SANDIP FOUNDATION'S
SANDIP INSTITUTE OF TECHNOLOGY AND RESEARCH CENTRE, NASHIK

(An Autonomous Institute Permanently Affiliated to Savitribai Phule Pune University, Pune and Accredited by NAAC with 'A' Grade)

National Education Policy (NEP) - 2020 Compliant Curriculum/ Syllabus

For

MASTER OF BUSINESS ADMINISTRATION (M. B. A. - FINTECH)

Board of Studies: Department of Management Studies

(With Effect from Academic Year: 2025-26)

SANDIP FOUNDATION'S
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This is to certify that the **Syllabus Handbook** for the MBA Fintech Management, has been reviewed and endorsed by the **Board of Studies, Academic Council and Governing Body**.

The syllabus has been thoroughly examined and is in alignment with the academic and professional standards set forth by the institution and relevant regulatory bodies. It is hereby recommended for implementation with effect from the academic year 2025-26.

This certificate serves as formal approval of the contents of the handbook and authorizes its distribution to students and faculty.

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Sandip Institute of Technology & Research Centre
SITRC
Mahiravani Nashik

CURRICULA FOR MBA FINTECH PROGRAM (2522)

Table 1: Coding for Courses Used in M.B.A. Fintech Curriculum

Course Code XXYYZSTTU	**Definitions**
XX	Year of curriculum implementation (25)
YY	Branch code (22) Master of Business Administration (M.B.A.)
Z	Level of Program & Course no. 5: First Year (PG) 6: Second Year (PG)
S	Semester (1,2,3,4)
TT	Course Code (01, 02…..)
U	**Suffix only for other Courses**
VAC	Value Added Course
EL	Experiential Learning
SDC	Skill Development Courses
P/Q	Elective Courses

Table 2: Distribution of Credits and Marks for M.B.A. Fintech Program

Part I: Program Courses					
	Semester				**Total**
	I	**II**	**III**	**IV**	
Credits	25	26	29	16	96
Marks	850	875	1050	400	3175
Part II: Value Added Courses					
Credits	02	02	02	--	06
Marks	50	50	50	--	150
Total Marks	900	925	1100	400	3325
Total Minimum Credits to Earn (Part I + II)				**96 + 06 = 102**	

Abbreviations

CIA	Continuous Internal Assessment	**GC**	Generic Core
L	Theory Lecture	**GE**	Generic Elective
T	Tutorial	**SC**	Specialization Core
P	Practice/ Practical	**SE**	Specialization Elective
CO	Course Outcome	**VAC**	Value Added Course
PO	Program Outcome	**SDC**	Skill Development Course
PSO	Program Specific Outcome	**EL**	Experiential Learning
TA	Teacher's Assessment	**TW**	Term Work
MTE	Mid Term Examination	**ESE**	End Semester Examination

Evaluation Pattern from A. Y. 2025-26

Head of Evaluation	Continuous Internal Assessment (CIA)		End Semester Exam (ESE)	Components of Teacher's Assessments (TA)
Theory	Teacher's Assessment (TA)	Mid Term Exam (MTE)		
(CIA: 40% + ESE: 60%)	25%	15%	60%	1. Home Assignments (10%). 2. Activity/ Topic Based Presentation (10%) 3. Attendance (5%)
Term work	100%	--	--	1. Quality of Content 2. Presentations/ Viva-voce. 3. Punctuality/ Timely submission. 4. Attendance
Viva-Voce (Project/ Internship/ OJT)	50%	--	50%	1. Project/ OJT performance. 2. Viva-voce. 3. Report Submission 4. Paper publication or IPR. 5. Participation at National or International level competitions

Curriculum Structure for MBA Fintech Management

(w.e.f. A.Y. 2025-26)

Semester – I

Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme (Hrs./Week)				Evaluation Scheme				Total Marks
				L	T	P	C	Formative Assessment CIA		Summative Assessment ESE		
								Course	TW	Course	TW	
1	GC	25165101	Principles of Marketing	2	1	--	3	40	--	60	--	100
2	GC	25165102	Accounting for Managers	2	--	2	3	40	--	60	--	100
3	GC	25165103	Organizational Behaviour	2	1	--	3	40	--	60	--	100
4	GC	25165104	Business Research Methods	2	1	--	3	40	--	60	--	100
5	GC	25165105	Managerial Economics	2	1	--	3	40	--	60	--	100
6	GE	25165106P	Start-up & New Venture Management /	1	1	--	2	40	--	60	--	100
		25165106Q	Principles and Practices of Management	2	--	--						
7	GE	25165107P	Digital Business /	1	--	2	2	40	--	60	--	100
		25165107Q	Legal Aspects of Business	1	1	--						
8	ELC	251651ELC	Enterprise Analysis and Desk Research	--	--	4	2	--	50	--	--	50
9	SDC	251651SDC	Communication Skills-I	1	--	2	2	--	50	--	--	50
10	VAC	251651VAC	Human Rights	2	--	--	2	--	50	--	--	50
11	AEC	251651AEC	Introduction to Cyber Security-I	1	--	2	2	--	50	--	--	50
TOTAL				**19**	**6**	**12**	**27**	**280**	**200**	**420**	**--**	**900**

25165101: Principles of Marketing		
Semester: I	**Teaching Scheme (L:T:P): 3:0:0**	**Evaluation Scheme:**
Credits: 03	**Lecture: 03 Hrs./ week**	**CIA: 40, End-Sem: 60**
Prerequisite: -		

Course Objectives:

1. To understand the fundamental marketing concepts and philosophies of marketing.
2. To analyze the marketing environments that influence marketing decisions.
3. To equip students with practical knowledge of segmentation, targeting, and positioning.
4. To foster an understanding of consumer and organizational buying behavior.
5. To apply the marketing mix and product lifecycle strategies for different types of offerings.
6. To formulate and evaluate marketing strategies aligned with business goals.

Course Outcomes: On completion of the course, learners will be able to –

CO	Course Outcomes	BTL
CO1	**Explain** the core concepts, scope, orientations, and functions of marketing and their application in creating customer value.	2
CO2	**Analyze** the impact of the macro and micro environments on marketing strategies.	4
CO3	**Apply** the principles of segmentation, targeting, and positioning to develop customer value-driven marketing strategies.	3
CO4	**Evaluate** consumer and organizational buying behavior to influence purchase decisions.	5
CO5	**Apply** the marketing mix and product life cycle concepts to optimize marketing strategies for different products.	3
CO6	**Formulate** comprehensive marketing strategies using analytical tools and frameworks for sustainable competitive advantage. .	6

CO-PO-PSO Mapping

Course Outcomes	PO					PSO		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	-	-	-	2	3	3
CO2	3	3	-	3	-	3	2	2
CO3	3	3	2	-	2	3	3	2
CO4	3	3	2	2	2	3	3	2
CO5	3	3	2	-	3	3	2	2
CO6	2	2	3	3	2	2	3	3

<table>
<tr><th colspan="3">Units</th></tr>
<tr><td>Unit 1</td><td>Introduction to Marketing (10 Hrs.)</td><td>CO</td></tr>
<tr><td colspan="2">Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Needs, Wants, Demands, Market Offerings, Customer Value and Customer Satisfaction, Customer Delight, Customer loyalty, Exchanges and Transaction, Competition, Concepts of Markets, Key Customer Markets, Marketing V/S Market, Marketplaces, Marketspaces, Meta Markets, Brick & Click Model, Omnichannel, E-commerce and Q-Commerce, Functions of a Marketing Manager, Linkage of Marketing functions with all functions in the organization, Company Orientation toward the Marketplace - Production, Product, Selling, Marketing, Societal, Relational and Holistic Marketing Orientation, Integrating Traditional, digital and Sustainable Marketing, Selling versus Marketing, Marketing Myopia, Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value.</td><td>CO1</td></tr>
<tr><td>Unit 2</td><td>Marketing Environment (5 Hrs.)</td><td rowspan="2">CO2</td></tr>
<tr><td colspan="2">Concept of Marketing Environment, Macro Environment & Micro Environment – Components & Characteristics, Major Forces impacting the Macro Environment & Micro Environment, Need for analyzing the marketing environment, Analyzing the demographic, economic, socio-cultural, natural, technological, political and legal environment, Responding to Marketing Environment.</td></tr>
<tr><td>Unit 3</td><td>Segmentation, Target Marketing & Positioning (8 Hrs.)</td><td rowspan="2">CO3</td></tr>
<tr><td colspan="2">Segmentation, Concept, Need and Benefits, Bases for Segmenting Consumer Markets - Geographic, Demographic, Psychographic, Behavioural, Bases for segmentation for business markets, Forrester's Social Technographics segmentation, Criteria for effective segmentation, Levels of segmentation, Mass marketing, Segment Marketing, Niche & Local Marketing, Long Tail Marketing, Market Potential & Market Share.
Market Targeting - Concept of Target Markets, Market Targeting and Criteria for Selection, Evaluating and Selecting the Market Segments – Full Market Coverage, Multiple Segment Specialization, Single-Segment Concentration, Positioning - Concept of differentiation and positioning, Value Proposition & Unique Selling Proposition.</td></tr>
<tr><td>Unit 4</td><td>Consumer Behavior (6 Hrs.)</td><td rowspan="2">CO4</td></tr>
<tr><td colspan="2">Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process with real life situations– Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior, Transition from AIDA to 5As, Online and Omnichannel Consumer Behavior, Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior, Business Buyer Decision Process.</td></tr>
</table>

Unit	Content	CO
Unit 5	**Marketing Mix and Product Life Cycle** **(5 Hrs.)**	**CO5**
	Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence, Digital Marketing Mix, Product Life Cycle: Concept, characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC, Strategies across the stages of the PLC.	
Unit 6	**Marketing Strategy** **(8 Hrs.)**	**CO6**
	Fundamental concepts and frameworks of marketing strategy, create value and sustainable competitive advantage in dynamic markets, strategic marketing planning process, including mission and vision alignment, situation analysis (SWOT, PESTEL), and setting marketing objectives, key strategic tools such as Ansoff Matrix, BCG Matrix, and Porter's Generic Strategies, market segmentation, targeting, and positioning (STP) as core strategic decisions, and integrating marketing mix (4Ps/7Ps) with strategic goals, analyzing competitors, assessing market opportunities, and developing customer-centric strategies for long-term growth and profitability.	

Text Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. MKTG, Lamb, Hair, Sharma, McDaniel, Cengage Learning

Reference Books:

1. Marketing Management, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, TMGH
5. Marketing Management, S.A. Sherlekar, HPH
6. Case Studies in Marketing: The Indian Context, R Srinivasan, PHI

Online Learning Resources:

1. https://www.marketingteacher.com/
2. https://archive.nptel.ac.in/courses/110/104/110104068/#

25165102: Accounting for Managers		
Semester: I	**Teaching Scheme (L:T:P): 3:0:0**	**Evaluation Scheme:**
Credits: 03	**Lecture: 03 Hrs./week**	**CIA: 40, End-Sem: 60**

Prerequisite: Basic understanding of financial terminology and fundamental concepts of business operations is essential to grasp managerial accounting principles and their application in decision-making.

Course Objectives:

1. To define and describe the fundamental concepts related to Management Accounting.
2. To elaborate on the theoretical foundations of Management Accounting.
3. To utilize accounting information to make managerial decisions.
4. To identify and evaluate key elements in financial statements and cost data to make informed managerial choices.
5. To interpret financial statements to understand the financial health and performance of the organization.
6. To create various budgets, such as operating budgets, capital budgets, and cash budgets, to aid in planning and control.

