE -2)	
1	Understand the key characteristics of projects, outline the stages of the project life cycle, and diverse applications of projects across various sectors.
2	Apply project planning principles and conduct comprehensive feasibility studies to appraise project viability.
3	Evaluate the financial viability of projects using standard project evaluation techniques and cost analysis.
4	Apply tools and methodologies for effective project execution, monitoring, and control, by using agile approaches.
5	Interpret the human and organizational factors critical for successful project management.

25MB222OE: BUSINESS ETHICS & CORPORATE GOVERNANCE (OPEN ELECTIVE-2)	
1	Understand the Need for Business Ethics and Corporate Governance in India.
2	Apply Knowledge of Established Methodologies of Solving Professional Ethical Issues.
3	Learn Codes and Committees in Corporate Governance.
4	Understand the Role of Board in Corporate Governance.
5	Assess the Stakeholder perspective of Corporate Governance

25MB223OE: INTERNATIONAL BUSINESS (OPEN ELECTIVE-2)	
1	Understand the concepts, principles and theories of International Business.
2	Interpret various International Trade Theories and foreign trade
3	Categorize various Regional Economic Integrations and Multilateral Trade Agreements.
4	Understand the Strategy and Structure of International Business with the help of Value Chain Analysis, Environmental Scanning, Strategic Alliances.
5	Gain knowledge of the contribution of various international agencies in International Business Operations.

25MB224OE: E-Commerce (OPEN ELECTIVE-2)	
1	Analyze the growth patterns of Indian e-commerce and differentiate between the strategies of Flipkart and Amazon India.
2	Compare B2B, B2C, C2C, C2B, and hybrid models and evaluate the impact of technologies like AI, ML, blockchain, and UPI on the Indian e-commerce ecosystem.
3	Assess the effectiveness of payment gateways, security mechanisms, and logistics models including 3PL and hyperlocal delivery in the Indian context.
4	Share examples of companies that explain their business approaches. Apply strategies like influencer marketing, WhatsApp commerce, and vernacular content to rural and Tier 2/3 markets.
5	Understand and Apply regulations to meet Compliances.

25MB207PC: START-UP / MSME / INNOVATION DEVELOPMENT PLAN / SECTOR SPECIFIC REPORT	
1	Analyze organizational structures
2	Evaluate functional processes.
3	Identify challenges and opportunities.
4	Develop actionable insights or innovative solutions aligned with business goals.
5	Apply theoretical knowledge to real world business problems

## Semester-3

25MB301PC: SUPPLY CHAIN MANAGEMENT	
1	Understand the cyclical perspective of logistics and supply chain process.
2	Learn about the distribution, transportation, warehousing related issues and challenges in supply chain.
3	Appreciate the significance of network design in the supply chain.
4	Appreciate the significance of network design in the supply chain.
5	Appreciate the role of coordination and technology in supply chain management.

25MB302PC: AI FOR BUSINESS	
1	Define AI and describe its uses and importance in business.
2	Explain different types of AI and how companies can plan for AI implementation.
3	Identify how AI helps improve business areas such as customer service, finance, HR, and operations.
4	Understand the use of AI agents, robots, and the link between AI, machine learning, and data science.
5	Discuss the ethical and legal issues in AI, including fairness, data privacy, and accountability.

25MB303PC: BUSINESS ANALYTICS	
1	Understand the importance of business analytics in practice.
2	Learn various rural marketing strategies
3	Learn challenges of data modelling.
4	Understand the aspects data mining.
5	Learn Monte Carlo simulation, risk analysis and decision tree analysis.

25MB311PE: DIGITAL MARKETING (Professional Elective-1)	
1	Understand Evolution of digital marketing, its strategies and platforms.
2	Learn the relevance of digital marketing channels.
3	Learn the significance of digital marketing.
4	Understand the relevance of online advertising.
5	Understand the methods of measuring the digital media performance.

