

ANNAMACHARYA UNIVERSITY

(Estd A.P. Private Universities (Establishment and Regulation) Act, 2016)
RAJAMPET-516126, YSR Kadapa District, A.P, INDIA

COURSE STRUCTURE AND SYLLABI of MBA for the students admitted to

MBA Regular Two-Year Postgraduate Degree Programme from the Academic Year 2026-27

COURSE STRUCTURE
MASTER OF BUSINESS ADMINISTRATION

I Year I Semester

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	C
1	PCC	26EMBA11T	Management Perspectives and Organizational Behaviour	3	0	0	3
2	PCC	26EMBA12T	Business & Legal Environment	3	0	0	3
3	PCC	26EMBA13T	Economic analysis for Business Decisions	3	0	0	3
4	PCC	26EMBA14T	Design Thinking and Start-up Management	3	0	0	3
5	PCC	26EMBA15T	Accounting for Managers	3	1	0	4
6	BSC	26EMAT11T	Business Statistics for Managers	3	1	0	4
7	HSC	26EENG11T	Managerial Communication	3	0	0	3
Lab Courses							
8	PCC	26EMBA16P	Career Development – I	0	0	3	1.5
9	FC	26EMBA17L	Information Technology for Managers – Lab	0	0	3	1.5
10	AU	26EMBA18T	Human Values and Business Ethics	2	0	0	0
			Total credits				**26**

Category	Credits
Management Professional Courses	17.5
Basic Science Courses	04
Humanities Courses	03
Computer Application	1.5
Total Credits	**26**

Semester II (First-year)

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	C
1	PCC	26EMBA21T	Human Resource Management	3	0	0	3
2	PCC	26EMBA22T	Financial Management	3	1	0	4
3	PCC	26EMBA23T	Marketing Management	3	0	0	3
4	PCC	26EMBA24T	Production and Operations Management	3	0	0	3
5	PCC	26EMBA25T	Business Research Methods Using SPSS	3	0	2	4
6	PCC	26EMBA26T	Management Information System	3	0	0	3
7	BSC	26EMAT21T	Optimization Techniques	3	1	0	4
Lab Courses							
8	PCC	26EMBA27P	Career Development – II	0	0	3	1.5
9	HSC	26EENG21L	Business Communication –Lab	0	0	3	1.5
10	AU	26EMBA29T	Technical writing and Intellectual property Rights	2	0	0	0
			Total credits				**27**

Category	Credits
Management Professional Courses	21.5
Basic Science Courses	04
Humanities and Social Sciences	1.5
Computer Application	00
Total Credits	**27**

II Year I Semester

SNo.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	C
1	PCC	26EMBA31T	Business Analytics	3	0	0	3
2	PCC	26EMBA32T	Green Business Management	3	0	0	3
3	PCC	26EMBA33T	Strategic Management	3	0	0	3
4	PEC-I	Four electives to be chosen by the students from any Two domains (Two from each Domain) from Finance, Marketing, Human Resource Management and Business Analytics		3	0	0	3
5	PEC-II			3	0	0	3
6	PEC-III			3	0	0	3
7	PEC-IV			3	0	0	3
8	Seminar	26EMBA34P	Seminar	0	0	3	1.5
9	PCC	26EMBA35L	Business Analytics Lab			3	1.5
10	PCC	26EMBA36P	Internship	0	0	8 Weeks	2
11	PCC	26EMBA37P	MOOCS	0	0	12 Weeks	3
						Total credits	**29**

Category	**Credits**
Professional Core Courses	10.5
Professional Elective Courses	12
Seminar	1.5
Internship	2
MOOC's	3
Total Credits	**29**

II Year II Semester

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	C
1	PCC	26EMBA41T	Industry 4.0 and Innovation	3	0	0	3
2	PCC	26EMBA42T	Corporate Social Responsibility	3	0	0	3
3	PEC-V	Two electives to be chosen by the students from any Two domains (One from each Domain) from Finance, Marketing, Human Resource Management and Business Analytics.		3	0	0	3
4	PEC-VI			3	0	0	3
5	Project	26EMBA43P	Comprehensive Project Work	0	0	0	8
						Total credits	**20**

Category	**Credits**
Professional Core Courses	06
Professional Elective Courses	06
Project	8
Total Credits	**20**

FUNCTIONAL ELECTIVES

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	C
BUSINESS ANALYTICS							
1	PEC	26EMBA3AT	Marketing Analytics	3	0	0	3
2	PEC	26EMBA3BT	Financial Analytics	3	0	0	3
3	PEC	26EMBA3CT	Human Resource Analytics	3	0	0	3
4	PEC	26EMBA3DT	Supply Chain Analytics	3	0	0	3
5	PEC	26EMBA3ET	Data Visualization for Managers	3	0	0	3
6	PEC	26EMBA3FT	Data Science using R	3	0	0	3
7	PEC	26EMBA4AT	Web Analytics	3	0	0	3
8	PEC	26EMBA4BT	Predictive Modelling (Using R/Python)	3	0	0	3
9	PEC	26EMBA4CT	Text Analytics	3	0	0	3
10	PEC	26EMBA4DT	Business Data Mining				
FINANCE							
1	PEC	26EMBA3GT	Investment and Portfolio Management	3	0	0	3
2	PEC	26EMBA3HT	Financial Institutions, Markets and Services	3	0	0	3
3	PEC	26EMBA3IT	Project Appraisal and Finance	3	0	0	3
4	PEC	26EMBA3JT	Financial Technology (Fin Tech)	3	0	0	3
5	PEC	26EMBA3KT	Behavioral Finance	3	0	0	3
6	PEC	26EMBA3LT	Financial Derivatives	3	0	0	3
7	PEC	26EMBA4ET	Mergers, Acquisitions and corporate Valuation	3	0	0	3
8	PEC	26EMBA4FT	Strategic Financial Management	3	0	0	3
9	PEC	26EMBA4GT	Corporate Tax Planning	3	0	0	3
10	PEC	26EMBA4HT	International Finance				
MARKETING MANAGEMENT							
1	PEC	26EMBA3MT	Logistics and Supply Chain Management	3	0	0	3
2	PEC	26EMBA3NT	Consumer Behavior	3	0	0	3
3	PEC	26EMBA3OT	B2B Marketing	3	0	0	3
4	PEC	26EMBA3PT	Sustainable Marketing	3	0	0	3
5	PEC	26EMBA3QT	Social media and Digital Marketing	3	0	0	3
6	PEC	26EMBA3RT	Strategic Brand Management	3	0	0	3
7	PEC	26EMBA4IT	Integrated Marketing Communication	3	0	0	3
8	PEC	26EMBA4JT	Market Research	3	0	0	3
9	PEC	26EMBA4KT	Retail Marketing	3	0	0	3
10	PEC	26EMBA4LT	Services Marketing				
Human Resource Management							
1	PEC	26EMBA3ST	Employee Performance Management	3	0	0	3
2	PEC	26EMBA3TT	Sustainable HRM	3	0	0	3
3	PEC	26EMBA3UT	Leadership and Team Dynamics	3	0	0	3
4	PEC	26EMBA3VT	Learning and Development	3	0	0	3
5	PEC	26EMBA3WT	Cross-cultural Management	3	0	0	3
6	PEC	26EMBA3XT	Global Human Resource Management	3	0	0	3
7	PEC	26EMBA4MT	Compensation and Benefits Management	3	0	0	3
8	PEC	26EMBA4NT	Industrial Psychology	3	0	0	3
9	PEC	26EMBA4OT	Talent Management	3	0	0	3
10	PEC	26EMBA4PT	Industrial Relations and Labor Laws	3	0	0	3

Title of the Course : Management Perspectives and Organizational Behaviour
Category : PCC
Year : I
Semester : I
Course Code : 26EMBA11T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:
- To summarize the evolution, functions and the social responsibility of management.
- To understand the basic functions of Management and Organizational structure.
- To comprehend the basic concepts of Organizational Behavior.
- To understand how individual and groups have impact on the organizational behavior.
- To summarize the importance of controlling and culture in the present changing business organizations.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Describe the roles, skills and functions of management.	L2
2. Comprehend various Plans, Decisions and Organizational structure.	L2
3. Analyze different aspects related to individual behavior.	L4
4. Explain different concepts of Groups, Teams and Leadership in the Organization.	L2
5. Summarize about different concepts of controlling and change in the Organization.	L2

Unit 1 MANAGEMENT 12

Definition and Significance – Evolution of Management Thought – Management Functions – Levels of Management – Managerial Roles and Skills – Social Responsibility of Management.

Learning Outcomes: At the end of the unit, the student will be able to:
- Understand the functions and responsibilities of Managers. (L2)
- Summarize the importance of Social Responsibility of Management. (L2)

Unit 2 FUNCTIONS OF MANAGEMENT 12

Nature and Purpose of Planning – Types of Plans – Steps in Planning- Decision Making – Definition and Types- Decision Making Conditions and Styles – Decision Making Process – Organizing & Organizations Structure - Definitions – Organizing Concepts – Work Specialization - Chain of Command - Line & Staff Authority - Delegation of Authority – Span of Control – Centralization & Decentralization – Organization Structure.

Learning Outcomes: At the end of the unit, the student will be able to:
- Understand planning, decision making and managerial jobs. (L2)
- Understand the importance of organization structure in management. (L2)

Unit 3 INDIVIDUAL BEHAVIOUR 12

Concept, Nature and scope; Understanding Human Behavior; Personality; Traits and types; Perception: Factors and process, Learning – Theories and applications in organizations, Motivation – Concept, Nature and process, Theories of Motivation: Maslow's theory; Hertzberg two factors theory and Mc Gregory's theory "X " and "Y".