Course Outcomes: On completion of the course, learner will be able to –

CO	Course Outcomes	BTL
CO1	**Describe** the concepts related to Management Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing.	2
CO2	**Explain** in detail, all the theoretical concepts mentioned in the syllabus.	2
CO3	**Perform** all the necessary calculations through numerical problems	3
CO4	**Analyze** the situation and decide the key elements involved in the situation.	4
CO5	**Evaluate** the financial impact of the decision.	5
CO6	**Create** the Financial Statement, Cost Sheet and Budgets	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	1	2	2	2	2	2
CO2	2	2	2	2	2	2	2	2
CO3	3	2	2	3	2	3	3	3
CO4	3	2	2	3	2	3	3	3
CO5	3	3	3	2	3	3	3	3
CO6	3	3	2	3	2	3	3	3

Units		
Unit 1	**Introduction of Accounting (6 Hrs.)**	**CO**
	Nature, Scope of Management Accounting, Difference between Financial Accounting, Cost Accounting and Management Accounting Need, uses, concepts, terms and conventions of accounting, Generally Accepted Accounting Principles (GAAP)	**CO1**
Unit 2	**Financial Accounting and Statements (6 Hrs.)**	**CO2**
	Fundamental accounting journal, ledger and trial balance. Meaning, importance and objectives of Financial Statements, Preparation of final accounts of sole proprietary firm.	
Unit 3	**Basics of Cost Accounting (6 Hrs.)**	**CO3**
	Need for Cost Information, Cost Objectives, Elements of Cost and Classification Of Costs, Cost Control and Cost Reduction, Managerial Uses of Unit Costing, Contract Costing, Process Costing.	
Unit 4	**Techniques for Decision Making (8 Hrs.)**	**CO4**
	Concept of Marginal Costing, Differential costing and absorption costing, Advantages and limitations of marginal costing, Contribution, P/V ratio, Break-even point (BEP), Cost-volume profit (CVP)Analysis, Business Decisions like Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.	
Unit 5	**Techniques for Controlling (7 Hrs.)**	**CO5**
	Budgetary Control: Concept of Budget and Budgetary Control, importance and advantages and disadvantages, Zero based budgeting, functional budgets, Fixed Budget, Cash Budget, Flexible Budget	
Unit 6	**Standard Costing (6 Hrs.)**	**CO6**
	Meaning, Importance, advantages and disadvantages, cost variance analysis, Material Variances and Labor Variances	

Text Books

1. Management Accounting, Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting, H. V.Jhamb
3. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting, Dr. Mahesh Kulkarni
5. Accounting for Management, Jawarhar Lal

Reference Books

1. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
2. Management Accounting, Ravi Kishore
3. Accounting for Managers, Dearden and Bhattacharya
4. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
5. Financial Cost and Management Accounting, P.Periasamy

Online Resources:

1. https://www.classcentral.com/search?q=accounting%20for%20managers%20
2. https://onlinecourses.swayam2.ac.in/aic20_sp60/preview
3. https://www.coursera.org/search?query=accounting%20for%20managers%20

25165103: Organization Behaviour

Semester: I	Teaching Scheme (L:T:P): 3:0:0	Evaluation Scheme:
Credits: 03	Lecture: 03 Hrs. /week	CIA: 40, End-Sem: 60

Prerequisite: Basic understanding of human psychology, communication skills, and fundamental concepts of management, Students should comprehend individual and group behavior, and they should be prepared to engage in discussions, case studies, and reflective thinking on interpersonal and organizational dynamics.

Course Objectives:

1. To gain knowledge of human behavior in the workplace from an individual, group, an organizational perspective.
2. To obtain frameworks and tools to effectively analyze and approach various organizational situations.
3. To reflect upon your own beliefs, assumptions, and behaviors with respect to how individuals, groups, and organizations act in order to expand your options of approaches and increase your own effectiveness.

Course Outcomes: After completion of the course, learners should be able to –

CO#	Course Outcomes	BTL
CO1	**Describe** the Levels of Analysis in OB and its application in Business	2
CO2	**Explain** how and why people behave under different conditions as they do.	2
CO3	**Apply** various theories and models of organizational behavior in the workplace.	3
CO4	**Compare** between the various theories of motivation and their application in organizations.	4
CO5	**Evaluate** the potential effects of important developments in the external environment on organizational behavior.	5
CO6	**Develop** strategies to creatively engage in solving organizational challenges.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	–	2	2	–	2
CO2	2	3	2	–	2	2	2	2
CO3	3	2	2	–	3	2	2	–
CO4	2	2	3	–	2	2	–	2
CO5	3	2	3	3	3	3	–	–
CO6	3	3	3	2	3	3	3	2

Units		
Unit 1	**Introduction to OB** **(7 Hrs.)**	**CO**
Introduction - Definition of OB, Focus and Purpose of OB, Nature of OB, Scope of OB, Development of OB, Organisational Behavioural Models, Understanding Organizational behavior: Role of a Manager, Levels of analysis within OB - individual, group and organization; challenges and opportunities for OB, relationship of OB with other fields, Application of OB in Business.		**CO1**
Unit 2	**Individual Behavior** **(7 Hrs.)**	**CO2**
Individual behavior; Attitude, Attitude and Behavior, Attitude required at Workplace – Job Satisfaction, Job Involvement, Commitment, Employee Engagement, Emotions, Sources of Emotions, Emotional Intelligence, EQ vs IQ Introduction ,Determinants of Personality , Theories of Personality , Individual Difference , Matching Personality and Jobs , Personality and Organizational Behaviour Values: importance of Values, learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.		
Unit 3	**Learning and Attitude** **(7 Hrs.)**	**CO3**
Introduction to Learning Process, Theories of Learning, Attitude-Characteristics and Components, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity.		
Unit 4	**Motivation** **(7 Hrs.)**	**CO4**
Organizational Culture & Climate; Organizational Conflicts Type, Causes and Management; Knowledge Management; Power & Politics; Negotiation, Motivation- introduction, Definition, Classification of Motive, Nature of Motivation, Motivation Process, Theories of Motivation.		
Unit 5	**Leadership and Communication** **(7 Hrs.)**	**CO5**
Importance of Leadership, Functions, Leader vs. Manager, Leadership Styles, Leadership Theories, Communication: Meaning, Importance of Communication, Communication Process, Barriers to Communication. Steps for Improving Communication Organizational Change: Forces for change; Resistance to change; Managing change; Stress: Concept, Sources, Consequences and Management.		
Unit 6	**Groups in Organization** **(7 Hrs.)**	**CO6**
Groups in organization: Group: Meaning, nature, functions & development, Foundations of Group Behavior, Defining and Classifying Groups, Stages of Group Development, Group Decision Making, Understanding Work Teams, Types of Teams, Creating Effective Teams.		

Text Books:

1. Robbins, S. P., & Judge, T. Organizational behavior, Boston, Pearson
2. Newstrom J. W., & Davis, K. Human behavior at work, Tata McGraw Hill
3. Michael A. Hitt, Adrienne Colella, C. Chet Miller, Organizational Behavior, Wiley

Reference Books:

1. Pareek. U., Understanding Organizational Behavior, Oxford University Press
2. Schermerhorn, J. R., Osborn, R.N., Hunt, M.U.J, Organizational Behavior, Wiley.
3. Jennifer George, Gareth Jones, Understanding and Managing Organizational Behavior, Prentice Hall

Online Resources:

1. https://www.investopedia.com/terms/o/organizational-behavior.asp
2. https://www.coursera.org/learn/organisational-behaviour-know-your-people

25165104: Business Research Methods

Semester: I	Teaching Scheme (L:T:P): 3:0:0	Evaluation Scheme:
Credits: 03	Lecture: 03 Hrs./ week	CIA: 40, End-Sem: 60

Prerequisite: Completion of an introductory statistics course and foundational coursework in management principles.

Course Objectives:

1. To introduce the basic principles, applications, and ethical considerations of business research.
2. To develop the ability to design appropriate research methodologies and construct effective research instruments.
3. To equip students with skills to analyze and interpret data using suitable statistical techniques.
4. To enable students to compile research findings into coherent reports and communicate results effectively.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	**Understand** the fundamentals of business research, including research types, ethics, and the formulation of research problems and questions.	2
CO2	**Explain** various research designs and differentiate between qualitative and quantitative approaches, including exploratory and experimental designs.	2
CO3	**Apply** knowledge of hypothesis development and testing to formulate and assess research questions using appropriate data.	3
CO4	**Analyze** different sampling methods and evaluate their applicability and limitations in various research contexts.	4
CO5	**Interpret** data using univariate and bivariate statistical techniques and present findings through appropriate graphical methods.	5
CO6	**Evaluate** statistical outputs using both parametric and non-parametric tests and demonstrate the ability to write and present a structured research report.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	1	3	2	3	-	2
CO2	3	3	1	1	2	2	2	-
CO3	3	3	2	2	2	3	-	-
CO4	3	3	2	2	1	2	3	2
CO5	3	3	2	2	2	2	-	-
CO6	3	3	1	2	1	-	3	3

Units		
Unit 1	**Introduction to Research** **(6 Hrs.)**	**CO**
Definition, reasons for studying business research, Characteristics of research, what is good research - Research application in functional areas of business - Questions in Research: Formulation of Research Problem – Management Question – Research Question – Investigation Question -Steps in research Process - Ethics in Research, Concept of Plagiarism and Prevention		**CO1**
Unit 2	**Research Design** **(7 Hrs.)**	**CO2**
Concept and Role of research design - Type of research approaches- qualitative research and quantitative research, Difference between qualitative research and quantitative research, Types of Research design- Exploratory research and Conclusive research: descriptive and causal research. Exploratory research techniques: Depth interview, Experience survey, Focus group, observations. Descriptive Research Design- concept, use. Cross sectional & longitudinal research. Experimental Design- concept of cause, causal relationship, concept of dependent & independent variable, extraneous variable, treatment & control group.		
Unit 3	**Data Collection and Measurement** **(7 Hrs.)**	**CO3**
Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance Data and Measurement: Meaning of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. Primary Data: Definition, Advantages and disadvantages over secondary data. Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.		
Unit 4	**Sampling** **(6 Hrs.)**	**CO4**
Basic concept of Sampling: universe/population, Sample, sampling frame, sampling element & Characteristics of a good sample. Probability sampling: different types of sampling. 2. non probability sample- different types of non-probability sampling, Sampling Errors, non-sampling errors, methods to reduce errors, sample size Considerations		
Unit 5	**Data Analysis and Graphical Representation of Data** **(6 Hrs.)**	**CO5**
Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode(Measures of Central tendency); Range, Standard deviation, and Coefficient of Variation (Measures of Dispersion).Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms.		

Unit 6	Advanced Data Analysis and Report Writing (7 Hrs.)	
Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Research Reports: Structure of Research report, Report writing and Presentation		**CO6**

Text Books:

1. Cooper, D. R., Schindler, P. S., & Sun, J. (2003), Business Research Methods
2. Bell, E., Bryman, A., & Harley, B. (2018), Business research methods, Oxford University Press.
3. Grønhaug, K. (2005), Research methods in business studies: a practical guide, Financial Times Prentice Hall

Reference Books:

1. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013), Business Research Methods (Book Only), Cengage Learning.
2. Miller, D. C., &Salkind, N. J. (2002), Handbook of research design and social measurement, Sage.
3. Walliman, N. (2011), Research theory, Research methods: the basics
4. Chawla & Sondhi, Research Methodology, Vikas Publication
5. eGyanKosh, IGNOU Self Learning Material (SLM)

Online Resources:

NPTEL Learning Link: https://onlinecourses.swayam2.ac.in/imb25_mg28

25165105: Managerial Economics		
Semester: I	**Teaching Scheme (L:T:P): 3:0:0**	**Evaluation Scheme:**
Credits: 03	**Lecture: 03 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Managerial Economics- Microeconomics, Macroeconomics, Business Mathematics and Statistics, Principles of Management, Financial Accounting.