25MB312PE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (Professional Elective-1)	
1	Understand the Indian financial system and also about Investment.
2	Learn the relevance of risk and returns.
3	Learn various influences bond valuation and management.
4	Understand the relevance of equity valuation of cash market and derivatives.
5	Identify the need for mutual funds in India.

25MBA314PE: STARTUP AND MSME MANAGEMENT (Professional Elective-1)	
1	Understand various Startup opportunities.
2	Learn Business Startup, Ideation, and Venture Choices.
3	Learn Legal and other requirements for new ventures.
4	Learn Problems of entrepreneurs.
5	Understand the Forms of Financial support.

25MB321PE: SALES AND PROMOTION MANAGEMENT (Professional Elective-2)	
1	Understand Evolution of Sales and Promotion Management.
2	Learn the relevance of various types of Advertising
3	Appreciate the significance of sales management.
4	Assess the relevance of sales promotion strategies.
5	Appreciate the need for the distribution channels.

25MB322PE: FINTECH (Professional Elective-2)	
1	Describe what FinTech is and how it is changing the finance industry.
2	Identify key technologies that support FinTech systems.
3	Explain how banks and lenders use FinTech to serve customers better.
4	Discuss how FinTech is used in capital markets and other sectors like insurance and real estate.
5	Recognize the challenges, rules, and social benefits related to FinTech.

25MB323PE: LEARNING AND DEVELOPMENT (Professional Elective-2)	
1	Explain key learning theories and relate them to workplace learning outcomes. (Bloom: Understand)
2	Identify and assess training needs aligned with business strategy. (Bloom: Analyze)
3	Design effective training programs using both traditional and technology-enabled methods. (Bloom: Apply, Create)
4	Develop frameworks for employee and management development interventions. (Bloom: Apply)
5	Evaluate and respond to modern trends and challenges such as diversity training, virtual work training, and career management.

25MB324PE: FAMILY BUSINESS MANAGEMENT (Professional Elective-2)	
1	Understand various Startup opportunities.
2	Learn Business Startup, Ideation, and Venture Choices.
3	Learn Legal and other requirements for new ventures.
4	Learn Problems of entrepreneurs.
5	Understand Forms of Financial support.

25MB331PE: BRAND MANAGEMENT AND CONSUMER BEHAVIOR (Professional Elective-3)	
1	Demonstrate the significance of brand Management, branding strategies, brand loyalty, positioning and brand valuation.
2	Understand brand equity, Measuring Sources, Outcome of Brand Equity, designing & Implementing Branding Strategies.
3	Describe the concept of consumer behavior, consumer research, marketing strategy and models.
4	Discuss Consumer Motivation, Personality: Learning Memory and the concept of Involvement.
5	Evaluate Cultural and Social Influences on Consumer Behavior and understand the Consumer Decision Process.

25MB332PE: STRATEGIC COST AND MANAGEMENT ACCOUNTING (Professional Elective-3)	
1	Understand the cost analysis and control.
2	Learn the relevance of unit, job, process costing for strategic decisions.
3	Learn various aspects of activity-based management
4	Understand the role of types of budgets and the budgeting process in non-profit organizations.
5	Identify the need for establishing cost standards.

25MB333PE: EMPLOYEE RELATIONS (Professional Elective-3)	
1	Understand the changing nature of Labour/Workforce in India and appreciate the need for knowing and maintaining good relations with Industry and Trade Unions.
2	Learn the legal framework/process of Collective Bargaining and the aspects of Negotiation, Social Security and Drafting of Agreements.
3	Learn various aspects of Tripartism, Social Dialogue and the role of Government in Industrial Relations
4	Understand the salient features of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc. and the need for maintenance of good Employee Relations
5	Understand the salient features of Acts such as Industrial Disputes Act, Occupational Safety, Health and Working Conditions Code etc.