Learning Outcomes: At the end of the unit, the student will be able to:
- Comprehend different types of personalities and perceive various types of behaviors in the organization. (L2)
- Apply various Theories of motivation and models of organizations in the workplace. (L3)

Unit 4 GROUP FOUNDATIONS AND LEADERSHIP 12

Concept of Group and Team – Differences Between Groups and Teams – Stages of Group Development – Group Properties – Group Decision Making - Types of Teams – Creating Effective Teams – Concepts & Views of Conflicts – Conflicts Process- Leadership: Theories of Leadership – Transformational Leadership.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize different types of groups and teams and their role in achieving organizational goals effectively and efficiently. (L2)
- Apply the Theories of Leadership in enhancing Organization Behavior. (L3)

Unit 5 CONTROLLING AND ORGANISATIONAL DYNAMICS 10

Concepts of Control – Controlling Methods and Techniques – Basic Control Process – Concept and Importance of Organizational Culture – Concept of Organizational Change & Resistance to Change.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the reasons for Resistance to Change in the organization. (L2)
- Comprehend the strategies for planned change in the organization. (L2)

Prescribed Textbooks:

1. Robbins S.P, Management PHI.

Reference Books:

1. K Aswathappa Organization Behavior , HPH
2. Stoner. J., Freeman, Management, PHI
3. Luthans F., Organizational Behavior, TMH.
4. Koontz, Weirich, Management, TMH.
5. Griffin & Moorhead, Organizational Behavior.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA11T.1	3	1	2	-	1	2	3	-
26EMBA11T.2	2	2	2	2	1	2	1	2
26EMBA11T.3	2	1	1	-	2	-	-	1
26EMBA11T.4	1	2	2	2	2	2	1	1
26EMBA11T.5	1	1	-	-	1	1	-	-

Title of the Course : Business & Legal Environment
Category : PCC
Year : I
Semester : I
Course Code : 26EMBA12T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:

- To understand the various components of business environment, five years planning and NITI Aayog. .
- To summarize the role of economic policies in business.
- To comprehend Indian contract Act and its implementation in business agreements.
- To understand the company laws related to incorporation and managing of a company.
- To summarize about IT Act and GST Act.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Describe the linkage between Business and Internal, External factors	L2
2. Explain various business policies and its utilization in business	L2
3. Evaluate various sources of business law and various concepts related to law of contract	L5
4. Summarize different types of companies and its formation, incorporation of a company and winding up of the company	L2
5. Explain the importance of Cyber Law and GST Act.	L2

Unit 1 OVEVIEW OF BUSINESS ENVIRONMENT 10

Meaning of Business, Business Environment – Definition, Nature and importance. Components of BE, Industrial Policy 1991, Liberalization, Privatization and Globalization (LPG), Five Year Planning, NITI Aayog – responsibilities and functions.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the components and significance of business environment (L2)
- Summarize the impact of LPG on business environment (L2)

Unit 2 ECONOMIC POLICIES 12

Monetary Policy, Demand for Supply of Money – Objectives of Monetary Policy and Credit Policy, Recent trends, Role of Finance Commission – Fiscal Policy – Pubic Revenues, Public Expenditure, Public Debt, Development Activities financed by Public Expenditure – Role of WTO, Role of RBI.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand different economic policies and its utilization in business (L2)
- Explain the impact of economic policies on business operations (L2)

Unit 3 INDIAN CONTRACT ACT – 1872 14

Sources of business law – Law of contract Act 1872 meaning, essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract, free consent, Legality of object.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the importance of Indian Contract Act in business transactions. (L2)
- Summarize about free consent and Legality of object (L2)

Unit 4 COMPANIES ACT 10

Meaning of Company – Kinds of Companies – Documents required for incorporation of company – Appointment of Directors – Powers and duties of directors–Role of Auditors– Company Meetings – resolutions – Modes of winding-up of a company.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand different types of companies and its formation, incorporation of a company. (L2)
- Describe about Directors and winding-up of a company. (L2)

Unit 5 INFORMATION TECHNOLOGY ACT AND GST ACT 12

Scope and Applications of IT Act 2000 – Digital Signature – E-governance – Penalties and Adjudication – Cyber Regulations Appellate Tribunals Duties of Subscribers – GST Act 2017.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the scope and application of IT Act (L2)
- Summarize cybercrimes and GST Act (L2)

Prescribed Textbooks:

1. Legal aspects of Business, Rajdeep Banerjee, Joyeeta Banerjee, Sage Publications, 1st edition, 2022.

Reference Books:

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Business Environment, Text and cases, Francis cherunilam, Himalaya Publications, 13th edition, 2022.
3. Legal aspects of Business, Akhileshwar Patha, TMH, 7th edition, 2019.
4. Business legislation for management, MC Kuchhal Vivek Kuchhal, Vikas Publishing House, 5th edition, 2018.
5. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
6. Mercantile Law, N.D. Kapoor, Sultan Chand & Sons
7. Business Law, Mathur, Tata McGraw-Hill.
8. Legal Aspects of Business, Ravinder Kumar, Cengage.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA12T.1	1	1	-	1	-	3	1	1
26EMBA12T.2	2	1	1	1	1	2	2	1
26EMBA12T.3	2	1	-	1	1	1	-	1
26EMBA12T.4	1	1	1	2	1	-	1	-
26EMBA12T.5	2	1	1	3	-	3	1	2

Title of the Course : Economic Analysis for Business Decisions
Category : PCC
Year : I
Semester : I
Course Code : 26EMBA13T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:

- To understand the principles of Micro-economics and use them in Managerial decision making.
- To analyze the determinants of demand and evaluate the various factors influencing demand.
- To explore production function and its relationship with inputs, outputs and costs.
- To examine the different market structures.
- To summarize National income, components of GDP, Fiscal and Monetary policies in managing Business cycle.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the basic managerial economic concepts and the relationship of Managerial Economics with other functional areas.	L2
2. Comprehend about Demand analysis, Elasticity of Demand and Demand Forecasting.	L2
3. Explain about different concepts involved in Production Analysis.	L2
4. Apply Market Analysis in the Present Market.	L3
5. Summarize about Business cycles, Government policies to control Recession.	L2

Unit 1 INTRODUCTION 10

Nature and Scope of Managerial Economics Managerial Economist's Role and Responsibilities-ME and Decision making, Economic concepts and Principles – Objectives of the Firm – Traditional Theory – Sales and Revenue Maximizing Theories – Managerial Theories and Behavioral Theories.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concepts of managerial economics. (L2)
- Understand the objectives of firms. (L2)
- Understand the economic goals of the firms and optimal decision making. (L2)

Unit 2 DEMAND ANALYSIS 10

Demand-Meaning – Determinations of Demand – Demand Function – Law of Demand – Elasticity of Demand – Price, Income, Cross and Promotional or Advertising Elasticity of Demand – Managerial Uses of Elasticity of Demand – Demand Forecasting – Demand Forecasting Methods for Existing and New Products.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the determinants of elasticity. (L2)
- Apply the concepts of price, income, cross and advertising elasticity. (L3)
- Understand the different ways to forecast demand (L2)

Unit 3 PRODUCTION ANALYSIS 10

Production Function – Law of Variable Proportions – Iso-quant and Iso-costs Curves – Least Cost Combination and Returns to Scale – Economies of Large Scale – Cobb-Douglas Production Function and Constant Elasticity of Substitution.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the production function. (L2)
- Apply cost analysis in taking decision's related to production output and pricing strategies. (L3)

Unit 4 MARKET ANALYSIS 12

Price and Output Determination under Perfect and Imperfect Competition – Profit: Meaning and Profit Theories – Profit Planning – Measurement. Pricing Practices: Methods of Price determination, Pricing of Multiples products; Price Discrimination; International Price Discrimination and dumping; Transfer Pricing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Compare and contrast four basic market types. (L3)
- Analyze pricing strategies in various market structures on firm behavior and performance. (L4)

Unit 5 NATIONAL INCOME AND BUSINESS CYCLE 10

National Income: An Indicator of Economic Activity, the Parameters that Influence Level of Economic Activity – Business Cycle: Characteristics, Phases of Business Cycle – General Factors causing Swings in Business Activity – Ill Effects of Business Cycle – Measures to Control Business Cycle - Policy for Controlling Inflation and Recession

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze Government policies and regulations affecting Business operations. (L4)
- Understand the various Phases of Business Cycle and its impacts. (L2)

Prescribed Textbooks:

1. Economics for Managers, Hirschey, Thomson, 2007.

Reference Books:

1. Managerial Economics, 4th Edition, Craig Peterson.
2. Managerial Economics—A Problem Solving Approach, Froeb: Thomson, 2007.
3. Managerial Economics Analysis, Problems, Cases, Mehta P.L., Sultan Chand and Sons, New Delhi, 2001.
4. Managerial Economics, Pearson Education, James Pappas and Engene Brigham: New Delhi, 2006.
5. Managerial Economics, Suma Damodaran, Oxford, 2007.
6. Management accounting, M.E. Thukaram Rao, New Age International Publishers, New Delhi.
7. Cost Accounting Principles and Practices, S P Jain & K L Narang 17th Revised Edition, Kalyani Publishers.
8. Gupta: Managerial Economics TMH 2009.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA13T.1	2	3	-	1	1	-	-	-
26EMBA13T.2	3	2	1	2	2	-	-	1
26EMBA13T.3	2	2	2	-	-	1	-	1
26EMBA13T.4	3	2	1	2	1	2	1	1
26EMBA13T.5	2	1	2	1	1	2	-	1

Title of the Course : Design Thinking and Start-Up Management
Category : PCC
Year : I
Semester : I
Course Code : 26EMBA14T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:
- To summarize the basic concepts of Design Thinking.
- To Impart the Basic Knowledge about Empathy and Decision Making.
- To Familiarize with the Various ideation Techniques and Creativity
- To summarize the basics of Prototyping and Business Modelling.
- To Develop Knowledge about Reflective thinking

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Understand the basic concepts of Design Thinking and Self Awareness.	L2
2. Explain different Ideation Techniques and Creativity	L2
3. Explain the role, qualities, competencies and types of Entrepreneurs	L2
4. Apply key concepts of startups, identify challenges and generate innovative ideas	L3
5.Evalaute the different sources of capital for start-ups	L2

Unit 1 INTRODUCTION TO DESIGN THINKING 10

Open Mindedness; Developing Design Thinking Mindset; Principles of Design Thinking; Primer on Design Thinking; SWOC Analysis for Self-Awareness, Design thinking process.
Definition and Components of Empathy; Interrelatedness of Components; Steps in Empathy Process; Assessment tools; Roots of Empathy (case study); Decision Making Process.
Learning Outcomes: At the end of the unit, the student will be able to:
- Understand the Importance of Open-mindedness and Foster Open Minded Environment in Design Thinking (L2)
- Apply SWOC Analysis for Self-Development. (L3)
- Understand Empathy and its role in Design Thinking. (L2)

Unit 2 IDEATION TECHNIQUES 12

Innovation and Creativity: Ideation Techniques-Roleplay; Brainstorming; pooling Ideas-Idea Clustering; Prioritizing Ideas; Evaluation of Ideas: Pros and cons; Criteria for Idea Ranking; Analysing; synthesizing and Integrating the Ideas. Mind- mapping the Experiences, Flaring & Focus; Introduction to "Yes but "– "Yes and", Impact of Visuals; Exploring Resources, Timeline, Lessons from Creative Business Legends: CEOs of Alibaba, Facebook, Apple, Microsoft, Space-X etc.
Learning Outcomes: At the end of the unit, the student will be able to:
- Summarize the Various Idea Generation Techniques. (L2)
- Explain the Various aspects related to Creativity. (L2)

Unit 3 FOUNDATION AND BASICS OF STARTUPS 12

Concept of Entrepreneur and Entrepreneurship -Types, Functions, Qualities and Competencies of an Entrepreneur – Entrepreneurial Process, Strategies – Role of Entrepreneurs in Economic Development. Startup meaning and

Definition – Features – Startups Types – Challenges for Startups – Startups Idea generation – The rise of Startup Economy – The Six Forces of Change – The Startup Equation. Feasibility Analysis: Financial and Economic.
Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the Concept, functions and Competencies of Entrepreneur. (L2)
- Describe the Entrepreneurial Process and Strategies. (L2)

Unit 4 BUSINESS PLAN AND FEASIBILITY ANALYSIS 14

Business plan and its Concepts – Financial plan, Market plan, Operational plan, Funding plan, Feasibility Analysis –Technical Feasibility, Market Feasibility, Financial Feasibility Environmental Feasibility, Economic Feasibility - Stages of Growth in a New Venture - Reasons for New Venture failures.
Learning Outcomes: At the end of the unit, the student will be able to:

- Discuss Startup Idea generation in various fields (L2)
- Comprehend forces of changes in Startup Equation (L2)
- Enlighten various feasibility of startups (L3)

Unit 5 INCUBATION SUPPORT AND GOVERNMENT INITIATIVES FOR STARTUPS 12

Introduction – Meaning and Definition of Incubation Support – objectives, Functions of Incubation Centres, Incentives for incubators, Government initiatives – Seed Fund – Venture Capital – Self Employment and Talent Utilization – Mudra Scheme (Sishu, Kishore & Tarun).
Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Concepts of Incubation Centres (L1)
- Describe the Government support and Schemes for Initiatives (L2)

Prescribed Textbooks:

1. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Tim Brown, Harper Business ,2009.