Course Objectives: The student should be able to

1. To understand the basic concepts and issues in business economics and their application in business decisions.
2. To develop economic way of thinking in dealing with practical business problems and challenges
3. To apply micro economic concepts and techniques in evaluating business decisions taken by firms.

Course Outcomes: On completion of the course, learner will be able to–

CO#	Course Outcomes	BTL
CO1	**Understand** the basic concepts of economics.	2
CO2	**Apply** the fundamental ideas of economics from the perspective of management.	3
CO3	**Recognize** the numerous problems in an economics environment and emphasize the importance of each from the standpoint of corporate decision-making.	2
CO4	**Examine** how different aspects of microeconomics are related from the perspective of consumers, firms, industries, markets, competitors, and business cycles	4
CO5	**Evaluate** critical thinking using microeconomics principles in order to make wise business decisions.	5
CO6	**Analyse** how customer and industry responses to a company's economic decisions can be utilized for the future strategic decisions of the company.	4

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2
CO5	2	2	3	2	-	2	-	-
CO6	2	2	2	-	2	-	3	3

Units		
Unit 1	**Introduction to Managerial Economics (7 Hrs.)**	**CO**
Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximization Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory.		**CO1**
Unit 2	**Demand and Utility Analysis (7 Hrs.)**	
Demand & Utility Analysis & Demand Forecasting: Demand – Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand., Uses of the concept of elasticity., Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing, marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus, Methods of Demand Forecasting for Existing & New Product.		**CO2**
Unit 3	**Supply and Market Equilibrium (7 Hrs.)**	
Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium.		**CO3**
Unit 4	**Cost Analysis & Production analysis (7 Hrs.)**	
Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).		**CO4**
Unit 5	**Market structure and Pricing policy (7 Hrs.)**	
Market structure analysis. Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Perfect Competition, Features, Determination of price under perfect and Imperfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.		**CO5**

Unit 6	Consumption function and investment Function (7 Hrs.)	
Consumption Function and Investment Function: Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions.		CO6

Text Books:

1. Managerial Economics – D. Salvatore
2. Managerial Economics – H.L. Ahuja
3. Managerial Economics and Business Strategy – Michael R. Baye
4. Managerial Economics – P.L. Mehta

Reference Books:

1 Managerial Economics R. Panneerselvam, P. Sivasankaran, P. Senthilkumar Cengage 2015
2 Managerial Economics Samuelson & Marks Wiley 5/e, 2015
3 Managerial Economics D.M Mithani HPH 2016
4 Managerial Economics H. L Ahuja Samuelson & Marks S.Chanda 2014

Online Resources:

1. https://www.coursera.org/specializations/managerial-economics-business-analysis
2. https://www.coursera.org/learn/illinois-tech-managerial-economics-buyer-and-seller-behavior
3. https://alison.com/course/diploma-in-managerial-economics?utm_source=chatgpt.co

25165106P: Startup and New Venture Management		
Semester: I	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 Hrs./ week**	**CIA: 40 End-Sem: 60**

Prerequisite: Basic knowledge of Management Principles and Marketing, Interest in entrepreneurship, innovation, and business development.

Course Objectives:

1. To introduce students to the fundamentals of entrepreneurship and new venture creation.
2. To develop an understanding of the startup ecosystem, including financing, innovation, and scalability.
3. To equip students with the skills required to plan, launch, and manage startups.
4. To analyze real-life entrepreneurial case studies and learn from successful startup ventures.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	Explain the fundamentals of entrepreneurship and the components of the start-up ecosystem, including the roles of incubators, accelerators, and government initiatives.	2
CO2	Apply techniques for idea generation, opportunity evaluation, and business model development using tools like the Business Model Canvas and MVP.	3
CO3	Create a detailed business plan and assess various startup funding options, including angel investment, venture capital, crowd funding, and government schemes.	6
CO4	Analyze strategies for startup growth, marketing, operations, and exit planning through real-world case studies of successful ventures.	4

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	2	2	2	3	2	2
CO2	3	3	1	1	2	3	3	2
CO3	3	3	1	2	2	3	3	2
CO4	3	3	2	2	3	3	3	3

Units		
Unit 1	**Fundamentals of Entrepreneurship and Startup Ecosystem (7 Hrs.)**	**CO**
Definition, Characteristics, and Types of Entrepreneurs, Entrepreneurial Mindset and Motivation, Startup vs Traditional Business, The Indian Startup Ecosystem: Trends and Government Initiatives, Role of Incubators, Accelerators, and Angel Investors, Key Entrepreneurial Competencies and Skills, Social Entrepreneurship and Women Entrepreneurs		**CO1**
Unit 2	**Idea Generation to Business Model Development (7 Hrs.)**	**CO2**
Idea Generation Techniques and Creativity, Identifying Market Gaps and Problem-Solution Fit, Feasibility Study and Opportunity Evaluation, Understanding Business Models – BMC (Business Model Canvas), Value Proposition and Customer Segments, MVP (Minimum Viable Product) and Product-Market Fit, Intellectual Property Rights (IPR) Basics		
Unit 3	**Business Planning and Funding Strategies (7 Hrs.)**	**CO3**
Components of a Business Plan, Financial Planning and Budgeting for Startups, Legal Structure and Registration of Startups, Bootstrapping and Types of Startup Funding, Angel Investors, Venture Capital, and Crowd Funding, Pitching to Investors and Preparing Pitch Decks, Startup India and Other Government Funding Schemes		
Unit 4	**Startup Growth, Management, and Exit Strategies (7Hrs.)**	**CO4**
Scaling a Startup: Strategies and Challenges, Team Building and Leadership in Startups, Marketing for Startups: Digital and Guerrilla Marketing, Operations and Resource Management, Managing Failures and Pivoting, Exit Strategies: Mergers, Acquisitions, IPOs,Case Studies of Successful Startups in India and Globally		

Text Books:

1: Entrepreneurship: Theory, Process and Practice Donald F. Kuratko

2. Entrepreneurship: Successfully Launching New Ventures Bruce R. Barringer & R. Duane Ireland

Reference Books:

1. The Startup Owner's Manual – Steve Blank & Bob Dorf
2. Disciplined Entrepreneurship – Bill Aulet

Online Resources:

1. Online Learning Link https://onlinecourses.swayam2.ac.in/imb19_mg03/preview
2. MOOC Learning Link: https://onlinecourses.swayam2.ac.in/imb20_mg47/preview

25165106Q: Principles and Practices of Management		
Semester: I	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Theory: 02 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Principles and Practices of Management include Business Communication, Organizational Behavior, Economics, and Marketing Management.

Course Objectives:

1. To understand the fundamental concepts of management, including its evolution, functions, skills, and the roles of managers in organizations.
2. To explore the processes of planning and organizing, focusing on strategic planning, decision-making, and the principles of effective organizational structure.
3. To analyse the key aspects of staffing, directing, and motivation, emphasizing employee motivation theories and the role of supervisors in organizational success.
4. To examine leadership, communication, coordination, and control, focusing on leadership styles, the importance of coordination, and control mechanisms for effective management.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	**Explain** the fundamental concepts, evolution, and ethical dimensions of management.	2
CO2	**Describe** the planning and decision-making process, including MBO and strategic planning frameworks.	2
CO3	**Analyse** the organizational structure, authority, delegation, and departmentalization in business settings.	4
CO4	**Evaluate** staffing, directing, and supervisory practices with reference to employee motivation theories.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	1	2	3	1	2	2	3
CO2	3	2	1	1	2	3	2	1
CO3	3	3	2	1	2	3	3	1
CO4	3	2	1	1	3	3	3	2

Units		
Unit 1	**Introduction (7 Hrs.)**	**CO**
Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management as a Profession, Management skills, Qualities and characteristics of managers. Evolution of Management thought: Taylor and Scientific Management, Fayal's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.		**CO1**
Unit 2	**Planning and Organizing (7 Hrs.)**	**CO2**
Concept of planning, Nature, Scope, Objective, Significance of planning, Process of planning, Barriers to effective planning. **Strategic planning** – concepts, process, importance and limitations MBO, Decision Making: Meaning, Steps in Decision Making, Techniques of Decision Making. Organizing: Defining organizing, Principles of organizing, Process of organizing, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. Formal and Informal organization. Authority, Delegation and Decentralization Departmentalization.		
Unit 3	**Staffing, Directing and Motivation (7 Hrs.)**	**CO3**
Staffing: Concept, Objective of staffing, Directing: Concept, Techniques of directing Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions, Types of supervision, Essential characteristics of supervisor. Motivation: Concept, Forms of employee motivation, Need for motivation. Theories of Motivation.		
Unit 4	**Leadership, Co-ordination and Control (7 Hrs.)**	**CO4**
Leadership vs Management, Process of Leadership, Importance of leadership, Leadership styles, Characteristics of an Effective leader. Communications: Meaning – Types – Process, Channels and Barriers, Co-ordination: Concept; Meaning, Need, Characteristics, Principles and Techniques, Importance in the organization, Controlling: Concept, Importance of controlling, Types of control, Techniques and Steps in control process.		

Text Books:

1. Principles and practices of management: L. M. PRASAD (S. Chand publishers)
2. Essentials of Management: Koontz H. & Weihrich H. (Tata Mc Graw Hill Publishers)
3. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi
4. Subba Rao. P, Management & Organizational Behavior, Himalaya Publishing House

Reference Books:

1. Robbins, S.P. & Decenzo, D. A. (2014). Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education.
2. Weihrich, H. & Koontz, H. (2010). Management- A Global Perspective: New Delhi: Tata McGraw-Hill
3. Durai, P. (2015). Principles of Management, Text and Cases. New Delhi: Pearson Education

Online Resources:

1. NPTEL Learning Link: https://onlinecourses.nptel.ac.in/noc20_mg58/preview?
2. MOOC Learning Link: https://www.coursera.org/learn/principlesofmanagement?

25165107P: Digital Business		
Semester: I	**Teaching Scheme (L:T:P): 1:0:2**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Basic understanding of Business Management Concepts, Familiarity with fundamental business principles such as marketing, management, operations, and finance.