25MB334PE: INNOVATION AND ENTREPRENEURSHIP (Professional Elective-3)	
1	Gain an understanding of the concepts and processes of creativity and appreciate the need for improving the quality of creativity.
2	Learn the methods of creative problem solving.
3	Orient themselves on developing creative intelligence and unblock their creative energies
4	Learn the concepts and methods of innovation and ideation and the theories of outsourcing new product development.
5	Develop a perspective of micro and macro level innovation.

25MB304SD: DATA VISUALIZATION LAB	
1	Demonstrate basic proficiency in data import, cleaning, and visualization tools
2	Generate appropriate charts and plots for univariate, bivariate, and multivariate data.
3	Construct interactive dashboards and visual reports for business decision-making.
4	Apply ethical visualization techniques by avoiding misleading representations of data.
5	Interpret and communicate data insights through storytelling using business or SDG datasets.

22MB305PC: SUMMER INTERNSHIP	
1	Management Functions and Organizational Structure
2	Organizational Dynamics in terms of Organizational Behaviour, Culture and Climate
3	Functional Domain Knowledge
4	Processes and Systems
5	External and Internal Environment Impact on the Organization.

**SEMESTER - IV**

25MB401PC: STRATEGIC MANAGEMENT	
1	Understand the importance of strategic management process.
2	Learn various market life cycle models for strategic analysis.
3	Learn Strategies for competing in global markets and internet economy.
4	Appreciate the need for having appropriate Turnaround and Diversification Strategies.
5	Understand the aspects of strategy evaluation and control.

25MB441PE: INTERNATIONAL MARKETING (Professional Elective-4)	
1	Understand the Global Marketing Management
2	Learn the relevance of WTO, EXIM Policy.
3	Learn various influences of Global Consumer
4	Understand the relevance of International Marketing Mix, distribution promotion strategies.
5	Identify the need for E-Marketing channels.

25MB442PE: INTERNATIONAL FINANCIAL MANAGEMENT (Professional Elective-4)	
1	Understand recent changes and challenges in International Financial Management.
2	Learn Factors affecting International Trade flows
3	Learn various aspects about International Stock market.
4	Understand the uses of exchange rates.
5	Examine the importance of International Financing.

25MB443PE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (Professional Elective-4)	
1	Differentiate IHRM from domestic HRM, analyze international HR structures, and articulate the strategic role of IHRM in global organizations.
2	Design global staffing strategies, manage expatriate cycles, and address talent management issues in multinational corporations.
3	Interpret cultural frameworks, handle intercultural challenges, and recommend leadership strategies suitable for cross-cultural environments.
4	Construct compensation structures and performance appraisal frameworks appropriate for international employees and expatriates.
5	Evaluate emerging trends in IHRM and suggest adaptable HR strategies in dynamic and diverse international environments.

25MB444PE: ENTREPRENEURIAL FINANCE (Professional Elective-4)	
1	Understand Financing through venture lifecycle in a company.
2	Learn Startup and First Round Financing Sources.
3	Learn the significance of Financial Planning throughout the Venture's life cycle.
4	Understand Mechanics of venture valuation.
5	Understand the importance of venture capital financing.

25MB451PE: SERVICES AND RETAIL MANAGEMENT (Professional Elective-5)	
1	Explain the components of the services marketing mix and evaluate consumer Behaviour and service recovery strategies in various service contexts.
2	Construct service blueprints and assess the service quality using models like the GAP model, and recommend strategies for service excellence and ethics
3	Analyze retail strategies and differentiate between various retail formats while evaluating retail opportunities in India, including rural markets.
4	Design effective store layouts and formulate merchandise presentation strategies that enhance the customer experience.
5	Develop strategic pricing and promotional plans for different retail formats, including e-tailing, while assessing site attractiveness and demand factors.

25MB452PE: RISK MANAGEMENT AND FINANCIAL DERIVATIVES (Professional Elective-5)	
1	Understand risk management and derivatives.
2	Learn the relevance of Basel norms, types of risks.
3	Learn various aspects about Derivatives Market in India.
4	Understand the uses of options strategies.
5	Examine the importance of SWAP Market.