Reference Books:

1. "Fourth Eye" by Pradeep Khandwala.
2. "Action Research" by Eileen Ferrance," Themes in Education" Northeast and Islands Regional Education Laboratory Brown University.
3. "Introduction to Life Skills Education"- NCERT Training Package
4. "Make Space"-How to Set the Stage for Creative Collaboration Scott Doorley.
5. The Design of Business: Why Design Thinking is the Next Competitive Advantage, Roger. Martin, Harvard Business Review Press; Third Edition, 2009
6. "Design Thinking a Practical Approach" proprietary material-2018, Standard tool kit
7. The Dynamics of Entrepreneurial Development & Management, Vasanth Desai, Himalaya.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA14T.1	2	2	1	-	1	2	-	2
26EMBA14T.2	2	2	2	1	-	1	-	2
26EMBA14T.3	2	2	-	-	1	2	-	2
26EMBA14T.4	2	2	1	-	1	3	-	2
26EMBA14T.5	3	2	1	-	-	3	-	2

Title of the Course : Accounting for Managers
Category : PCC
Year : I
Semester : I
Course Code : 26EMBA15T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	1	0	4

Course Objectives:

- To comprehend the accounting objectives, branches of Accounting
- To develop skills recording in financial transactions
- To apply depreciation and inventory valuation methods.
- To analyze and interpret Financial Statements for Decision Making
- To apply Financial Ratios for Decision Making

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the significance of accounting. in business decision making	L2
2. Evaluate for Financial statements for Accuracy, and consistency and relevance in financial decision making	L5
3. Critically analyze the effects of different depreciation methods and inventory valuation	L4
4. Analyze Financial statements using various techniques	L4
5. Accurately Classify financial ratios into key categories	L3

Unit 1 INTRODUCTION TO ACCOUNTING 12

Meaning and Definition of Accounting –importance – objectives –Branches of Accounting –Accounting concepts and conventions – uses and users of accounting information – Accounting Standards (issued by ICAI)

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand Accounting concepts and Conventions (L2)
- Apply Accounting Standard issued by ICAI .in the Preparation of Financial statements (L3)

Unit 2 ACCOUNTING PROCESS 12

Overview –Double entry system –Types of Accounts - Golden Principles of Accounts –- Journal- —subsidiary books – Ledger- Trail Balance – Final Accounts- Trading, Profit and Loss –Account – Balance with simple adjustments (Theory simple Problems)

Learning Outcomes: At the end of the unit, the student will be able to:

- Accurately record financial transactions in journal, subsidiary books and Ledger. (L3)
- Construct a Trial balance and Final Accounts with simple adjustments. (L4)

Unit 3 VALUATION OF ASSETS 16

Depreciation Accounting – Concept- Causes – Methods of Depreciation-- - Straight line – Written down value – Annuity Method- **Inventory Valuation Methods** – Meaning –Objectives – Valuation techniques- LIFO-FIFO-Simple Average –Weighted Average

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the methods of depreciation and the causes that necessitate depreciation (L2)
- Apply inventory valuation techniques to determine the value of inventory. (L3)

Unit 4 ANALYSIS OF FINANCIAL STATEMENTS 12

Financial Statements –Objectives –significance – limitations – tools and techniques – comparative statement – common size - Trend – Cash flow statement (AS3).

Learning Outcomes: At the end of the unit, the student will be able to:

- Evaluate the limitations of Financial Statements in Financial analysis (L5)
- Prepare cash flow statements According to AS3 (L3)

Unit 5 RATIO ANALYSIS 10

Meaning and Definition – significance – limitations- Classification of Ratios- Liquidity- Profitability – solvency – Turnover- Du Pont chart.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply Financial ratios to Assess Financial Health. (L3)
- Analyze Financial Performance using Du-Pont chart. (L2)

Prescribed Textbooks:

1. Financial Accounting, Dr. S.N. Maheshwari and Dr. S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2023.

Reference Books:

1. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI,2019.
2. Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education-2019
3. Financial Accounting Theory and Analysis: Text and Cases, Richard G. Schroeder, Myrtle Clark, Jack M. Cathey, John Wiley and Sons, 2010
4. Accounting and Financial Management, T.S. Reddy & Y. Hari Prasad Reddy, Margam Publications
5. Accounting for Managers, M E Tukaram Rao, New Age International Publishers.
6. Accounting for Management, N P Srinivasan & M Sakthivel Murugan, 5th edition ,2022, S Chand & Company Ltd, New Delhi.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA15T.1	2	2	1	2	2	2	1	1
26EMBA15T .2	2	3	1	2	1	2	1	1
26EMBA15T .3	1	2	1	1	1	-	-	1
26EMBA15T .4	3	2	2	1	2	1	-	1
26EMBA15T .5	2	2	2	1	2	1	1	1

Title of the Course : Business Statistics for Managers
Category : BSC
Year : I
Semester : I
Course Code : 26EMAT11T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	1	0	4

Course Objectives:
- To understand several important concepts of origin and growth of basic statistics.
- To understand the concepts of tabulation, diagrammatic and graphical representation of data.
- To get the knowledge on the concepts of measures of central tendency and dispersion.
- To get the knowledge on the concepts of correlation and regression analysis.
- To get the knowledge on the concepts of time series analysis.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Describe the definition of statistics, functions and the applications of statistics.	L2
2. Apply the different rules related to tabulation and graphical representation of data.	L3
3. Analyze about the measurement made through measure of central tendency and dispersion.	L4
4. Analyze the relationship between the variables by using correlation and regression analysis.	L4
5. Summarize the concepts of time series analysis and its applications.	L4

Unit 1 INTRODUCTION TO STATISTICS 9

Statistics: Definition, Origin and Growth, Functions, Applications and Limitations – Classification of Data: Types of Classification.

Learning Outcomes: At the end of the unit, the student will be able to:
- Summarize the functions and applications of statistics. (L2)
- Understand different types of classifications. (L2)

Unit 2 TABULATION OF DATA 12

Role and General Rules of Tabulation, Types of Tables – Diagrammatic and Graphical Representation of Data: Types of Diagrams, Graphs, Graphs of frequency distribution.

Learning Outcomes: At the end of the unit, the student will be able to:
- Sketch the tables. (L3)
- Explain the uses of Diagrammatic and Graphical Representation of the data. (L3)

Unit 3 MEASURES OF CENTRAL TENDENCY AND DISPERSION 13

Characteristics of a Good Measure of Central Tendency – Types of Averages: Mean, Median, Mode and Its Applications, Range – Quartile Deviation – Mean Deviation – Variance – Standard Deviation – Coefficient of Variation and its Applications.

Learning Outcomes: At the end of the unit, the student will be able to:
- Identify the measures of Central tendency. (L2)
- Examining range, quartile deviation, mean deviation, variance and standard deviation. (L3)

Unit 4 CORRELATION AND REGRESSION ANALYSIS 13

Definition – Types – Methods – Scatter diagram – Positive and Negative Correlation – Limits for Coefficient of Correlation – Karl Pearson's Coefficient of Correlation – Spearman's Rank Correlation – Concept of Multiple and Partial Correlation – Least Square Fit of a Linear Regression – Two Lines of Regression – Properties of Regression Coefficients.

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify correlation between given variables. (L2)
- Articulates dependent and independent variables. (L3)

Unit 5 TIME SERIES ANALYSIS 12

Components – Models of Time Series: Additive, Multiplicative and Mixed models – Trend Analysis: Free Hand Curve, Semi Averages, Moving Averages, Least Square Methods.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the models of tie series. (L2)
- Calculate the future trend values. (L4)

Prescribed Textbooks:

1. Statistical Methods, Gupta S.P., S. Chand. 2008 (42 Revised Edition).

Reference Books:

1. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2008.
2. Statistics for Management, Lerin, Pearson Company, New Delhi.
3. Business Statistics for Contemporary Decision Making, Black Ken, New Age Publishers, New Delhi.
4. Statistics for Business and Economics, Anderson, Sweeney, William, 9/e, Thomson Publishers, 2007.
5. Business Statistics, Gupta S.C &Indra Gupta, Himalaya Publishing House, Mumbai.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMAT11T.1	2	2	-	-	1	1	-	1
26EMAT11T.2	2	2	1	1	1	1	-	1
26EMAT11T.3	3	3	-	1	-	1	-	1
26EMAT11T.4	3	3	-	-	-	1	1	1
26EMAT11T.5	3	3	1	-	1	1	-	1

Title of the Course : Managerial Communication
Category : HSC
Year : I
Semester : I
Course Code : 26EENG11T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:

- To explain the basics of managerial communication.
- To demonstrate effective business writing by explaining and drafting various types of letters.
- To describe the role of non-verbal cues and demonstrate effective listening techniques.
- To explain the structure of reports and describe how to write different types.
- To demonstrate meeting procedures, explain agenda preparation, and describe negotiation skills.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the basic concepts of Managerial Communication.	L2
2. Write different forms of letters	L6
3. Explain the importance of nonverbal communication & listening skills in an organization.	L2
4. Write different forms of reports, exhibits &appendices.	L6
5. Understand how to design and execute professional meetings and presentations	L2

Unit 1 INTRODUCTION TO MANAGERIAL COMMUNICATION 8

Communication – Meaning and Significance of Managerial Communication – Types of Communication – Communication Process – Communication Barriers –Principles of Effective Communication.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the meaning, significance, and types of communication (L2)
- Apply the principles of effective communication to identify and address communication barriers (L3)

Unit 2 BUSINESS WRITING SKILLS 10

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers' complaints, collection letters – Sales promotion letters, Application letters

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the norms and formats for writing various types of business letters. (L2)
- Understand the appropriate approaches for drafting personalized letters for different business situations. (L2)