Course Objectives:

1. To introduce students to the fundamentals of electronic commerce, digital economy models, and emerging e-business platforms.
2. To explore the applications of mobile commerce, social commerce, and Internet of Things (IoT) in business, society, and government.
3. To analyze the impact of digital transformation and emerging technologies on customer experience, business strategies, and global commerce trends.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	**Understand** the Fundamentals of E-Commerce and the Digital Economy.	2
CO2	**Analyze** Mobile Commerce, Social Commerce, and the Internet of Things (IoT).	5
CO3	**Evaluate** Mechanisms and Components of the Digital Business Ecosystem.	3
CO4	**Apply** Knowledge of Digital Retailing, FinTech, and E-Government Models.	3

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	3	2	3	2	2
CO2	3	3	2	3	2	3	3	3
CO3	3	3	2	2	3	3	3	2
CO4	3	2	3	3	3	3	2	3

Units		
Unit 1	**Foundations of Digital and Electronic Commerce (7 Hrs.)**	**CO**
The Digital Revolution and Society, The Digital and Social Worlds, The Digital Economy and the Digital Enterprise, Virtual Communities and Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms, E-Business, Electronic Markets and Networks, The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of Transactions and Participant Relationships, E-Commerce Business Models, Integrating the Marketplace with the Marketspace, Web 2.0, Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society.		**CO1**
Unit 2	**Mobile, Social Commerce and IoT Integration (7 Hrs.)**	**CO2**
Mobile Commerce: Attributes, Applications, and Benefits, Mobile Marketing: Shopping and Advertising, Social Commerce and Social Business (Enterprise), Social Business Networks, Enterprise 2.0, Social Media Platforms and Comparison, Entrepreneur Networks and Enterprise Social Networks, Social Collaboration (Collaboration 2.0), C2C E-Commerce and Person-to-Person Models, Benefits and Limitations of Social Commerce, Internet of Things (IoT): Smart Homes and Appliances, Smart Cities and Smart Cars, Wearable Computing and Smart Gadgets.		
Unit 3	**Digital Business Ecosystem and Infrastructure (7 Hrs.)**	**CO3**
Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces: Types, Components and Participants, Disintermediation and Reintermediation, Webstores, Electronic Malls, Web Portals, Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, Shopping Carts, E-Commerce Search Activities, Auctions and Dynamic Pricing, Supply Chain Structure and EC Fulfillment Process, Make-to-Order and Mass Customization, Logistics and Outsourcing Strategies, Digital Payment Systems: Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Legal, Privacy and Ethical Issues.		
Unit 4	**Digital Applications and Emerging Technologies (7 Hrs.)**	**CO4**
B2C Electronic Retailing: Characteristics, Models and Services, Social Shopping and Online vs Offline Competition, Click-and-Brick Models, Personalization, FinTech: E-Banking, Mobile Banking, Insurance, Stock Trading, Digital Government: G2C, G2B, G2G, G2E, M-Government, E-Learning and E-Training Systems, E-Employment: Online Job Markets, Social Recruiting, E-Health: EMRs, Patient Services, Medical Devices, Online Travel and Tourism, Entertainment, Media, Gaming: Internet TV and Radio, Social TV, Streaming, Mobile Gaming, Gamification, Virtual Events, Emerging Technologies: Artificial Intelligence, Machine Learning, Blockchain, Big Data Analytics, AR, VR, Quantum Computing, Digital Transformation, Ethical AI, Digital Sustainability, Social Impact.		

Text Books:

1. E-Commerce: Business, Technology, Society, *Kenneth C. Laudon & Carol Guercio Traver* – Pearson Education
2. Electronic Commerce: A Managerial and Social Networks Perspective, *Efraim Turban*, *David King*, *et al.* – Springer
3. Digital Business and E-Commerce Management, *Dave Chaffey* – Pearson Education

Reference Books:

1. E-Business and E-Commerce Management: Strategy, Implementation, and Practice, Dave Chaffey – Pearson
2. Electronic Business and E-Commerce, S. Jaiswal – Galgotia Publications
3. Introduction to E-Commerce, Jeffrey F. Rayport & Bernard J. Jaworski – McGraw Hill
4. Mobile Commerce: Technology, Theory and Applications, Brian E. Mennecke & Troy J. Strader – Idea Group Inc.

Online Resources:

1. NPTEL Online Courses
   https://nptel.ac.in/ – Search for E-Commerce, Digital Business, Emerging Technologies
2. Coursera – Digital Business Courses
   https://www.coursera.org/ – Courses from top universities like Wharton, University of London
3. edX – E-Commerce and Digital Transformation
   https://www.edx.org/
4. Harvard Business Review Articles
   https://hbr.org/ – Topics on digital strategy, AI in business, and innovation.
5. Google Digital Garage
   https://learndigital.withgoogle.com/digitalgarage – Free courses on e-commerce, digital marketing, and data analytics.
6. MOOC Learning Link: https://nptel.ac.in/courses/110/105/110105083/

25165107Q: Legal Aspects of Business		
Semester: I	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Basic understanding of business environment, Indian constitutional framework, and analytical thinking skills are required.

Course Objectives:

1. To familiarize students with key business-related Acts in the Indian economy.
2. To relate legal provisions to relevant business aspects and situations.
3. To develop critical thinking through legal judgment exercises
4. To apply law in business and managerial perspective

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	Understand legal aspects of business in the context of the Indian economy.	2
CO2	Analyze the provisions various legal provisions to real-world business and Consumer	4
CO3	Evaluate the objectives and provisions for fair trade in business	5
CO4	Apply legal knowledge for managing business operations effectively and ethically.	3

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	2	-	1	2	-	2
CO2	3	2	3	-	2	2	2	-
CO3	4	3	4	4	3	3	-	-
CO4	5	2	5	-	3	2		3

Units		
Unit 1	**Laws of Contracts and Commercial Transactions (9 Hrs.)**	**CO**
The Indian Contract Act, 1872: Indian Contract Act-1872 – Introduction, Essentials of a contract, Agreement and contract, Kinds of Agreements, Kinds of contracts, Proposal, Acceptance, Capacity to contract, Free consent, Performance of contract, Modes Discharge of contract, and Breach of contract, Void Agreements, Contingent & Quasi-Contracts. Meaning and available remedies. Special Contracts: Indemnity, Guarantee, Bailment, and Agency.		**CO1**

The Negotiable Instruments Act, 1881: Meaning and Types: Promissory Notes, Bills of Exchange, and Cheques. Holder and Holder in Due Course. Negotiation and Dishonour: (Endorsement, Noting, and Protesting.) Liability for Dishonour of Cheques (Section 138) The Sale of Goods Act, 1930: Contract of Sale: Distinction between 'Sale' and 'Agreement to Sell'. Rights of an Unpaid Seller.		
Unit 2	**Corporate Laws** **(9 Hrs.)**	**CO2**
The Companies Act, 2013 Nature of Company: Definition, characteristics, Registration and distinction from partnership. Kinds of Companies: Private, Public, One Person Company (OPC). Memorandum of Association & Articles of Association, Types of Prospectus, Directors and Board: Powers, duties, and restrictions. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability. The Consumer Protection Act, 2019: Definitions of Consumer, Unfair & Restrictive Trade Practices. Consumer Rights, Protection Authorities: Including the Central Consumer Protection Authority (CCPA). Dispute Redressed Forums: Composition, Jurisdiction (District, State, National), Powers, and Appellate process		
Unit 3	**Fair Trade Laws and Information Technology Act** **(5 Hrs.)**	**CO3**
The Monopolies and Restrictive Trade Practices (MRTP) Act, 1969: Historical Context & Objectives: Definition and regulation of Monopolistic. The Competition Act, 2002 (as amended up to 2025): Concept and Overview and its types oligopoly, monopoly etc., Anti-Competitive Agreements (Cartels). Abuse of a Dominant Position. Competition Commission of India (CCI): Role, duties, and powers. Information Technology act: Definition, Cyber Law, Cyber Crime – Types of Cyber Crimes in business its preventive measures		
Unit 4	**Intellectual Property Rights (IPR)** **(5 Hrs.)**	**CO4**
The Copyright Act, 1957: The term of copyright. Including the fair use doctrine. The Patents Act, 1970: Concept of 'invention' and criteria for patentability. Procedure for grant of patent, rights of a patentee, and infringement. Importance of Patents and Royalty Rights and Duties Patent agent The Trade Marks Act, 1999: Definition and functions of a trademark. Registration process, infringement, and the concept of passing off. Importance of TM in Business, Rights and Duties agent		

Text Books: 1. Business Legislations for Management, M.C. Kuchhal 2. Elements of Mercantile Law, N.D.Kapoor 3. Business and Corporate Laws, Dr. P.C. Tulsian 4. Business Laws, S.S. Gulshan 5. Elements of Mercantile Law- N.D. Kapoor
Reference Books: 1. Pathak, Legal Aspects of Business, Tata Mcgraw- Hill Publishing Company Limited, New Delhi. 2. M.M. Sulphey & Az-Har Basheer, LAWS FOR BUSINESS, Phi Learning Pvt. Ltd. Delhi, 2011 3. Maheswari & Maheswari, Mercantile Law, Himalaya Publishing House. Mumbai 4. Legal Aspects of Business, Akhileshwar Pathak
Online Resources: 1. Online Learning Link: https://lawsikho.com/ 2. NPTEL Learning Link: https://archive.nptel.ac.in/courses/110/105/110105159/ 3. MOOC Learning Link: https://www.mooc-list.com/tags/business-law

251651ELC: Enterprise Analysis and Desk Research		
Semester: I	**Teaching Scheme (L:T:P): 0:0:4**	**Evaluation Scheme:**
Credits: 02	**Practical: 04 Hrs./week**	**TW: 50, End-Sem: --**

Prerequisite: Basic knowledge of business fundamentals, including marketing, finance, and organizational behavior. Familiarity with online research tools and analytical thinking is preferred.

Course Objectives:

1. To develop practical skills in conducting enterprise-level analysis using desk research methodologies.
2. To develop the ability to apply foundational business frameworks and tools for analyzing enterprises across sectors.
3. To enable students to prepare professional-level business research reports based on secondary data.
4. To foster critical thinking, data synthesis, and strategic assessment skills for business decision-making.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcome	BTL
CO1	Identify and collect relevant secondary data from various sources to analyze business enterprises.	2
CO2	Apply foundational business frameworks to evaluate enterprise functioning and strategy.	3
CO3	Analyze market conditions, industry trends, and competitive landscapes using secondary research techniques.	4
CO4	Create structured, well-referenced desk research reports to support managerial decision-making.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3	2	–	2	–	3	2
CO2	3	3	2	–	2	2	3	2
CO3	2	3	3	–	3	2	3	3
CO4	3	3	3	2	3	3	3	3

Units		
Unit 1	**Enterprise History and Background (7 Hrs.)**	**CO**
Establishment, Original & Current Promoters, Business Group or Business, Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any.		**CO1**
Unit 2	**Organization Structure (7 Hrs.)**	**CO2**
Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA /CMMI, etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website.		
Unit 3	**Markets and Financials (7 Hrs.)**	**CO3**
Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share - nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/ Slogan, Logo, Key Alliances in the past 5 years & impact, Mergers & Acquisitions, if any. Technological developments, Disruptive innovations affecting the organization. Labour unrest if any - reasons thereof. Emerging potential competition through first generation entrepreneurs or global / local players. Financials: Data to be analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern.		
Unit 4	**Governance (7 Hrs.)**	**CO4**
Governance: Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years. Forward looking statements of the top management.		

Text Books:

1. Business Research Methods Donald R. Cooper & Pamela Schindler
2. Research Methodology: Methods and Techniques – C.R. Kothari & Gaurav Garg

Reference Books:

1. Doing Research in Business and Management – Dan Remenyi, Brian Williams

Online Resources:

1. Online Learning https://onlinecourses.nptel.ac.in/noc20_mg49/preview
2. MOOC Learning Link: https://onlinecourses.swayam2.ac.in/imb20_mg47/preview

251651SDC: Communication Skills-I		
Semester: I	**Teaching Scheme (L:T:P): 1:0:2**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 Hrs./week**	**TW: 50, End-Sem: --**
Prerequisite: Basic English Language Proficiency		

Course Objectives:
1. To introduce students to the foundational principles of effective communication.
2. To develop students' skills in non-verbal and oral communication.
3. To equip students with essential business communication tools.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	**Explain** the principles of effective communication and demonstrate audience-centered writing using YOU-attitude and positive emphasis	2
CO2	**Apply** non-verbal and oral communication techniques effectively in personal and professional contexts.	3
CO3	**Develop** listening and meeting communication skills and compose formal documents like notices, agendas, minutes, and resolutions	4
CO4	**Analyze** different media of communication and compose business correspondence including letters, tenders, and orders.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	3	-
CO4	3	2	2	-	-	2	2	2

Units		
Unit 1	**Fundamentals of Effective Communication (7Hrs.)**	**CO**
Effective Communication: Seven C Approach, Credibility in Communication, Understanding and Addressing the Audience, YOU Attitude and Positive Emphasis, Focusing on Reader Benefits		CO1

Unit	Content	CO
Unit 2	**Non-Verbal and Oral Communication (6 Hrs.)**	
	Non-Verbal Communication: Gestures, Body Language, Handshakes Spoken Skills: Oral Presentation, Five Ps Approach	**CO2**
Unit 3	**Listening and Meeting Communication (8 Hrs.)**	**CO3**
	Listening Skills: Critical Listening, Barriers in Listening Note Making: Types and Principles Meetings: Types, Organising, Presentation Preparation, Meeting Communication: Notice, Agenda, Minutes, and Resolutions.	
Unit 4	**Media and Business Correspondence Basics (7 Hrs.)**	**CO4**
	Media and Modes: Conventional, Modern, Mass Media, Business Letters, Planning and Process Tenders and Orders, Principles and Writing Technique.	