25MB453PE: LEADERSHIP AND CHANGE MANAGEMENT (Professional Elective-5)	
1	Gain an understanding of the concepts and principles of leadership by studying the contributions made by various philosophers and Universities.
2	Learn from the various theories and styles of leadership and their contribution to the subject matter of leadership from time to time
3	Appreciate the role of leader in the ever-changing business scenario and gain knowledge of various models of change.
4	Understand the role of power, politics and conflicts in times of change, management of resistance to change in the process of implementing organizational change.
5	Gain insights of the process organizational development from a consultative perspective.

25MB454PE: ENTREPRENEURIAL MARKETING (Professional Elective-5)	
1	Understand Marketing mix of an enterprise.
2	Learn the Growth and marketing strategies.
3	Learn Market Development strategies.
4	Understand entrepreneurial communication.
5	Understand the importance of entrepreneurial marketing.

25MB461PE: MARKETING ANALYTICS (Professional Elective-6)	
1	Learn the Concepts of Marketing Analytics and their relevance in business.
2	Use MS Excel to deal with Marketing Data at basic level.
3	Appreciate Customer's journey through Product Selection Process and Customer Lifetime Value
4	Conduct Analysis in Determining the Pricing Strategies and
5	Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

25MB462PE: FINANCIAL ANALYTICS (Professional Elective-6)	
1	Understand techniques of financial statements.
2	Learn the relevance of time value money
3	Learn various aspects of capital budgeting.
4	Understand industry, technical and economic analysis.
5	Learn duration of bond and immunization strategies.

25MB463PE: HR ANALYTICS (Professional Elective-6)	
1	Describe the importance, scope, and levels of HR analytics
2	Apply data examination techniques and compare HR analytics models.
3	Use MS Excel to analyze HR metrics across various processes.
4	Create dashboards, perform pivot analysis, and apply basic diagnostics
5	Apply predictive models and design basic prescriptive solutions.

25MB464PE: TECHNOLOGY BUSINESS INCUBATION (Professional Elective-6)	
1	Understand various Startup opportunities
2	Learn Business Startup, Ideation, and Venture Choices.
3	Learn Legal and other requirements for new ventures.
4	Learn Problems of entrepreneurs.
5	Understand Forms of Financial support.

25MB461SD: MARKETING ANALYTICS – LAB	
1	Learn the use MS EXCEL to deal with marketing data at basic level
2	Understand the process of optimizing clusters for market segmentation and positioning
3	Conduct analysis in determining the pricing strategies
4	Measure the effectiveness of promotion.
5	Appreciate customer's journey through product selection process and customer lifetime value

25MB462SD: FINANCIAL ANALYTICS LAB	
1	Ability to present financial performance insights to management.
2	Understand and learn how to assess stock risk and market sensitivity.
3	Analyze to evaluate competing projects under risk and cost of capital.
4	Understand flexibility in project decisions through real options.
5	Understand expected yield vs realized return, credit risk migration & bond–market sensitivity

25MB463SD: HR ANALYTICS LAB	
1	Apply measures of central tendency, variability, correlation, and regression to summarize and interpret HR datasets.
2	Use MS Excel and Power BI tools to organize, explore, and visualize HR data for decision-making.
3	Analyze HR processes such as employee attrition, workforce demographics, performance management, and recruitment using Excel.
4	Design and develop interactive dashboards in Power BI to track HR metrics, employee engagement, diversity, and training ROI.
5	Apply predictive analytics methods, including classification algorithms and ANOVA, to forecast HR outcomes and evaluate workforce trends.

25MB464SD: TECHNOLOGY BUSINESS INCUBATION AND IDEA – LAB	
1	Understand various TBI startup opportunities provided by various institutions.
2	Learn various concepts related to starting a TBI.
3	Learn Legal and other requirements for new ventures.
4	Analyze the trends in TBIs on the basis of their age, sponsors, objectives etc.
5	Recommend policy improvements for the growth of new TBIs in India.