Unit 3 NON-VERBAL COMMUNICATION 10

Non-verbal communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio-Visual Aids for communication – Dyadic communication: Face to Face Communication – Telephonic Conversation. Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the importance of non-verbal cues and their impact on effective communication. (L2)

- Summarize the effective listening techniques and use non-verbal communication strategies during face-to-face and telephonic conversations. (L2)

Unit 4 BUSINESS REPORT WRITING 8

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the differences between various types of reports, including long, short, formal, and informal reports. (L2)
- Comprehend the structure and essential components of research and technical reports, including the proper use of exhibits and appendices. (L2)

Unit 5 PROFESSIONAL & EMPLOYMENT COMMUNICATION 12

Conducting Meetings: Procedure – Preparing agenda, Minutes and Resolutions– Conducting Seminars & Conferences: Procedure of Regulating Speech Evaluating Oral Presentation – Group Discussion: Drafting Speech – Negotiation Skills.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the procedures for conducting meetings, seminars, and conferences, including preparing agendas, drafting speeches, and evaluating oral presentations. (L2)
- Demonstrate effective negotiation skills and group discussion techniques in professional communication settings. (L3)

Prescribed Textbooks:

1. Business communication – PC Bhatia – Ane books Pvt ltd., - www.anebooks.com.

Reference Books:

1. Adair, J. (2003). Effective Communication. Pan McMillan.
2. Thill, J. V. &Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.
3. Bowman, J.P. &Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.
4. Business communication, principles and methods and Techniques – Nirmal Singh, Deep and Deep publications Pvt Ltd., - www.ddpbooks.com
5. Business communication – Sathya Swaroop Debasish Bhagabandas – PHI learning private ltd.
6. Business communication – Meenakshi Raman, Prakash singh, Oxford university press
7. Foundations of Business communication, India Edition – Dona. J. Young Tata McGraw – Hill.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EENG11T.1	1	2	2	3	2	-	1	3
26EENG11T.2	1	1	2	3	1	-	1	3
26EENG11T.3	1	3	1	3	2	-	1	3
26EENG11T.4	1	2	1	3	1	1	-	2
26EENG11T.5	2	1	1	3	2	1	1	2

Title of the Course : Career Development – I
Category : PCC
Year : I
Semester : I
Course Code : 26EMBA16P
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

Course Objectives:

- To develop self-management skills for enhancing self-confidence and effective time& mind management.
- To develop professional grooming, hygiene, and effective communication practices.
- To enhance interpersonal skills through role plays, discussions, and debates on business scenarios.
- To foster teamwork and collaboration by participating in interactive team-building activities.
- To improve presentation skills through impromptu speaking and innovative product development exercises.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the importance of self-management and apply time management techniques.	L2
2. Demonstrate professional etiquette by applying grooming, hygiene, and communication skills effectively.	L3
3. Demonstrate effective interpersonal skills through role plays and group discussions.	L3
4. Analyze team dynamics and implement strategies for effective collaboration.	L4
5. Evaluate and enhance presentation techniques through practice and feedback	L5

Unit 1 SELF MANAGEMENT SKILLS 8

Self-management– Self-image– Self-confidence - Time Management Matrix - Urgent, Not Urgent, Important, Not Important.

Activity 1: **Gratitude Journal**

Write a letter of gratitude to someone who has significantly impacted their personal or professional life. They can choose to share this letter with the recipient or keep it private, reflecting on the emotions and thoughts that arise from this exercise.

Activity 2: **Personal Achievements Collage**

Create a visual collage representing personal and professional achievements. This can include awards, certificates, successful projects, skills acquired, leadership roles, and any other significant milestones. Can use a mix of physical materials (magazines, photos, etc.) or digital tools like Canva or PowerPoint.

Activity 3: Mind Management

Each person will introduce themselves with their name and an adjective starting with their name's first letter, repeating all previous names and adjectives until the last student.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze personal achievements and develop a positive self-image (L4)
- apply time management principles to prioritize tasks effectively(L3)
- Students will recall, sequence, and apply memory techniques to enhance cognitive retention. (L3)

Unit 2 PERSONAL & GROOMING ETIQUETTES 9

Activity 1: Professional Dressing, Hand Shake & Greeting Practice

- A workshop where students learn about business dress codes, including formal, business casual, and smart casual Practice different types of handshakes and greetings in pairs or small groups.

Activity 2: **Grooming and Personal Hygiene**

Students individually or in a team prepare a PPT/Video on grooming & personal hygiene and discuss that in the class.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply perception-checking techniques to accurately interpret and manage interactions. (L3)

Unit 3 INTERPERSONAL SKILLS 8

Activity 1: Role plays

Dividing into pairs or small groups and giving different scenarios to act out, such as handling a difficult client, leading a team meeting, or negotiating a business deal

Activity 2: Group Discussions & Debates

Organize group discussions or debates on current business trends, ethical dilemmas, or controversial topics

Learning Outcomes: At the end of the unit, the student will be able to:

- Demonstrate effective communication strategies in various interpersonal scenarios through role plays(L2)
- Analyze different perspectives during group discussions and evaluate arguments in debates (L4)

Unit 4 TEAM BUILDING SKILLS 8

Activity 1: Wordless Acting, Dialogue (A situation given and ask two persons to have talk)

Activity 2: Human Knot Game

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the effectiveness of non-verbal communication in wordless acting and dialogue activities. (L4)
- Demonstrate teamwork and problem-solving skills through participation in the Human Knot Game. (L2)

Unit 5 PRESENTATION SKILLS 8

Activity 1: **Impromptu Speaking**

Giving a random topic and ask them to prepare a presentation or deliver a speech

Activity 2: **Innovative Product Development**

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze techniques for effective impromptu speaking and develop coherent responses (L4)
- Create and evaluate innovative product ideas through structured development processes. (L5)

Prescribed Textbooks:

1. Michael E. Lamb, Marc H. Bornstein, Social and Personality Development: An Advanced Textbook, 2011.

Reference Books:

1. Barun K. Mitra, Personality Development and Soft Skills by Oxford UniversityPress,2016
2. Goyal Brothers Prakashan, Personality Development and Soft Skills,2017
3. K. V. K. K Prasad and K. V. S. G. Murali Krishna, Personality Development, 2012, Reem Pub.
4. Gillian Bur, Personal Development All-In-One for Dummies Paperback –2016, KindlePub
5. E.H. McGrath S.J, Basic Management skills for all, PHI,2011
6. Managing Time (20-Minute Manager) Paperback – 17 Jul 2014, byHarvard BusinessReview, Kindle Ed.
7. Personality Development, Elizabeth. B. Hurlock, Tata McGraw-Hill Publishing Company Ltd.,2017

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA16P.1	1	2	-	1	-	-	1	2
26EMBA16P.2	-	-	-	1	1	-	2	3
26EMBA16P.3	2	3	1	3	1	-	-	3
26EMBA16P.4	-	1	1	2	-	-	-	2
26EMBA16P.5	1	3	1	3	1	2	-	3

Title of the Course : Information Technology for Managers - Lab
Category : FC
Year : I
Semester : I
Course Code : 26EMBA17L
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

Course Objectives:

- To understand the generations of computers, e-commerce and e-Business.
- To gain knowledge on application of various word techniques in real business scenario.
- To elucidate and develop understanding and knowledge on application of various power point techniques in real business scenario.
- To learn various applications of excel in real business idea
- To analyze and provide hands on experience to students in using computers for data organization.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain about computer systems origin and history, and their applications in the field of Business Management	L2
2. Summarize about MS word in detail.	L2
3. Elucidate and learn in details about MS power point and make effective power point presentations.	L2
4. Apply basic excel applications.	L3
5. Analyze, process and data perform various mathematical & statistical tools using MS excel.	L4

Unit 1 INTRODUCTION TO COMPUTERS 8

Introduction of Computers – Generations – Computer Networks – Application of Computers in Management – E-Commerce – E-Business.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the origin and evolution of computer and computer technologies. (L2)
- Present the basic knowledge of computer system. (L2)

Unit 2 MS – WORD AND POWER POINT 12

Creation of Document – Text editing and saving – Organizing information with tables and outlines – how to give table of contents for the document – Mail merge – publishing Documents on Web. MS power point – creation of slides – use of templates and slide diagrams for developing a professional presentation on Business plans, institutions, products, people – with use of drawings and graphics.

Learning Outcomes: At the end of the unit, the student will be able to:

- Perform basic text formatting using of tables and graphics and communicate text documents through mail merge and publishing. (L3)
- Prepare effective power point slideshows for presentations including media usage. (L5)

Unit 3 MS – EXCEL INTRODUCTION 12

Creation and editing of Excel sheets, managing worksheets, creating and using formulas, editing worksheets – cell formatting – key board short cuts in excel, formatting numbers, modifying rows, and columns, understanding formulas, changing views, insert a table and style options, add rows and columns, perform a function in a table, creating Google sheets.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic theoretical concepts in MS Excel. (L2)
- Apply shortcut Excel keys for statistical analysis. (L3)

Unit 4 MS – EXCEL BASICS 12

Creating and editing charts – dynamics charts, secondary axis and other formatting – sorting and querying data. Left, right mid, find, proper, concatenate and search function, and today, year, month, day and date function.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the various functional keys in MS Excel. (L2)
- Apply the various calculations and search functions in MS Excel. (L3)

Unit 5 MS – EXCEL ADVANCED 10

Filters, offset function, data analysis with various 3d formulae, creating forms in excel for easy data entry, sum, average, max, min, median and mode, match, if function, or function, round function, time function, pivot tables, convert function.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the advanced MS Excel for data analysis with various 3D formula. (L2)
- Analyze data and perform various mathematical & Statistical operations using MS Excel. (L2)

Prescribed Text Books:

1. Cox et al, 2007 Microsoft office system stem – by – step, First edition, PHI, 2007.

Reference Books:

2. V.Rajaraman, Introduction to Information Technology, PrenticeHallIndia,2008
3. George,SPSS for Windows Step byStep,6/PearsonEducation,2009
4. Winston, Microsoft Office Excel 2007 DataAnalysis and Business Modeling, First Edition, Prentice Hall India, 2007.
5. DavidWhigam, Business Data Analysis Using Excel, First Edition, Oxford University.
6. Peter Norton, Introduction to computers and communications, - sixth edition – Tata McGraw Hill, 2009.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA17L.1	2	2	-	2	2	-	2	-
26EMBA17L.2	1	2	-	-	-	2	-	2
26EMBA17L.3	1	2	-	-	-	-	2	2
26EMBA17L.4	1	2	-	2	-	-	-	2
26EMBA17L.5	2	2	2	-	2	2	2	2

Title of the Course : Human Values and Business Ethics
Category : AU
Year : I
Semester : I
Course Code : 26EMBA18T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
2	0	0	0

Course Objectives:
- To develop a holistic perspective based on self-exploration about themselves (human being), family, society and nature.
- To understand harmony in the human being and harmony in the self.
- To summarize harmony in family and society.
- To understand the basic theories and approaches of Business Ethics.
- To comprehend the role of ethics in Business.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Analyze more about themselves and their surroundings for value education.	L4
2. Comprehend more about real life problems and focus on getting sustainable solutions.	L2
3. Describe harmony in the family and society as well as trust and respect in the human relationships.	L2
4. Evaluate the theories and approaches of ethics.	L4
5. Apply ethics in different areas of Business.	L3

Unit 1 INTRODUCTION TO HUMAN VALUES-VALUE BASED EDUCATION 6

Introduction – Definition – Purpose and motivation of human values-recapitulation from universal human values; Self exploration-definition-contents – process – Natural acceptance and experimental validation; continuous happiness and prosperity – A basic look at basic Human aspirations; Right understanding – Relationships and physical facility.