Text Books:

1. Murphy Herta, Hildebrandt Herbert and Thomas Jane, 2008, Effective Business Communication, 7th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Urmila Rai and S M Rai, 2008, Business Communication, 10th Edition, Himalaya Publishing House.
3. Sehgal M K and Vandana Khetarpal, 2008, Business Communication, Excel Books, New Delhi.

Reference Books:

1. Aruna Koneru, 2008, Professional Communication, Tata McGraw Hill PublishingCompany Limited, New Delhi.
2. Biswajeit Das and Ispeeta Satpathy, 2007, Business Communication and PersonalityDevelopment, Excel Books, New Delhi.

Online Resources:

1. https://www.helpguide.org/relationships/communication/nonverbalcommunication?utm_source
2. https://worldofwork.io/2019/07/the-7-cs-of-communication/?utm_source=chatgpt.com
3. https://www.coursera.org/specializations/business-english

251652VAC: Introduction to Human Rights and Duties		
Semester: I	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 2	**Lecture: 02 Hr./week**	**TW: 25, End-Sem: --**

Prerequisites: Basic understanding of the concepts of Human Rights and Duties.

Course Objectives:

1. To introduce the core concepts, values, and historical evolution of human rights and duties in national and international contexts.
2. To provide knowledge of legal instruments and institutional mechanisms for the protection and enforcement of human rights.
3. To examine the specific human rights issues faced by vulnerable and disadvantaged groups across social, economic, and cultural dimensions.
4. To encourage active citizenship and advocacy through the role of institutions, media, NGOs, and legal frameworks in promoting human rights.

CO#	Course Outcomes	BTL
CO1	Explain the evolution, core values, and global significance of human rights and duties.	2
CO2	Interpret key international and national legal instruments and constitutional provisions related to human rights.	4
CO3	Describe the human rights issues of vulnerable and disadvantaged.	2
CO4	Evaluate the role of constitutional bodies and recent constitutional amendments groups in various socio-legal contexts.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	2	2	1
CO2	2	3	2	2	1	3	2	2
CO3	3	2	1	2	1	2	3	1
CO4	2	2	3	3	2	2	3	2

Units		
Unit 1	**Basic Concept and Perspectives of Human Rights and Duties (6 Hrs.)**	**CO**
	A. Human Values- Dignity, Liberty, Equality, Justice, Unity in Diversity, Ethics and Morals B. Meaning and significance of Human Rights Education. C. Perspectives of Rights and Duties (Rights: Inherent-Inalienable-Universal- Individual and Groups, Nature and concept of Duties, Interrelationship of Rights and Duties) D. Introduction to Terminology of Various Legal Instruments - Meaning of Legal Instrument-Binding Nature, Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol Executive Orders and Statutes E. United Nations and Human Rights - Brief History of Human Rights- International and National Perspectives, Universal Declaration of Human Rights- Significance-Preamble, Civil and Political Rights- (Art. 1-21), Economic, Social and Cultural Rights- (Art.22-28), Duties and Limitations-(Art. 29), Final Provision (Art. 30)	**CO1 & CO2**
Unit 2	**Human Rights of Vulnerable and Disadvantaged Groups (8 Hrs.)**	
	1. General Introduction: a) Meaning and Concept of Vulnerable and Disadvantaged Groups, b) Customary, Socio-Economic and Cultural Problems of Vulnerable and Disadvantaged Groups 2. Social status of women and children in International and national perspective a) Human Rights and Women's Rights –International and National Standards b) Human Rights of Children-International and National Standards 3. Status of Social and Economically Disadvantaged people a) Status of Indigenous People and the Role of the UN, b) Status of SC/ST and Other Indigenous People in the Indian Scenario c) Human Rights of Aged and Disabled, d) The Minorities and Human Rights 4. Human rights of vulnerable groups a) Stateless Persons, b) Sex Workers, c) Migrant Workers, d) HIV/AIDS Victims	**CO3 & CO4**

Text Books:

1. The Human Rights: Conventions and Indian Law by U.N. Gupta – Comprehensive coverage of international legal instruments and their Indian incorporation.
2. Human Rights and Constitution of India by Indian legal scholars – Covers constitutional rights, duties, and UN linkages.

251651AEC: Introduction to Cyber Security-I		
Semester: I	**Teaching Scheme (L:T:P): 1:0:2**	**Evaluation Scheme:**
Credits: 02	**Lecture: 01 Hr./week, Practical: 02 Hrs./ week**	**TW: 50, End-Sem: -**

Course Objectives:

1. Understand basic networking concepts including communication systems, topologies, and TCP/IP models.
2. Explain key information security principles, types of attacks, and security practices.
3. Identify and analyze security threats, vulnerabilities, and cybercrime issues.
4. Apply basic cryptographic techniques and understand encryption tools and their applications.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	Explain the fundamentals of communication systems, transmission media, and network topologies.	2
CO2	Describe key information security concepts, types of attacks, and goals of security.	3
CO3	Identify various security threats, vulnerabilities, and cybercrime-related issues.	4
CO4	Apply basic cryptographic techniques, including encryption, digital signatures, and secure.	5

Reference Books:

1. Human Rights Education in India by Jayashree Samantaray & Himanshu Dutt – Focuses on human values and significance of rights education,
2. Human Rights under International Law and Indian Law by Dr. S.K. Kapoor (7th Ed., 2022) – Explores treaty and constitutional law relations.

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	2	1	1
CO2	2	3	2	2	2	3	2	2
CO3	2	3	3	2	2	3	3	2
CO4	1	2	3	3	3	3	3	3

Units		
Unit 1	**Overview of Networking Concepts and Information Security Concepts (7 Hrs.)**	**CO**
Basics of Communication Systems, Transmission Media, Topology and Types of Networks, TCP/IP Protocol Stacks, Wireless Networks, The Internet Information Security Overview: Background and Current Scenario, Types of Attacks, Goals for Security, E-commerce Security, Computer Forensics, Steganography		**CO1**
Unit 2	**Security Threats, Vulnerabilities and Cryptography / Encryption (6 Hrs.)**	
Overview of Security threats, Weak / Strong Passwords and Password Cracking, Insecure Network connections, Malicious Code, Programming Bugs, Cybercrime and Cyber terrorism, Information Warfare and Surveillance Introduction to Cryptography / Encryption, Digital Signatures, Public Key infrastructure, Applications of Cryptography, Tools and techniques of Cryptography		**CO2**
Unit 3	**Security Management Practices (8 Hrs.)**	**CO3**
a. Overview of Security Management, b. Information Classification Process, c. Security Policy d. Risk Management, e. Security Procedures and Guidelines, f. Business Continuity and Disaster Recovery, g. Ethics and Best Practices		
Unit 4	**Security Laws and Standards (7 Hrs.)**	**CO4**
a. Security Assurance, b. Security Laws, c. IPR, d. International Standards, e. Security Audit, f. SSE-CMM / COBIT etc.		

Text Books:

1. Behrouz A. Forouzan, Data Communications and Networking, 5th Edition, McGraw-Hill Education,
2. William Stallings, Cryptography and Network Security: Principles and Practice, 8th Edition, Pearson,
3. Charles P. Pfleeger & Shari Lawrence Pfleeger, Security in Computing, 5th Edition, Pearson, 2015.

Reference Books:

1. Atul Kahate, Cryptography and Network Security, 3rd Edition, McGraw-Hill Education, 2018.
2. Michael E. Whitman & Herbert J. Mattord, Principles of Information Security, 7th Edition, Cengage Learning, 2021.
3. Andrew S. Tanenbaum & David J. Wetherall, Computer Networks, 5th Edition, Pearson, 2013.
4. Bruce Schneier, Applied Cryptography: Protocols, Algorithms, and Source Code in C, Wiley, 2015.

Online Resources:

1. MOOC Link: https://www.my-mooc.com/en/categorie/cybersecurity

Semester – II

Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme (Hrs./Week)				Evaluation Scheme				Total Marks
				L	T	P	C	Formative Assessment CIA		Summative Assessment ESE		
								Course	TW	Course	TW	
1	GC	25165201	Marketing Management	2	1	--	3	40	--	60	--	100
2	GC	25165202	Financial Management	2	--	2	3	40	--	60	--	100
3	GC	25165203	Human Resource Management	2	1	--	3	40	--	60	--	100
4	GC	25225204	Basics of Fintech	1	1	--	3	40	--	60	--	100
5	GC	25165205	Business Analytics	2	--	2	3	40	--	60	--	100
6	GE	25165206P	Enterprise Performance Management	1	1	--	2	40	--	60	--	100
		25165206Q	Corporate Social Responsibility and Sustainability	1	1	--						
7	GE	25165207P	Business Ethics	1	1	--	2	40	--	60	--	100
		25165207Q	International Business Environment	1	1	--						
8	ELC	251652EL	Industry Analysis and Desk Research	--	--	4	2	--	50	--	--	50
9	SDC	251652SDC	Communication Skills-II	1	--	2	2	--	50	--	--	50
10	VAC	251651VAC	Introduction to Constitution	2	--	--	2	--	50	--	--	50
11	AEC	251652AEC	Introduction to Cyber Security-II	1	--	2	2	--	50	--	--	50
12	EEC	251652EEC	Advanced Excel	--	--	2	1	--	25	--	--	25
Total				**17**	**7**	**14**	**28**	**280**	**225**	**420**	**--**	**925**

25165201: Marketing Management

Semester: II	Teaching Scheme (L:T:P): 3:0:0	Evaluation Scheme:
Credits: 03	Lecture: 03 Hrs./ week	CIA: 40, End-Sem: 60

Prerequisite: Principles of Marketing

Course Objectives:

1. To understand product classifications and hierarchies to develop effective product mixes.
2. To evaluate pricing strategies to maximize customer value and achieve marketing goals.
3. To design efficient distribution channels considering customer needs and market conditions.
4. To plan integrated marketing communications to target specific audiences and achieve desired outcomes.
5. To assess the effectiveness of marketing plans and propose control measures for improvement.
6. To integrate ethical and sustainable practices to develop socially responsible marketing strategies.