Learning Outcomes: At the end of the unit, the student will be able to:
- Explain the basic concepts of Human values. (L2)
- Summarize the basics of self-exploration and natural acceptance. (L2)
- Comprehend the impact of happiness and prosperity in human life. (L2)

Unit 2 UNDERSTANDING HARMONY IN THE HUMAN BEING – HARMONY IN MY SELF 6

Co-existence of the sentiment "I" and the material body; self and Body – happiness and physical facility; Body as an instrument of "I" (I being the doer, seer and enjoyer); Characteristics and activities of "I" and harmony in "I"

Learning Outcomes: At the end of the unit, the student will be able to:
- Understand the needs of human body. (L2)
- Summarize body as an instrument of "I". (L2)

Unit 3 UNDERSTANDING HARMONY IN THE FAMILY AND SOCIETY – HARMONY IN HUMAN – HUMAN RELATIONSHIPS **6**

Values in human – human relationship; Meaning of Justice (Nine Universal values in relationships) and programs for its fulfilment to ensure mutual happiness; Trust and respect as the foundational values of relationships; Meaning of trust – difference between intention and competence; meaning of respect; Difference between respect and differentiation; The other silent values in relationships.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the nine universal values in relationships. (L2)
- Explain trust and respect. (L2)

Unit 4 THEORIES AND APPROACHES OF BUSINESS ETHICS **6**

Ethics -Definition -Ethical values – Myths and Ambiguity – Ethical codes- Ethical principles in Business – Theories of ethics- Absolutism versus relativism –Teleological approach – Deontological approach – Kohlberg's six stages of moral development and Managerial Ethical Dilemma.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the need for ethics. (L2)
- Apply Kohlberg's six stages of moral development in Real life. (L3)

Unit 5 ETHICS IN BUSINESS **6**

Characteristics- ethical decision making – ethical reasoning; Ethical dilemma – resolution process – Applications in various fields; Ethical culture; Developing code of ethics and conduct; Ethics and value-based leadership; Indian wisdom and Indian approaches towards business ethics; cognitive barriers to a good ethical judgement – Whistle Blowing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the impact of ethics in Business. (L4)

Prescribed Textbooks:

1. R.R.Gaur, R.Asthana, G.P.Bagaria, "A foundation course in human values and professional ethics", 2nd revised edition, Excel Books, New Delhi.

Reference Books:

1. JeevanvidyaEkparichaya, A Nagaraj, Jeevan Vidyaprakashan, Amar Kantak
2. A.N.Tripathi, "Human values", new Age, International Publishers, New Delhi.
3. Trevision and Nelson: Managing Business Ethics, John Wiley and sons, 1995.
4. R.R.Gaur, R.Asthana, G.P.Bagaria"teachers manual for a foundation course in human values and professional ethics", 2nd revised edition, Excel Books, New Delhi.
5. Boatright, John R Ethics and the conduct of Business, Pearson Education, New Delhi, 2005.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA18T.1	3	3	2	2	-	1	-	2
26EMBA18T.2	2	2	1	1	-	1	-	2
26EMBA18T3	2	2	1	1	-	1	-	1
26EMBA18T.4	3	3	2	2	-	1	-	2
26EMBA18T.5	3	2	1	2	-	1	-	1

Title of the Course : Human Resource Management
Category : PCC
Year : I
Semester : II
Course Code : 26EMBA21T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:

- To understand the basic concepts of Human Resource Management concepts.
- To explain Human Resource Planning, Recruitment and Selection process and HR outsourcing process.
- To summarize the processes involved in Training &Development and Performance Appraisal.
- To know the Career development, Compensation systems and organizational and Personnel Health (OPH).
- To understand different contemporary trends in the field of Human Resource Management.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the basic Human Resource Concepts.	L2
2. Summarize the Human Resource Planning, Job analysis, Job Design, Recruitment, outsourcing, Selection, Placement and Orientation concepts for higher Productivity.	L2
3. Describe Training and Development as well as Performance Appraisal in an Organization.	L2
4. Analyze employee Career Development, Compensation, Industrial Relations, Grievance handling mechanism, Collective Bargaining and Organizational and Personnel Health.	L4
5. Explain different Contemporary issues and Trends in Human Resource Management.	L2

Unit 1 HUMAN RESOURCE MANAGEMENT 12

Introduction – Definitions – Nature & Scope of HRM – Functions of HRM – Changing Roles & Responsibilities of HR Department – Meeting Competitive Challenges Through HRM-Emerging trends of HRM.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the basic concepts of Human Resource Management. (L2)
- Describe the roles and responsibilities of Human resource Department. (L2)

Unit 2 HR PROCUREMENT 12

HR Planning Process – Factors Affecting HR Planning Process – Job Analysis & Job Design – Recruitment, Selection & Placement Process – HR Outsourcing-Orientation Concept.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Human Resource Planning process. (L2)
- Examine Recruitment and Selection Process, HR Outsourcing. (L3)
- Summarize job analysis and job design (L2)

Unit 3 HR TRAINING, DEVELOPMENT AND APPRAISAL 10

Training Process – Training Effectiveness- Training for Trainers-Employee Development –Performance Management – Performance Appraisal Methods – Performance Measures; Criteria & Approaches.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe employee training and development strategies. (L2)
- Explain the performance Appraisal concepts. (L2)

Unit 4 HR MAINTAIANANCE 10

Career Stages – Career Development – Compensation Management – Industrial Relations – Grievance Handling Mechanism - Collective Bargaining, Organizational and Personnel Health.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize about life and career strategies. (L2)
- Describe Compensation Management, Industrial Relations, Grievance Mechanism and Collective bargaining. (L2)
- Comprehend Organizational and Personnel Health (L2)

Unit 5 CONTEMPORARY ISSUES IN HRM 10

Knowledge Management – Participative Management – Employee Retention –Work-Life Balance – Talent Management –HR Accounting-HR Audit.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain Knowledge Management, Participative Management and Employee Retention. (L2)
- Summarize about HR Accounting and HR Audit. (L2).

Prescribed Textbooks:

1. Human Resource Management, Dessler Gary, 10th Edition, Pearson/Prentice Hall of India 2006.

Reference Books:

1. Human Resource Management, Bohlander, 10th Edition, Thomson 2006.
2. Human Resource Management, Noe A. Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.
3. Human Resource Management A Case Study Approach, Muller Jaico Publishers,2008
4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.
5. Human Resource Management, R. Wayne Mondy, Robert M. Noe, Pearson
6. Human Resource Management, Aswathappa, 4th Edition, TMH 2006.
7. Personnel and Human Resource Management – Text and Cases, P. Subbarao, Himalaya, 2009.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA21T.1	2	2	-	1	2	-	-	1
26EMBA21T.2	2	2	1	1	1	-	-	1
26EMBA21T.3	2	2	2	2	2	1	1	-
26EMBA21T.4	3	3	-	1	1	1	1	1
26EMBA21T.5	3	3	-	1	-	-	-	-

Title of the Course : Financial Management
Category : PCC
Year : I
Semester : II
Course Code : 26EMBA22T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	1	0	4

Course Objectives:

- To provide students with conceptual and practical framework of financial functions.
- To describe the ways of evaluating long-term capital investments.
- To Summarize Capital structure, leverage analysis and cost of capital.
- To understand the management of Working capital and estimate the same for an organization.
- To explain various Dividend Decisions

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the Core Concepts of Financial management related to the day-to-day activities of Business.	L2
2. Evaluate the different Projects using Capital Budgeting Techniques.	L5
3. Describe the Working Capital Management.	L6
4. Construct the optimum Capital Structure of the Organization.	L6
5. Describe the various forms of Dividend and Theories of Dividends in the firm.	L2

Unit 1 FINANCIAL MANAGEMENT OVERVIEW 10

Introduction: Meaning and Functions of financial management, Objectives of financial management: Profit maximization and Wealth maximization, Role of the financial manager, changing Financial Environment, Emerging challenges faced by the Finance Manager – Time Value of Money.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand changing role of the finance manager and position in the management hierarchy. (L2)
- Focus on shareholders wealth maximization principles as on operationally desirable finance decision criteria. (L2)

Unit 2 CAPITAL BUDGETING 15

Investment Decision: Capital Budgeting, Concept and Process, Techniques of capital budgeting: Traditional methods (Payback period, Average Rate of Return), Discounted cash flow techniques (Net Present Value, Internal Rate of Return and Profitability Index), Capital rationing (Theory and Problems)

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify net present value and internal rate of return. (L1)

Unit 3 WORKING CAPITAL MANAGEMENT 10

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management. (Theory and Problems)

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the need for investing in current assets and elaborate the concepts of operating cycle. (L2)SSS

- Summarizes about the proper mix of short term and long-term financing for current assets. (L2)

Unit 4 COST OF CAPITAL AND CAPITAL STRUCTURE 15

Cost of Capital - Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage. (Theory and Problems).

Capital Structure Theories - Traditional approach - M.M. Hypotheses –EBIT and EPS Analysis,– Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice. Cost of Capital: Computation of Cost of Equity-cost of Debt-Cost of Preference Capital- Cost of Internal Reserve Weighted Average

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the importance of EBIT-EPS Analysis in establishing optimal capital Structure. (L2)
- Describe the appropriate combination of operating and financial leverage. (L2)

Unit 5 DIVIDEND DECISION 10

Dividend policies – Dividend decisions – Types of dividends, factors influencing the dividend policy – Issues in dividend Decisions – Relevancy theory – Walter's Model – Gordon's Model – Irrelevancy theory – M.M Hypotheses – Dividend policy in practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behavior.

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify the market imperfections that make dividend policy relevant. (L1)
- Summarizes about dividend forms and policies. (L2)

Prescribed Textbooks:

1. Pandy, I.M: Financial Management – Vikas Publishing House, New Delhi.

Reference Books:

1. SheebaKapil, Financial Management, Pearson Education, New Delhi.
2. Jonathan Berk Peter DeMarzo, Financial Management, Pearson Education,2008.
3. Chandrabose, Fundamentals of, Financial Management – PHI, New Delhi.
4. Kulakarni. P.V., Financial Management Himalaya Publishing Houses Co Ltd, Mumbai.
5. Van Horne: Financial Management and Policy, Prentice Hall of India, New Delhi.
6. SheebaKapil, Financial Management Strategy, Implementation and Control, Pragathi Prakasam Publication, Meerut.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi.
8. Maheswari, S.N.: Financial Management, Sultan Chand and Sons, New Delhi.
9. Prasanna Chandra, Financial Management Tata McGraw Hill, New Delhi.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA22T.1	2	2	-	2	1	1	2	1
26EMBA22T.2	3	3	2	-	2	-	-	2
26EMBA22T.3	3	2	-	2	2	1	-	-
26EMBA22T.4	2	3	2	2	-	1	-	1
26EMBA22T.5	2	2	2	-	-	2	1	-

Title of the Course : Marketing Management
Category : PCC
Year : I
Semester : II
Course Code : 26EMBA23T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:

- To understand the basic concepts of Marketing Management.
- To summarize segmentation, targeting and establishing Brand Positioning.
- To explain product and pricing strategies.
- To understand the place and promotion strategies.
- To emphasize on organizing, controlling and the ethics in marketing.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Summarize the basic concepts of Marketing and the various components of Modern Marketing Information System.	L2
2. Describe Market Segmentation, Target Marketing, Brand Positioning and Marketing Mix.	L2
3. Analyze Product levels and Pricing Strategies to achieve Organizational objectives.	L4
4. Comprehend Place and Promotional Strategies based on Channel management and Promotional Mix elements.	L2
5. Apply contemporary marketing practices and ethical issues driving marketing function.	L3

Unit 1 INTRODUCTION 12

Definition – nature-Scope – Importance - Core concepts of Marketing: Transactions, Exchange, Need, Want & Demand – Marketing vs Selling - Company Orientation towards the Marketplace: Production, Product, Selling, Marketing & Holistic Marketing Concepts – Components of a Modern Marketing Information System: Internal Records & Marketing Intelligence – Market intelligence – Green marketing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the fundamental concepts of marketing. (L2)
- Implement holistic marketing concepts. (L3)

Unit 2 STP 10

gmentation: Definition, Effective Segmentation, Segmenting Consumer & Business Markets – Target Marketing – Developing & Establishing a Brand Positioning – Concept of Marketing Mix & 4Ps – Niche marketing - Social Marketing – Customization.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the importance of market segmentation. (L2)
- Apply the principles of market segmentation to example scenarios. (L3)

Unit 3 PRODUCT & PRICING STRATEGIES 10

Product Levels & Classification – Product Hierarchy – Product Systems & Mixes – Product Line Analysis – Product Line Length – Product Life Cycle Marketing Strategies – Pricing Objectives – Pricing Methods – Adopting the Price – Initiating the price cuts – imitating price increases & Responding to Price Changes – Factors affecting Pricing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand Product line and Product life cycle. (L2)
- Analyze various Pricing Strategies. (L3)

Unit 4 PLACE & PROMOTION STRATEGIES 12

Role of Marketing Channels – Channel Design Decisions – Management of channels- selection –Training – motivating and evaluation of channel members - Channel Management Decisions – Types, Causes & Management of Channel Conflicts – Definition & Components of Marketing Communication mix – Characteristics of Marketing Communication Mix – Developing Effective Communication mix.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply the conceptual knowledge and analytical tools to systematically analyze and solve marketing problems. (L3)
- Understand the components of marketing communication Mix. (L2)

Unit 5 ORGANIZING & CONTROL AND ETHICAL MARKETING 10

Organizing the Marketing Department – Marketing Control & Types of Control – Ethics in Marketing; Common Criticisms of Marketing, Importance of Marketing Ethics, Rules for Ethical Marketing, Ethical Decision Making – Modern Marketing Practices; Green Marketing, Mobile Marketing and Online Marketing – Surrogate Marketing- Internal Marketing – Rural marketing- Socially responsible marketing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze various marketing ethics and the rules for Ethical Marketing. (L4)
- Apply the basic and advanced techniques for development of social marketing strategies. (L3)

Prescribed Textbooks:

1. Marketing Management, Phillip Kotler, Kevin Lane Kellar, 12/e, Pearson, 2007

Reference Books:

1. Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2007.
2. Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2009
3. Marketing, Lamb, Hair and McDaniel, 7/e, Thomson Publishers, 2006.
4. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2010
5. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press 2007

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA23T.1	3	3	1	-	1	1	1	-
26EMBA23T.2	3	3	1	1	1	3	1	-
26EMBA23T.3	3	3	2	1	1	3	-	1
26EMBA23T.4	3	2	1	3	1	2	-	1
26EMBA23T.5	2	1	1	3	2	3	1	1

Title of the Course : Production and Operations Management
Category : PCC
Year : I
Semester : II
Course Code : 26EMBA24T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:

- To Summarize the basic concepts of production and operations management.
- To comprehend Facility Location, Layout and Capacity building for performing production and operational activities in an effective way.
- To understand techniques related to scheduling and Assembly Line Balancing
- To explain the various ways of managing inventory.
- To examine the role of quality in production processes and productivity management.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the basic concepts of Operations Management and Operations Strategy.	L2
2. Describe Facility Location, Lay-Out and Capacity Planning.	L2
3. Analyze Assembly Line Balancing and Scheduling.	L4
4. Apply suitable materials handling principles and Inventory Control techniques in an organization.	L3
5. Analyze the various Quality and Productivity Management Techniques in an Organization.	L4

Unit 1 INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT 10

Meaning and definition of POM – Evolution, Scope and recent Development Stages of Production and Operations Management – Interaction of POM with other functional areas of Management– Manufacturing and Non-Manufacturing Operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5 Ps of operations.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Development Stages of Production and Operations Management and functional areas of management (L2)
- Understand the manufacturing and non-manufacturing operations. (L2)

Unit 2 FACILITY LOCATION, LAYOUT & CAPACITY PLANNING 10

Facility Location: Meaning, Factors & Criterion for selection of a Location – Meaning of Plant Layout – Different types of Layouts their Planning and Production Systems– Capacity Planning Across the Organization – Capacity Timing and sizing Strategies.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply advanced location and layout design techniques for different types of facilities. (L3)
- Apply the different capacity planning strategies in production processes (L3)

Unit 3 SCHEDULING AND ASSEMBLY LINE BALANCING 12

Meaning of Scheduling – Scheduling Job –shop type production – Shop Loading – Assignment and Sequencing and scheduling in Mass – Assembly Line Balancing – Methods of Production Control.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Scheduling of Operations (L2)
- Apply the Assembly line and methods of Production Control in business (L3)

Unit 4 INVENTORY MANAGEMENT 13

Meaning of Inventory – objectives of inventory management – Inventory Control Techniques: ABC, EOQ, VED Analysis- Meaning and definition of Material Handling, its objectives and principles – Role of Purchase department – ERP- JIT.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the different methods used by organizations to obtain the right quantities of stock or inventory. (L2)
- To acquire the knowledge about Material handling. (L2)

Unit 5 QUALITY & PRODUCTIVITY MANAGEMENT 15

Concept of Quality – Dimensions of Quality – Cost of Quality – Product Quality and Service Quality – Total Quality Management (TQM) – Statistical Process Control – Control Charts – Concepts of Productivity – Tools of increasing productivity – Introduction to Work Study – Method Study – Time Study – Work Measurement.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply business strategies to improve productivity and quality management (L3)
- Analyze how to improve productivity and quality management in organizations (L4)

Prescribed Textbooks:

1. James R Evans & David A Collier – Operations Management: Thomson Press Publications.

Reference Books:

1. Richard B. Chase, Ravi Shankar and F. Robert Jacobs (2014); Operations & Supply Chain Management; McGraw-Hill - 2014 (14E).
2. Chary S. N. Theory and Problems in Production & Operations Mgt.; Tata McGraw Hill (14E), 2019
3. Krajewski Lee; Operations Mgt. Process for Value Chains; Prentice Hall (8E).
4. Russell S. Roberta & Taylor, Operations Mgt., Prentice Hall (4E).
5. S.A Chunawalla, DR Patel - Production and operation management- Himalaya publishing house.
6. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, &Nitin K Agarwal – Operations Management for Competitive Advantage; Tata McGraw-Hill (12E)
7. K Aswathappa, KShridharthaBhat -Production and operation management- Himalaya publishing house, 2nd edition, 2021.
8. Shailendra Kale, Production and Operations Management, First edition, Tata MC GrawHill Edition, 2017.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA24T.1	2	2	1	2	1	1	-	-
26EMBA24T.2	3	2	2	2	2	1	1	-
26EMBA24T.3	2	2	1	1	1	2	1	1
26EMBA24T.4	3	2	-	-	1	-	1	1
26EMBA24T.5	2	3	-	1	1	1	-	1

Title of the Course : Business Research Methods Using SPSS
Category : PCC
Year : I
Semester : II
Course Code : 26EMBA25T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	2	4

Course Objectives:
1. To summarize the basics of research in managerial decision making.
2. To understand various research designs and sampling methodology.
3. To appreciate the use of measurement and scaling techniques and various data collection methods.
4. To Understand the fundamentals of SPSS and apply various statistical tools.
5. To prepare and present research report.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain about the research process, formulation of problem identification and framing of hypothesis in Social Sciences.	L2
2. Describe Research Design and Sampling methodology related to the Research.	L2
3. Summarize measurement scales and construct, draft and refine the questionnaires and comprehend the data collection methods and analyze statistical methods.	L2
4. Analyze the results from statistical tests such as Chi-Square, T-test, and ANOVA to interpret the relationships between variables.	L4
5. Summarize research reports for managerial decision making.	L2

Unit 1 INTRODUCTION TO BUSINESS RESEARCH METHODS AND PROCESS **10**

Meaning and Significance of Business Research — Types of research –Role of Business research in Managerial decision- Research process - –Problem Identification – Criteria for Good research – Preliminary data gathering – Literature survey- Hypothesis development – types of variables

Learning Outcomes: At the end of the unit, the student will be able to:
- Understand the importance and Types of Research (L2)
- Explain different types of variables and Hypotheses (L2)

Unit 2 RESEARCH DESIGN AND SAMPLING METHODOLOGY **12**

Types of Research designs – Nature of Sampling – Probability –Non-Probability Sampling methods - –Steps in sampling design – Sample size determination and Approaches.