Course Outcomes: On completion of the course, learners will be able to –

CO #	Course Outcomes	BTL
CO1	**Analyze** product classifications and hierarchies to develop customer-centric product offerings.	4
CO2	**Evaluate** pricing strategies to maximize customer value and achieve marketing objectives.	5
CO3	**Apply** channel management strategies to optimize product distribution and customer access.	3
CO4	**Utilize** an integrated marketing communications (IMC) plan to achieve specific marketing objectives.	3
CO5	**Apply** the extended marketing mix in service marketing and experience-based products.	3
CO6	**Design** the marketing plans and propose control measures for continuous improvement.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	-	-	3	2	2
CO2	3	3	2	2	-	3	3	2
CO3	3	3	2	2	2	3	3	2
CO4	3	2	2	2	3	3	2	2
CO5	3	2	3	2	3	3	3	3
CO6	3	3	2	2	3	3	3	2

Units		
Unit 1	**Product (7 Hrs.)**	**CO**
Meaning, The Role of Product as a market offering, Goods & Services Continuum Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products, materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and Concept of Brand equity, Packaging & Labeling: Meaning, role and types of packaging, Sustainable practices in packaging and Labeling.		**CO1**
Unit 2	**Pricing (7 Hrs.)**	**CO2**
Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium), Token based pricing, Price Change: Initiating & responding to price changes, Use of Big Data and Generative AI in pricing decisions.		
Unit 3	**Place (6 Hrs.)**	**CO3**
Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design, Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying and evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Customer Fulfilment Center, Dark stores, Inventory, and Logistics, Role of IOT and Block chains in Market Logistics decisions.		

Unit 4	**Promotion** **(6 Hrs.)**	**CO4**
Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Traditional to Digital Promotion, Contextual Marketing, Permission Marketing, Data driven marketing, Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies, Role of Generative AI in Promotion decisions		
Unit 5	**People, Process and Physical Evidence** **(7 Hrs.)**	**CO5**
Introduction to Extended Marketing Mix, Relevance of extended 3 Ps in service marketing and experience-based products, People, Definition and importance, Role of employees in service delivery and brand perception, Internal Marketing and Employee Engagement, Customer participation in the service delivery process, Process, Definition and scope, Designing service delivery systems, Standardization vs Customization of service processes, Service Blueprints and Customer Journey Mapping, Process automation and digital transformation, Physical Evidence, Definition and relevance in services marketing, Tangibilizing the intangible: Atmosphere, design, signage, brochures, website, uniforms, etc. Servicescape and its impact on customer perception, Virtual vs Physical evidence in digital environments		
Unit 6	**Product Level Planning** **(6 Hrs.)**	**CO6**
Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Use of Agile and Immersive Marketing Practices in marketing planning and control, Marketing Audit.		

Text Books:

1. Marketing Management, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Pearson,
2. Marketing Management, Rajan Saxena, TMGH
3. MKTG, Lamb, Hair, Sharma, McDaniel, Cengage Learning

Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Balasubramanian, Prafulla Agnihotri, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.

Online Learning Resources:

1. https://www.marketingteacher.com/
2. https://archive.nptel.ac.in/courses/110/104/110104068/#

25165202: Financial Management

Semester: II	Teaching Scheme (L:T:P): 2:0:2	Evaluation Scheme:
Credits: 03	Lecture: 02 Hrs./week, Practical: 02 Hrs./week	CIA: 40, End-Sem: 60

Prerequisite: Familiarity with financial statements and fundamental business terminology.

Course Objectives:

1. To gain knowledge various concepts related to financial management.
2. To develop the analytical skills this would facilitate the decision making in Business situations.
3. To study in detail, various tools and techniques in the area of finance

Course Outcomes: On completion of the course, learners will be able to –

CO#	Course Outcomes	BTL
CO1	**Understand** the fundamental concepts in financial management, including capital budgeting, working capital, capital structure, leverage, and financial statement analysis.	2
CO2	**Recognize** the importance of financial management from a strategic perspective.	2
CO3	**Perform** calculations using pertinent numerical problems related to financial management.	3
CO4	**Analyze** capital structure decisions using relevant financial models.	4
CO5	**Evaluate** the impact of business decisions on financial statements, working capital, capital structure, and capital budgeting.	5
CO6	**Create** Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis and Comparative Proposals using Capital Budgeting Techniques.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	1	2	2	1	2	2
CO2	2	2	1	3	2	2	3	3
CO3	3	2	2	3	2	2	3	3
CO4	3	3	2	3	2	3	2	3
CO5	3	3	3	2	3	3	3	3
CO6	3	3	2	3	2	3	3	3

Units		
Unit 1	**Financial Management – An Overview** (7 Hrs.)	**CO**
Financial Management – An Overview: Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Nature and Scope of Financial Management; Financial Goals, Conflict of interest between the stakeholders; Functions of Financial Manager, Changing Financial Environment, Emerging Challenges faced by the Finance Manager, Organization of Finance Function, and Emerging role of Finance Managers in India		**CO1**
Unit 2	**Financial Statement Analysis** (7+4 Hrs.)	**CO2**
Financial Statement Analysis: Introduction to Financial Statements & its Objectives, Techniques such as Trend Analysis, Ratio Analysis, Fund Flow Statements & Cash Flow Statements, Financing Decisions: Sources of Long Term Capital Equity, Debt, Term Loan, Preference share, CVP (Cost- Volume-Profit) Analysis.		
Unit 3	**Management of Working Capital** (7+4 Hrs.)	**CO3**
Management of Working Capital: Meaning& Components of Working Capital, Types of Working Capital, Sources of finance of Working Capital, Tandon & Chore Committee recommendations on Working Capital, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. Inventory Management.		
Unit 4	**Capital Structure** (6+2 Hrs.)	**CO4**
Slope, deflection and radius of curvature, Relation between slope, deflection and radius of curvature, Derivation of differential equation of elastic curve, Double integration method, Macaulay's method, Castigliano's theorem, Capital Structure and it's theories such as MM Theory of Capital Structure		
Unit 5	**Introduction to Capital Budgeting** (6+3 Hrs.)	**CO5**
Principles and Techniques Nature of Capital Budgeting; Data Requirement; identifying Relevant Cash Flows; Evaluation Techniques; and Capital Budgeting Practices in India, Pay Back period, Discounted Pay Back, Average Rate of Return (ARR), Net Present Value; Profitability Index Methods, Internal Rate of Return.		
Unit 6	**Strategic Management of Short-Term Financial Resources** (6 Hrs.)	**CO6**
Short Term Asset Management: Strategic Planning and Estimation of Short-Term Funding. Need –Financing Sources – Computation of Cost of Short-term Fund, Management of Cash, Inventory and Receivables, Organization of Finance Function; and Emerging role of Finance Managers in India.		

Text Books 1. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House) 2. Fundamentals of Financial Management, A.P.Rao (Everest Publishing House) 3. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication) 4. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House) 5. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd).
Reference Books 1. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication) 2. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press) 3. Financial Management, Ravi Kishore (Taxmann) 4. Financial management, V.K. Bhalla (S. Chand)
Online Resources: 1. https://www.classcentral.com/search?q=financial%20management%20 2. https://onlinecourses.swayam2.ac.in/nou25_mg11/preview 3. https://www.coursera.org/search?query=financial%20Management%20&sortBy=BEST_MATCH

25165203: Human Resource Management		
Semester: II	**Teaching Scheme (L:T:P): 3:0:0**	**Evaluation Scheme:**
Credits: 03	**Lecture: 03 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: To understand the strategic role of HRM in achieving organizational goals.

Course Objectives:

1. To provide an in-depth understanding of the strategic and functional dimensions of human resource management.
2. To develop competencies in managing human capital effectively.
3. To analyze contemporary HR issues and their impact on organizational success.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	**Understand** the fundamental concepts, roles, and strategic importance of Human Resource Management in organizations.	2
CO2	**Apply** effective workforce planning and talent acquisition strategies to meet organizational needs.	3
CO3	**Evaluate** & Design training and development programs aligned with organizational growth and employee advancement.	5
CO4	**Develop** and implement fair performance management and compensation systems to enhance employee motivation and retention	5
CO5	**Examine** employee relations, grievance redressal, and welfare measures for creating a productive work environment.	3
CO6	**Analyze** emerging trends, technologies, and ethical practices influencing the modern HRM landscape.	4

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2
CO5	2	2	3	2	-	2	-	-
CO6	2	2	2	-	2	-	3	3

Units			
Unit 1	Introduction to HRM and Strategic HRM	(6 Hrs.)	CO
Meaning, Nature, Objectives & Scope of HRM, Functions and Roles of HR Managers, Evolution and Development of HRM, HRM vs. Personnel Management, Strategic Human Resource Management (SHRM), Contemporary Issues and Challenges in HRM, HRM in Indian and Global Context			CO1
Unit 2	Human Resource Planning and Talent Acquisition	(7 Hrs.)	CO2
Human Resource Planning (HRP): Definition, Process and Importance & Techniques, Forecasting HR Demand and Supply, Job Analysis: Job Description and Job Specification Recruitment: Policies, Sources, and Methods Selection: Process, Tools, and Techniques Induction and Socialization of Employees, Recent Trends in Recruitment (AI, social media, Employer Branding)			
Unit 3	Training, Development, and Knowledge Management	(7 Hrs.)	CO3
Training vs. Development Training Need Assessment Methods of Training: On-the-job and Off-the-job Management Development Programs Evaluation of Training Programs Effectiveness, Knowledge Management and Learning Organizations, Learning and Development (L&D) Concepts.			
Unit 4	Performance Management and Compensation	(6 Hrs.)	CO4
Performance Appraisal: Purpose, Process, and Methods Modern Appraisal Techniques (360°, BARS, MBO), Compensation Planning: Objectives and Components, Wage and Salary Administration, Incentives, Bonuses, and Profit Sharing, Employee Benefits and Services, Strategic Compensation Management			
Unit 5	Employee Relations, Discipline, and Welfare	(6 Hrs.)	CO5
Employee Relations: Concept, Objectives, and Participants Trade Unions and Collective Bargaining Discipline and Grievance Handling Employee Welfare Programs and Statutory Provisions Work-Life Balance and Employee Engagement, Employee Welfare and Social Security, Statutory Provisions (PF, ESI, Gratuity, Bonus)			
Unit 6	Emerging Trends in HRM	(7 Hrs.)	CO6
HR Analytics and Data-Driven HRM, Role of Artificial Intelligence in HR, Diversity, Equity & Inclusion (DEI), Work-from-Home and Hybrid Work Models, Employer Branding and Employee Engagement, Global HRM and Expatriate Management, Future Skills for HR Professionals			

Text Books:

1. Gary Dessler – Human Resource Management, Pearson Education
2. K. Aswathappa – Human Resource Management, McGraw Hill

Reference Books:

1. Michael Armstrong – A Handbook of Human Resource Management Practice, Kogan Page
2. Damodaran, Corporate Finance: Theory and Practice, Wiley.

Online Resources:

1. https://www.rostrumlegal.com/labour-law-notes-and-study-material/
2. https://learning.linkedin.com/content-library/online-business-courses/performance-management-training
3. https://onlinecourses.nptel.ac.in/noc22_hs63/preview
4. https://www.oxfordhomestudy.com/courses/hr-courses-online/free-online-hr-courses-with-certificates
5. https://www.researchgate.net/publication/381413661_EMERGING_TRENDS_AND_TECHNOLOGIES_SHAPING_THE_FUTURE_OF_HR_MANAGEMENT

MOOC Link:-

1. https://onlinecourses.nptel.ac.in/noc22_lw05/preview
2. https://onlinecourses.nptel.ac.in/noc25_mg05/preview
3. https://onlinecourses.swayam2.ac.in/nou21_hs19/preview
4. https://onlinecourses.nptel.ac.in/noc22_hs63/preview
5. https://onlinecourses.nptel.ac.in/noc19_mg52/preview

25225204: Basics of FinTech		
Semester: II	**Teaching Scheme (L:T:P): 3:0:0**	**Examination Scheme:**
Credits: 03	**Lecture: 03 Hrs/ week**	**CIA: 50, End-Sem: 50**

Prerequisite: A foundational understanding of basic accounting principles.