Learning Outcomes: At the end of the unit, the student will be able to:
- Describes the various types of research Designs (L2)
- Analyses Various Sampling Methods. (L3)

Unit 3 SCALING TECHNIQUES, DATA COLLECTION AND DATA ANALYSIS **14**

Nature of Measurement and Scaling – Measurements of Scales – Scaling Techniques – constructing, drafting and refining the Questionnaire - Data collection- Source of Data: Primary data and Secondary data- Data collection Methods – Processing and Analyzing Data

Learning Outcomes: At the end of the unit, the student will be able to:

- Examine the different scaling techniques and Drafting. (L4)
- Illustrate various source of Data collection methods. (L3)

Unit 4 INTRODUCTION TO SPSS AND TECHNIQUES OF DATA ANALYSIS 12

Introduction to SPSS – Data coding, retrieving – An overview of descriptive statistics –Mean – Median- Mode- Bar diagrams – Pie diagram - Histograms – Introduction to Statistics tools - Chi Square test -. T-test – ANOVA – Exploratory factor analysis – Multiple regression analysis – Multiple discriminate analysis – cluster analysis –Binary logistic regression

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply Descriptive Statistical Methods to summarize and describe data distribution (L3)
- Design and implement a complete data analysis Project using SPSS. (L6)

Unit 5 RESEARCH REPORT WRITING AND PLAGIARISM CHECK 10

Research report: Research report – components - Title Page –Tables of Content – Executive summary - Introductory session – Body of report – conclusion of the report - References – Appendix – Guidelines for Preparing a Good research report – Introduction to Plagiarism –What and Why

Learning Outcomes: At the end of the unit, the student will be able to:

- Summaries different types of Research reports and Layout (L2))

Prescribed Textbooks:

1. Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009

Reference Books:

1. Research methods for managers' 3/e, John gill & Phil Johnson, Sage Publications.
2. Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pvt. Ltd, Singapore, 2003.
3. S.C.Gupta & V.K.Kapoor Fundamental of Applied Statistics, Sultan Chand & Co
4. An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill.
5. DES, William G. Zikmund, 7/e, Cengage, 2008
6. Cynthia Menezes Prabhu, Management Research Methods, Pen to Print Publishing LLP, 2022.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA25T.1	2	2	-	1	2	-	2	2
26EMBA25T.2	2	2	-	-	1	-	-	2
26EMBA25T.3	3	2	-	1	-	-	-	2
26EMBA25T.4	3	3	-	1	-	-	-	2
26EMBA25T.5	2	2	-	1	-	-	-	-

Title of the Course : Management Information System
Category : PCC
Year : I
Semester : II
Course Code : 26EMBA26T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

Course Objectives:
1. To understand the role of Information technology in Management.
2. To apply IT solutions for Business Problem Solving.
3. To empower students with the knowledge of IT Infrastructure and networking.
4. To analyze the role of ICT in Business and Society.
5. To expose students to the wireless ecosystem.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the basics in the field of Management Information System.	L2
2. Summarize the different types of Management Information Systems	L2
3. Describe various concepts and models related to System Development.	L2
4. Explain Strategic Information System and value Chain model implementation in an organization	L2
5. Explain Information System security and control in using organization technology.	L2

Unit 1 INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS 10

Information age, the need for Information systems –Digital convergence and the changing Business Environment: Information and Knowledge Economy: Contemporary approach to IS and management Challenges. Management information system and core competencies – Role of Manager with respect to IT in an Organization.

Learning Outcomes: At the end of the unit, the student will be able to:
- Know the application of MIS in different business activities. (L2)
- Understand the role of manager with respect to IT in an Organization. (L2)

Unit 2 TYPES OF INFORMATION SYSTEMS 10

Functional perspectives of IS; Strategic uses of Information systems; Organizational and Behavioral Impacts; IT impact on Decision making; Leveraging Technology in the Value Chain; Different Information systems in the enterprise: TPS, DSS, MIS and ESS, GDSS, GIS and SIS.

Intelligent techniques: Expert Systems, Fuzzy logic Systems, Neural Networks, genetic Algorithm, Hybrid AI Systems, Intelligent Agents.

Learning Outcomes: At the end of the unit, the student will be able to:
- Estimate the use of computers in gaining knowledge. (L2)
- Apply business intelligence aspects in management decision. (L3)

Unit 3 IT INFRASTRUCTURE 10

Business hardware evolution of IT Infrastructure; Moore's Law – Law of mass Digital Storage – IT Infrastructure components –Trends in Hardware Platforms – Enterprise Software – GroupWare. – IT Strategies – IT Business Alignment – Balanced Score card –Cloud and Vendor strategies. Emerging Technologies –Cloud Computing – Big data Technologies –Internet of Things – Virtual Reality –Augmented reality –Block Chain - Artificial Intelligence.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Business hardware evolution with regard to IT Infrastructure. (L2)
- Summarize the concepts of IS Strategy and balanced scorecard. (L2)

Unit 4 ICT FOR DEVELOPMENT AND E-GOVERNANCE 8

ICT for development, Types of ICT interventions, Examples of ICT for development Projects, E-Governance concepts &Applications, E- Participation.

Society and Internet: Social dynamics of Internet, Services of Internet, technology of the Internet, Social issues, Social Networks in the enterprise, Social, ethical and security issues in MIS.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply different tools for ICT Development. (L3)
- Understand the Social Networks in the enterprise as well different issues related to MIS. (L2)

Unit 5 WIRELESS REVOLUTION 8

The wireless revolution: Introduction, Videoconferencing, Videoconferencing – Wireless payments; Bandwidth and media: Media value; Wi-Max and EVDO; M-Commerce; applications in CRM, Supply chain and Heath care; mobile and e-commerce – Intelligent techniques.

Learning Outcomes: At the end of the unit, the student will be able to:

- Know the basics of wireless revolution. (L2)
- Predict the different ways for Intelligent techniques. (L2)

Prescribed Textbooks:

1. Management Information System C. Laudon and Jane P Laudon, et at, 11/e, PHI and Pearson Education.

Reference Books:

1. Management Information System, Robest Schuthesis and Mary Sumner, Tata McGraw Hill.
2. Management Information Systems, Balasubramanian, Excel books, 2009.
3. Management Information Systems, Gordon B. Davis &Margrethe H. Olson, Tata McGraw Hill, 2006.
4. Management Information Systems, McCleod, Schell, Pearson 2009.
5. Principles of Information Systems, Stair, George, Cengage Learning, 2008.
6. Management Information System, O'Brien, Tata McGraw Hill 2009.
7. Management Information System, Jawedekar, Tata McGraw Hill, 2007.
8. Management Information Systems, C.S.V. Murthy, Himalaya Publishing House, 2009.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA26T.1	2	2	1	2	-	1	-	1
26EMBA26T.2	2	2	1	1	1	1	-	1
26EMBA26T.3	2	2	1	-	1	1	-	1
26EMBA26T.4	2	2	1	1	1	1	1	1
26EMBA26T.5	3	2	1	1	1	1	-	1

Title of the Course : Optimization Techniques
Category : BSC
Year : I
Semester : II
Course Code : 26EMAT21T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	1	0	4

Course Objectives:
- To explain the fundamental concepts of Optimization, types of optimization problems and Linear Programming.
- To apply the methods of Transportation model.
- To apply Hungarian method to solve Assignment problems
- To analyze the game strategies.
- To describe Project management techniques for managing projects.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Describe the basic concepts of optimization problems and about Linear Programming Techniques.	L2
2. Solve Transportation Problems using different methods of transportation to optimize the transportation costs.	L3
3. Solve assignment problems and find the optimum allocation of resources.	L3
4. Apply the algebraic and graphical methods to find the value of the game.	L3
5. Analyze the information and draw the network & use PERT and CPM techniques to solve the project management problems.	L4

Unit 1 INTRODUCTION TO OPTIMIZATION 12

Definition of Optimization- Applications in management decision making - Types of Optimization Problems: Continuous, Discrete, Linear, Non-Linear, and Multi-objective Optimization.
Linear Programming Problem: Introduction, Formulation of Linear Programming Problem, Limitations of L.P, Graphical Solution To L.P.P – Simplex Method (Simple Problems)
Learning Outcomes: At the end of the unit, the student will be able to:
- Understand the basic concept and types of optimization problems. (L2)
- Formulate a Linear Programming Problem and find graphical and simplex solutions to the LPP. (L3)

Unit 2 TRANSPORTATION MODEL 12

Introduction – Transportation Model: Finding Initial Basic Feasible Solutions, Moving Towards Optimality – Unbalanced Transportation Problems – Transportation Problems with Maximization, Degeneracy
Learning Outcomes: At the end of the unit, the student will be able to:
- Understand the basic concept and methods of Transportation problems. (L2)
- Apply the Transportation methods that are needed to solve optimization of transportation costs. (L3)

Unit 3 ASSIGNMENT MODEL 12

Introduction – Mathematical Formulation of The Problem – Solution of An Assignment Problem – Hungarian Algorithm – Multiple Solution – Unbalanced Assignment Problems – Maximization in Assignment Model – Travelling Salesman Problem.

Learning Outcomes: At the end of the unit, the student will be able to:

- . Formulate and solve assignment problems using Hungarian method. (L3)
- Solve Travelling Salesman problems to optimize the cost. (L3)

Unit 4 GAME THEORY 11

Introduction to Theory of Games – Two-Person Zero-Sum Games – Pure Strategies – Games with Saddle Point – Mixed Strategies – Games Without Saddle Point by rules Of dominance – games without saddle point by algebraic Method – Graphical method.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concepts of Game Theory. (L2)
- Apply the dominance Rule, Algebraic method and graphical methods to find the solution to the payoff matrix. (L3)

Unit 5 PROJECT MANAGEMENT: P.E.R.T & C.P. M 12

Network Drawing – Critical Path Method (CPM) And Project Evolution and Review Technique (PERT) – Probability of Completing the Project Within the Given Time – Optimum Cost and Optimum Duration – Differences Between P.E.R.T & C.P.M.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the data and draw the networks using given information. (L4)
- Apply PERT and CPM techniques to find the project duration, critical path, probability of completing the project within given time.(L3)

Prescribed Textbooks:

1. Kanti Swaroop, Gupta P.K. Man Mohan, “Operations Research”, Sultan Chand and Sons, 1978.

Reference Books:

1. J K Sharma, Operations Research: Theory and Practice, Macmillan Publishers India Ltd, 5th Edition, 2013
2. FS Hillier and GJ Lieberman, Introduction to Operations Research, TMH, 8/E, 2006.
3. Operations Research / R. Panner selvam, PHI Publications.
4. Research Methodology, Dipak Kumar, Bhattacharya, Excel Books, 2006
5. JC Pant, Introduction to Optimization: Operations Research, Jain Brothers, New, 6/E, 2004.
6. N.D. Vohra, Quantitative Techniques in Management, McGraw Hill Education (India) Pvt. Ltd., 5th Edition (2017).
7. Hamdy A. Taha, Operations Research: An Introduction, Pearson Education, 10th Edition (2016).
8. S.S. Rao, Optimization Techniques: Theory and Applications, Wiley, 2009.
9. Ravindra K. Ahuja, Thomas L. Magnanti, and James B. Orlin, Network Flows: Theory, Algorithms, and Applications, Pearson Education, 1993.
10. Edwin K. P. Chong and Stanislaw H. Zak, Introduction to Optimization, Wiley, 2013 (4th Edition).

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMAT21T.1	3	2	-	-	1	-	-	1
26EMAT21T.2	3	2	-	-	1	1	-	1
26EMAT21T.3	2	3	-	1	-	-	1	1
26EMAT21T.4	2	2	1	1	-	1	1	1
26EMAT21T.5	3	2	-	-	1	1	-	1

Title of the Course : Career Development – II
Category : PCC
Year : I
Semester : II
Course Code : 26EMBA27P
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

Course Objectives:

- Toanalyze different perspectives in business scenarios.
- To develop effective event planning strategies.
- To Analyze complex business concepts collaboratively, enhancing peer learning.
- ToEvaluate personal branding strategies, including career goals and key experiences.
- Todeliver in-depth market research reports with strategic insights.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Evaluate stakeholder perspectives and craft personal success stories for effective communication.	L5
2. Design and plan sustainable events, incorporating budgeting and eco-friendly practices.	L3
3. Create and present a comprehensive business plan, demonstrating peer collaboration and teaching.	L6
4. Analyze personal branding and entrepreneurial strategies through presentations and mock interviews.	L4
5. Conduct and present comprehensive market research integrating customer insights and competitor analysis.	L3

Unit 1 PERCEPTION- IMPRESSION MANAGEMENT **8**

Activity 1: **Perception-Checking Practice**

- Present a business case and ask to write from the perspective of different stakeholders

Activity 2: **Impression Management.**

Let them craft and share personal success stories that highlight their strengths and achievements

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply perception-checking techniques to accurately interpret and manage interactions. (L3)
- Analyze and implement impression management strategies in various professional settings. (L3)

Unit 2 EVENT MANAGEMENT SKILLS **10**

Activity 1: **Manage a Simulated Event Planning**

- Divide students into groups and assign each group a type of event (e.g., product launch, conference, or networking event). They must create a detailed event plan, including budgeting, vendor selection, marketing strategy, and risk management

Activity 2: **Sustainability in Event Management**

Groups are tasked with planning an eco-friendly event, considering factors like waste reduction, energy use, and sustainable sourcing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Create comprehensive event plans, incorporating budgeting, marketing, and risk management

strategies. (L6)

- Apply sustainable practices in event management, focusing on eco-friendly solutions (L3)

Unit 3 PEER TEACHING & LEARNING 10

Activity 1: Business Concept Presentations

Students work together in a small group to develop a comprehensive business plan for a New Product, New Technology or New Business Venture. Each team member is responsible for teaching their peers about a different aspect of the plan (e.g., market analysis, financial projections, operational strategy). The final plan is then presented to the whole class.

Learning Outcomes: At the end of the unit, the student will be able to:

- Create a detailed business plan for a new venture. (L6)
- Understand about specific business concepts using effective communication strategies. (L2)

Unit 4 INTERVIEW, PERSONALITY & EMOTIONS 14

Activity 1: Personal Branding Presentation

- Each student creates a presentation that showcases their personal brand. This can include their values, career goals, key experiences, and unique selling points. The presentations are delivered in front of the class, followed by a Q&A session

Activity 2: Walk in Some else's Shoes

- Students select a successful startup and work backward to identify the key decisions and strategies that contributed to its success. They must then present the business model from the perspective of the entrepreneurs who built it.

Activity 3: **Resume Building & Mock Interview**

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concept and applications of Operations Research. (L2)
- Design a personal brand that effectively communicates career goals and strengths. (L6)
- Analyze key strategic decisions behind a successful startup's business model. (L4)
- Demonstrate interview skills and build a professional resume tailored to job roles. (L3)

Formulate a Linear Programming Problem and find graphical and simplex solutions to the LPP. (L3)

Unit 5 REAL TIME EXPERIENCE 12

Activity 1: Assign students to conduct real-time market research for a product or service, including customer surveys, competitor analysis, marketing strategies and market trends. They should submit the final report along with the presentation.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze market data to create effective business strategies. (L4)
- Evaluate competitor strategies and market trends for informed decision-making. (L5)

Prescribed Textbooks:

1. Perception and Impression Management: The Business Perspective, James R. Brown and Sarah M. Anderson, McGraw-Hill Education, 2021

Reference Books:

1. Impression Management in the Workplace: Research, Theory, and Practice, Paul Rosenfeld, Robert A. Giacalone, and Catherine A. Riordan, Routledge, 2013
2. Sustainable Event Management: A Practical Guide, Meegan Jones, Routledge,2014
3. Interviewing: Principles and Practices, Charles Stewart and William Cash, McGraw-Hill Education.
4. Event Management: Principles & Practice, Greg Allen and Matthew Jones, Routledge, 2022
5. Peer Learning in Higher Education: Learning from & with Each Other, David Boud, Ruth Cohen, and Jane Sampson Routledge, 2014
6. The Art of Interviewing: Personality, Emotions, and Branding, Andrew Green and Carla Rogers, Pearson Education, 2019
7. Real-Time Market Research: Strategies and Tactics, Susan White and Mark Richards, John Wiley & Sons, 2023.

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA27P.1	2	3	-	1	-	-	-	2
26EMBA27P.2	2	3	3	3	2	-	1	3
26EMBA27P.3	2	3	2	2	1	3	2	2
26EMBA27P.4	1	2	1	3	2	-	1	3
26EMBA27P.5	3	3	1	3	2	2	2	3

Title of the Course : Business Communication Lab
Category : HSC
Year : I
Semester : II
Course Code : 26EENG21L
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

Course Objectives:

- Describe active listening skills and respond appropriately.
- Comprehend and deliver an oral presentation and situational dialogues in a manner that effectively delivers the message and meets the needs of the target audience
- Explain formal business letters and emails that are short, clear, and to the point
- Apply group behavior and adapt themselves to fit well in teams
- Analyze the significance of Resume and equip themselves with strategies to succeed in interviews.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Understand active listening skills and respond appropriately	L2
2. Comprehend their public speaking skills and make presentations confidently.	L2
3. Describe Business Letters and E-Mails in Business Correspondence	L2
4. Apply group behavior and adapt themselves to fit well in teams	L3
5. Analyze the significance of Resume and equip themselves with strategies to succeed in interviews	L4

The following course content is prescribed for the Executive Communication Skills Lab: **52**

1. Listening Comprehension
2. Oral presentations (prepared and extemporaneous)
3. Situational dialogues – Greeting and Introduction, asking for information and giving directions
4. Business Letters and E-mails
5. Group Discussions
6. Resume Writing, Covering letters
7. Interviews

Prescribed Textbooks:

Lab Manual prepared by Faculty Members of English

1. Business Communication for Managers, Penrose, Raspberry and Myers, Cengage, 2009.

Reference Books:

1. Listening Advantage, Heine ELT, Cengage Learning, 1st Edition, 2008.
2. Presentation Zen, Garr Reynolds, New Riders, 2nd Edition, 2011.
3. Essentials of Business communication, Mary Ellen Guffey and Dana Loewy, Cengage Learning, 11th Edition, 2015.
4. Basic Business Communication Skills for empowering the internet generation, Lesikar Flatley, Tata McGraw Hill, 2009
5. Business Communication, Ramachandran KK et al. MacMillan India Ltd., 2009
6. The resume writing Guide by Lisa MC Grimmon, Create Space Independent Publishing Platform, 2nd edition, 2017.

Suggested Software:

- It's your Job from Clarity
- Business Writing from Clarity
- Career Lab, Glob Areana, Hyderabad

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EENG21L.1	3	1	-	3	-	1	-	2
26EENG21L.2	3	1	1	3	1	-	1	2
26EENG21L.3	3	1	-	3	1	-	-	2
26EENG21L.4	3	1	-	3	1	-	1	2
26EENG21L.5	3	1	-	3	1	1	-	2

Title of the Course : Technical Writing and Intellectual Property Rights
Category : AU
Year : I
Semester : II
Course Code : 26EMBA29T
Branch : MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
2	0	0	0

Course Objectives:

- Identify an appropriate research problem in their interesting domain.
- Understand ethical issues understand the Preparation of a research project thesis report.
- Understand the Preparation of a research project thesis report
- Understand the law of patent and copyrights.
- Understand the Adequate knowledge on IPR

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Analyze research related information	L4
2. Follow research ethics.	L3
3. Understand that today's world is controlled by Computer, Information Technology, but tomorrow world will be ruled by ideas, concept, and creativity	L2
4. Understanding that when IPR would take such important place in growth of individuals & nation.	L2
5. Understand that IPR protection provides an incentive to inventors for further research work and investment in R & D.	L2

Unit 1 INTRODUCTION TO RESEARCH METHODOLOGY 5

Meaning of research problem, Sources of research problem, Criteria -Characteristics of a good research problem, Errors in selecting a research problem, scope, and objectives of research problem. Approaches of investigation of solutions for research problem, data collection, analysis, interpretation, Necessary instrumentations.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the research problems and errors in selecting a research problem. (L2)
- Examine the various approaches of investigation of solutions for research problem. (L2)

Unit 2 TECHNICAL WRITING 5

Effective literature studies approaches, analysis Plagiarism, Research ethics, Effective technical writing, how to write report, Paper Developing a Research Proposal, Format of research proposal, a presentation and assessment by a review committee.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the effective literature studies and approaches. (L2)
- Apply the basics of technical writing in drafting papers. (L3)
- Understand the format of a research proposal. (L2)

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Unit 3 INTELLECTUAL PROPERTY 10

Nature of Intellectual Property: Patents, Designs, Trade and Copyright. Process of Patenting and Development: technological research, innovation, patenting, development. International Scenario: International cooperation on Intellectual Property. Procedure for grants of patents, Patenting under PCT.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the nature of Intellectual research. (L2)
- Understand the various international scenarios with respect to IPR. (L2)

Unit 4 PATENT RIGHTS 7

Patent Rights: Scope of Patent Rights. Licensing and transfer of technology. Patent information and databases. Geographical Indications.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basics of Patent rights. (L2)
- Understand Geographical indications. (L2)

Unit 5 NEW DEVELOPMENTS IN IPR 8

w Developments in IPR: Administration of Patent System. New developments in IPR; IPR of Biological Systems, Computer Software etc. Traditional knowledge Case Studies, IPR and IITs.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the new developments in IPR. (L4)
- Understand the traditional knowledge related to IPR. (L2)

Prescribed Textbooks:

1. Stuart Melville and Wayne Goddard, "Research methodology: an introduction for science & engineering students'.

Reference Books:

1. Ranjit Kumar, 2nd Edition, "Research Methodology: A Step-by-Step Guide for 2. beginners".
2. Mayall, "Industrial Design", McGraw Hill, 1992.
3. Halbert, "Resisting Intellectual Property", Taylor & Francis Ltd ,2007
4. Niebel, "Product Design", McGraw Hill, 1974.
5. Asimov, "Introduction to Design", Prentice Hall, 1962.
6. Robert P. Merges, Peter S. Meynell, Mark A. Lemley, "Intellectual Property in New Technological Age", 2016.
7. Wayne Goddard and Stuart Melville, "Research Methodology: An Introduction".

CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
26EMBA29T.1	3	3	-	-	-	1	-	1
26EMBA29T.2	3	2	-	1	-	1	-	1
26EMBA29T.3	2	2	-	-	-	3	-	2
26EMBA29T.4	2	2	-	-	-	3	-	2
26EMBA29T.5	2	2	-	-	-	3	-	2