Course Objectives:

1. To introduce the foundational concepts of Financial Technology (FinTech).
2. To explore the evolution and components of FinTech ecosystems.
3. To provide insights into digital payments, online banking, and financial innovations.
4. To understand the business, technological, and regulatory frameworks surrounding FinTech.

On completion of the course, learner will be able to -

CO#	Course Outcomes	BTL
CO1	Understand the evolution, scope, and components of FinTech.	2
CO2	Explain the key technologies enabling FinTech, including mobile apps, APIs, and cloud systems.	4
CO3	Illustrate the applications of FinTech in banking, payments, and personal finance.	5
CO4	Discuss the risks, regulatory challenges, and ethical concerns related to FinTech.	3
CO5	Evaluate regulatory frameworks, cybersecurity, and ethical challenges in FinTech	4
CO6	Design FinTech business models, start-up ecosystems, and future trends.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	--	2	2	--	2
CO2	3	2	2	--	2	2	2	--
CO3	3	2	3	3	2	2	--	--
CO4	3	3	3	--	--	2	2	2
CO5	3	3	3	3	--	2	2	2
CO6	3	3	3	3	--	3	3	3

Units		
Unit 1	**Introduction to FinTech (7 Hrs.)**	**CO**
Definition and history, Drivers of FinTech growth, Traditional finance vs FinTech Enterprise Resource Planning (ERP) with embedded FinTech modules financial dashboards and reporting using FinTech analytics tools Integration of accounting software with payment gateways		**CO1**
Unit 2	**FinTech Ecosystem and Technologies (7 Hrs.)**	**CO2**
Key players: Startups, banks, regulators, investors, Mobile technologies, APIs, cloud computing, Introduction to AI, blockchain, and IoT in finance. Key players: Startups, banks, regulators, investors Mobile technologies, APIs, cloud computing Introduction to AI, blockchain, and IoT in finance UPI, POS systems, mobile wallets, NFC-based transactions Merchant payment integrations: QR codes, tap-to-pay solutions Payment gateway architecture and selection criteria Subscription billing, e-commerce checkout, and recurring payments		
Unit 3	**FinTech Applications (7 Hrs.)**	**CO3**
Digital wallets, UPI, mobile payments Online banking, neobanks, Personal finance and financial planning apps. Digital wallets, UPI, mobile payments Online banking, neobanks Personal finance and financial planning apps Business loan platforms and digital SME lending Credit scoring through alternative data and ML-based assessment Embedded finance: BNPL models for B2B and B2CInvoice financing, factoring, and supply chain credit Risk mitigation using FinTech tools: fraud analytics, predictive modelling		
Unit 4	**Regulatory and Ethical Issues (7 Hrs.)**	**CO4**
FinTech regulation (RBI, SEBI, global frameworks) Cybersecurity and consumer data protection Ethics and inclusion in digital finance Ethics and inclusion in digital finance Digital investment platforms for treasury & portfolio management Robo-advisory and automatic portfolio rebalancing for SMEs Business insurance: selection, comparison, and claim management online Use of AI/ML in business insurance underwriting and fraud detection Crowdfunding, tokenized assets, and decentralized finance (DeFi) for startups		
Unit 5	**FinTech Startups and Future Trends (7 Hrs.)**	**CO5**
Regulatory landscape: IRDA, etc. Data privacy, KYC/AML compliance Cybersecurity threats and FinTech frauds Ethical concerns and responsible innovation, Sandbox frameworks and compliance models		
Unit 6	**Emerging Technologies in FinTech (7 Hrs.)**	**CO6**
Blockchain and Distributed Ledger Technology (DLT) Cryptocurrencies and CBDCs Artificial Intelligence (AI) and Machine Learning Big Data & Predictive Analytics in FinTech Smart contracts and tokenization		

Text Books:

1. Prakash Pathak, Introduction to FinTech, BPB Publications

Reference Books:

1. Susanne Chishti and Janos Barberis, The FinTech Book, Wiley.
2. Chris Skinner, Digital Bank: Strategies to Launch or Become a Digital Bank, Marshall Cavendish.
3. Liesl Yearsley, AI and FinTech: Powering the Next Financial Revolution, O'Reilly Media, 2022.
4. David Shrier, Basic FinTech: A Practical Guide to Financial Technology, MIT Press (Shorts), 2020.

Online Resources:

1. https://trainingcred.com/training-course/program-and-budget-analysis-using-microsoft-excel-training
2. https://archive.nptel.ac.in/content/storage2/courses/122106031/slides/8_1s.pdf

25165205: Business Analytics		
Semester: II	**Teaching Scheme (L:T:P): 3:0:0**	**Evaluation Scheme:**
Credits: 03	**Lecture: 03 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Introductory coursework in statistics and fundamental management principles, with basic proficiency in spreadsheet tools.

Course Objectives:

1. To introduce the foundational concepts, evolution, and types of business analytics and their relevance in modern data-driven decision-making.
2. To develop the ability to frame business problems into analytical questions that can guide data exploration and solution design.
3. To familiarize students with essential tools and techniques for data exploration, cleaning, and visualization using industry-relevant platforms.
4. To provide conceptual understanding of analytics applications across functional domains such as marketing, finance, HR, operations, healthcare, and agribusiness.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	**Discuss** various types of analytics for drawing the insight from the data.	2
CO2	**Explain** the steps in analytical decision-making and how to turn a business problem into clear analytics questions.	2
CO3	**Use** tools like Excel, Tableau, or Power BI to clean, explore, and create basic visualizations of data.	3
CO4	**Examine** real business cases to choose the most suitable analytics approach for marketing, finance, HR, operations, healthcare, or agriculture.	4
CO5	**Compare** different analytics methods and decide which one best solves a given problem (e.g. campaign ROI, risk forecasting, process improvement).	5
CO6	**Build** a complete analytics project—from defining the problem to gathering data, analyzing it, and presenting actionable insights.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	3	2	3	-	2
CO2	3	3	2	2	2	3	2	-
CO3	2	3	2	2	2	3	-	-
CO4	2	3	2	2	2	2	3	2
CO5	3	3	2	2	2	2	-	-
CO6	3	3	2	2	2	-	3	3

Units		
Unit 1	**Foundations of Business Analytics & Big Data (7 Hrs.)**	**CO**
	Definition of analytics, Evolution of analytics, The Growing Role of Business Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive, Concept of insights. Importance of data in business analytics, Differences between data, information, and knowledge, Quality of data, 5Vs of Big Data, Big Data Collection and Ethics, Data sources and collection methods, Data privacy, security, and ethical considerations	**CO1**
Unit 2	**Analytical Decision-Making & Question Framing (6 Hrs.)**	
	Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, and Skills of a good business analyst.	**CO2**
Unit 3	**Data Exploration, Cleaning & Visualization Tools (7 Hrs.)**	
	The Basic Tools of Business Analytics - Data exploration and Data Visualization: Concept of Data Visualization, Popular Data Visualization tools like Excel, Tableau, or Power BI), Concept of Statistical analysis and conceptual hypothesis testing (Hypothesis testing numerical / tests not expected), Exploratory Data Analysis (EDA), Data Cleaning, Data Inspection.	**CO3**
Unit 4	**Marketing and Finance Analytics (7 Hrs.)**	
	Marketing Analytics, Customer segmentation, targeting, and positioning, Campaign management and ROI measurement, Data-driven marketing strategies. Financial Analytics - Risk management and credit scoring, financial forecasting and planning, (Non-Statistical, Conceptual Understanding Only)	**CO4**

Unit 5	HR and Operations Analytics (6 Hrs.)	
HR Analytics: Workforce planning and talent management, Employee engagement and performance measurement. Operations, Supply Chain, and Logistics Analytics : Process optimization and efficiency improvement, Inventory Management, Scheduling, Routing etc. (Non-Statistical, Conceptual Understanding Only)		CO5
Unit 6	**Healthcare and Agri-Business Analytics (6 Hrs.)**	
Health Care Analytics: Patient care optimization and resource management, Predictive analytics for health outcomes. Agri Business Management Analytics: Crop yield prediction and supply chain management, Market analysis, and risk management in agriculture. Non-Statistical, Conceptual Understanding Only)		CO6

Text Books:

1. Kuldeep Singh and Ramesh Soundararajan (2025), Winning on HR Analytics: Leveraging Data for Competitive Advantage (Second Revised Edition), Atlantic Publication.
2. U. Dinesh Kumar (2021), Business Analytics: The Science of Data-Driven Decision Making, 2nd ed., Wiley
3. R N Prasad and Seema Acharya(2021),Fundamentals of Business Analytics, 2ed,Wiley
4. Sharda, R., Delen, D., & Turban, E. (2019). "Business intelligence, analytics, and data science: A managerial perspective" (4th ed.) Pearson.

Reference Books:

1. Dr. R. Gopal, et al (2024), Essentials of Healthcare Analytics, Notion Press.
2. Jr. Joseph H fair (2024), Essentials of Marketing Analytics, 1st Edition, Mc Graw Hill.
3. R. K. Arora and Prerna Lal (2022), Financial Risk Analytics: Measurement, Management and Examples in R, Wiley
4. Vijay Katyal and D. M. Hegde (2013), Statistical Designs and Analysis for Agricultural Field Experiments.
5. Dr. Michael J. Walsh (2010), HR Analytics Essentials You Always Wanted To Know, Vibrant Publishers.
6. Pitabas Mohanty (2023), Financial Analytics, Wiley.

Online Resources:

NPTEL Learning Link:

1. https://onlinecourses.nptel.ac.in/noc24_cs65/preview
2. https://onlinecourses.nptel.ac.in/noc24_cs65/preview
3. https://onlinecourses.nptel.ac.in/noc20_mg11/preview

MOOC Learning Link:

1. Business Analysis Fundamentals: https://www.udemy.com/course/business-analysis-ba/?utm)
2. Business Analytics: https://www.coursera.org/specializations/business-analytics

25165206P: Enterprise Performance Management		
Semester: II	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 2	**Lecture: 02 Hrs./Week**	**CIA: 40, End-Sem: 60**

Prerequisite: Basic understanding of business management concepts (such as planning, decision-making, and organizational structure) Fundamentals of accounting and financial statements (knowledge of income statements, balance sheets, budgeting)

Course Objectives:
To provide students with a comprehensive understanding of strategies, processes, and tools used to monitor and manage the performance of an enterprise. The course emphasizes aligning performance management.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	**Understand** the fundamentals of enterprise performance and its strategic importance.	2
CO2	**Analyze** and interpret organizational performance using KPIs and performance metrics.	4
CO3	**Apply** performance management frameworks like Balanced Scorecard and Six Sigma.	3
CO4	**Evaluate** business intelligence tools for reporting and performance analysis.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	--	2	2	--	2
CO2	3	2	2	--	3	2	2	--
CO3	3	2	3	3	3	3	--	--
CO4	3	2	2	--	--	2	2	2

Units		
Unit 1	**Introduction to Enterprise Performance Management (7 Hrs.)**	**CO**
Overview of EPM and its importance in modern businesses Components of EPM: strategy, planning, monitoring, execution, Role of EPM in decision-making and strategic alignment EPM software overview (Oracle, SAP, IBM).		**CO1**
Unit 2	**Key Performance Indicators and Metrics (6 Hrs.)**	**CO2**
Defining KPIs and metrics SMART goals and KPI selection Financial vs. non-financial KPIs Dashboards and data visualization basics		
Unit 3	**Performance Management Frameworks (6 Hrs.)**	**CO3**
Balanced Scorecard (BSC), Strategy Maps and cause-effect relationships Six Sigma and Lean in performance management EFQM and Malcolm Baldrige frameworks.		
Unit 4	**Business Intelligence and Analytics in EPM (7 Hrs.)**	**CO4**
BI tools for performance monitoring, Data warehousing and OLAP in EPM, Predictive analytics and trend analysis, Reporting systems and dashboards. Root cause analysis and process improvement Change management in EPM implementations Strategy execution tools and techniques, Case studies in EPM from global organizations.		

Text Books:

1. Enterprise Performance Management Done Right: An Operating System for Your Organization Ron Dimon
2. Balanced Scorecard Step-by-Step – Paul R. Niven

Reference Books:

1. Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics – Gary Cokins
2. Key Performance Indicators: Developing, Implementing, and Using Winning KPIs – David Parmenter

Online Resources:

1. Online Learning Link https://onlinecourses.nptel.ac.in/noc20_hs17/preview
2. MOOC Learning Link: https://onlinecourses.nptel.ac.in/noc22_mg102/preview

25165206Q: Corporate Social Responsibility and Sustainability		
Semester: II	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 2	**Lecture: 02 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Corporate Social Responsibility and Sustainability include Business Ethics, Strategic Management, Marketing, and Environmental Studies.

Course Objectives:

1. To understand the foundational concepts of CSR, including its scope, stakeholder management, sustainability, and its relation to corporate governance and environmental impact.
2. To analyze the legal and strategic frameworks of CSR, focusing on global and Indian legislation, and the role of CSR in driving corporate strategy.
3. To explore the institutional framework and roles of various stakeholders, including public sector, non-profits, and government programs, in fostering CSR initiatives.
4. To evaluate the practical applications of CSR, focusing on stakeholder perspectives, CSR branding strategies, and case studies of CSR initiatives in different sectors.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	**Explain** the fundamental concepts, scope, and models of CSR, including its relationship with sustainability and governance.	2
CO2	**Analyse** the legal framework and strategic drivers of CSR in India and globally, including Section 135 of Companies Act.	4
CO3	**Evaluate** the institutional framework and stakeholder roles, including public sector and non-profit involvement in CSR.	5
CO4	**Assess** stakeholder perspectives and CSR implementation across industries, including brand building through CSR.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	2	2	2
CO2	3	3	2	2	3	2	3	2
CO3	3	2	3	3	3	3	2	2
CO4	3	2	2	2	2	2	-	2

Units		
Unit 1	**Introduction to CSR** **(6 Hrs.)**	**CO**
Introduction to CSR: Meaning & Definition of CSR, Scope, Concept of Charity, Concept of sustainability & Stakeholder Management's through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR, models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR. Strategies for CSR, Challenges and implementation.		**CO1**
Unit 2	**Legal and Strategic Framework of CSR** **(6 Hrs.)**	**CO2**
CSR-Legislation in India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. The strategic importance of CSR implementation.		
Unit 3	**Institutional Framework and Stakeholder Roles in CSR** **(7 Hrs.)**	**CO3**
Role of CSR Public Sector in Corporate, government Programs that encourage voluntary responsible action of corporations. Role of Nonprofit &Local Self- Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self- Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and Responsibilities of corporate foundations.		
Unit 4	**Stakeholder Perspectives and CSR in Practice** **(7 Hrs.)**	**CO4**
The Role of stakeholders in CSR, Stakeholders advocacy, The role of business in society, Consumers awareness and willingness to pay for socially responsible corporate, Behavior, Globalization and CSR , Success and failure with CSR initiatives, corporate response to citizen demands via CSR, Branding Strategy of CSR in Service Sectors – Financial, Hospital, Wellness, Health Care, NGOs and Public Services, CSR and Marketing, CSR as Organizational Brand Building, Identify the Indian & Global Companies Practicing CSR.		

Text Books:

1. Corporate Social Responsibility, Madhumita Chatterjee
2. CSR in India (Steering Business and Social Change) 1st Edition by Kshama V Kaushik, Lexis Nexis
3. Corporate Social Responsibility Concept cases & Trends by Prabhakaran Paleri, Cengage Learning

Reference Books:

1. Corporate Social Responsibility in India - Sanjay K Agarwal
2. The Corporate Social Responsibility in India by Dr.Rene Schumpeter
3. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz

Online Resources:

NPTEL Link: https://onlinecourses.nptel.ac.in/noc19_mg53/preview?

MOOC Link:https://www.coursera.org/courses?query=corporate%20social%20responsibility

25165207P: Business Ethics		
Semester: II	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 2	**Lecture: 02 Hrs./week**	**CIA: 40, End-Sem: 60**

Prerequisite: Business Ethics requires knowledge in Management, Organizational Behavior, Business Law, Corporate Governance, and CSR, along with insights into Economics, Strategic Management, Marketing, and HRM.

Course Objectives:

1. To introduce the fundamental concepts, principles, and importance of ethics and business ethics.
2. To develop an understanding of ethical practices and leadership within organizational settings.
3. To enhance the ability to identify and resolve ethical dilemmas and make responsible decisions in business.
4. To examine ethical issues across various functional areas like finance, HR, marketing, production, and IT.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	**Explain** the concept, nature, and principles of ethics and their relevance in business.	2
CO2	**Analyse** ethical corporate behaviour and the role of leadership in managing organizational ethics and social responsibilities.	4
CO3	**Evaluate** ethical decision-making processes and identify dilemmas and issues in employee-employer relations.	5
CO4	**Assess** ethical issues across functional business areas like marketing, finance, HRM, production, and IT.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	2	2	2	3	1	2	2	3
CO2	2	2	3	3	2	3	2	3
CO3	3	3	2	3	2	3	2	3
CO4	2	2	2	3	2	3	2	3

Units		
Unit 1	**Introduction to Business Ethics (6 Hrs.)**	**CO**
Definition of ethics – objectives, nature and sources of ethics – business ethics – nature, importance and factors influencing business ethics. Benefits of business ethics, principles of business ethics, characteristics of business ethics, elements of business ethics, values: characteristics, norms, beliefs, virtues, morals: moral principles		**CO1**
Unit 2	**Organizational Ethics (6 Hrs.)**	**CO2**
Ethical corporate behavior, corporate code of ethics, development of ethical corporate behavior, ethical leadership: importance of leaders in an organization, ethical issues in organizations, guidelines for managing ethics in organizations, roles and responsibilities in ethics management, social responsibility of business, Ethical challenges under globalization.		
Unit 3	**Ethical Decisions (7 Hrs.)**	**CO3**
Ethical decision-making, types of decisions, characteristics of good decision-making, problems in the decision-making process, factors affecting decision-making, ethical decision-making frameworks, normative framework, ethical dilemmas in organization. Employees and business ethics - ethical issues in employer – employee relation; discrimination at work place; sexual and racial harassment; working conditions – employee privacy		
Unit 4	**Ethical Issues In Functional Areas of Business (7 Hrs.)**	**CO4**
Ethical issues in functional areas of business: finance: ethical issues in accounting, finance, banking, takeovers; corporate disclosure; insider trading, HRM: discrimination, affirmative action and reverse discrimination; inclusion and preferential hiring; sexual harassment. Marketing: green marketing; product recalls; ethics and advertising. Production: safety and acceptable risk; product safety and corporate liability; green production. Information technology: cyber-crime; privacy and internet ethics.		

Text Books:

1. M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi.
2. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
3. The Management and ethics Omnibus- Chakraborty, OUP

Reference Books:

1. Crane, A. & Matten, D. (2019) Business Ethics (5th ed.). Oxford.
2. Stanwick, P., & Stanwick, S. (2015). Understanding Business Ethics, Sage Publications.
3. Fernando, A. C., & Muralitharan, K. P. (2019). Business Ethics: An Indian Perspective, Pearson.

Online Resources:

1. NPTEL Learning Link: https://onlinecourses.nptel.ac.in/noc25_mg12/preview
2. https://onlinecourses.swayam2.ac.in/imb25_mg62/preview
3. MOOC Link: https://www.edx.org/learn/ethics?utm

25165207Q: International Business Environment		
Semester: II	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 2	**Lecture: 02 Hrs./Week**	**CIA: 40, End-Sem: 60**

Prerequisite Basic understanding of Information Technology or Computer Fundamentals Familiarity with Networking Concepts and Operating Systems

Course Objectives:
The primary objective of this course is to provide students with a comprehensive understanding of the principles, practices, and technologies used to ensure the security and privacy of financial information.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	Understand the concept, scope, and significance of international business.	2
CO2	Analyze global trade theories and international market environments.	5
CO3	Examine the role of international institutions and trade organizations.	3
CO4	Evaluate the impact of political, economic, socio-cultural, and technological factors on global business.	4

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2

<table>
<tr><th colspan="3">Units</th></tr>
<tr><td>Unit 1</td><td>Introduction to International Business (7 Hrs.)</td><td>CO</td></tr>
<tr><td colspan="2">Introduction to International Business, Meaning, Nature, and Scope of International Business, Differences between Domestic and International Business, Drivers and Modes of International Business, Benefits and Challenges of Global Business.</td><td>CO1</td></tr>
<tr><td>Unit 2</td><td>Theories of International Trade (6 Hrs.)</td><td rowspan="2">CO2</td></tr>
<tr><td colspan="2">Theories of International Trade Classical and Modern Theories of International Trade, Comparative Cost Advantage Theory, Heckscher-Ohlin Theory Porter's Diamond Model Role of International Trade in Economic Development</td></tr>
<tr><td>Unit 3</td><td>Global Business Environment (6 Hrs.)</td><td rowspan="2">CO3</td></tr>
<tr><td colspan="2">Economic, Political, Legal, and Socio-Cultural Environment Technological and Ecological Factors PESTEL and SWOT Analysis for Global Business, Role of Culture in International Business.</td></tr>
<tr><td>Unit 4</td><td>International Economic Institutions and Agreements (7 Hrs.)</td><td rowspan="2">CO4</td></tr>
<tr><td colspan="2">International Economic Institutions and Agreements, WTO, IMF, World Bank, UNCTAD, OECD Regional Economic Groupings: EU, NAFTA, ASEAN, SAARC Trade Blocs and Trade Barriers Role of MNCs and FDI in Global Business</td></tr>
</table>

Text Books:

1. Charles W. L. Hill – International Business: Competing in the Global Marketplace
2. John D. Daniels & Lee H. Radebaugh – International Business: Environment and Operations
3. Francis Cherunilam – International Business

Reference Books:

1. Aswathappa – International Business
2. Paul Justin – International Business

Online Resources:

1. Online Learning Link Coursera: International Business Essentials
2. edX: Global Business in Practice
3. NPTEL: International Business

MOOCs learning Link:

https://www.my-mooc.com/en/categorie/cybersecurity

251652ELC: Industry Analysis and Desk Research		
Semester: II	**Teaching Scheme (L:T:P): 0:0:4**	**Evaluation Scheme:**
Credits: 2	**Practical: 04 Hrs./Week**	**CIA: 40, End-Sem: 60**

Prerequisite: To equip students with the knowledge of desk research techniques and sources for collecting and analyzing secondary data

Course Objective:

To introduce the foundational concepts of industry analysis and its significance in strategic business decision-making.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	Understand the fundamental concepts of industry analysis and the role of desk research in business decision-making.	2
CO2	Apply appropriate secondary research methodologies and data collection techniques for industry research.	3
CO3	Analyze & Interpret market trends, sectorial dynamics, and macro-environmental factors using analytical tools.	4
CO4	Analyze industry structures and assess competitive dynamics using strategic research frameworks such as Porter's Five Forces, PESTEL, and Value Chain Analysis	4

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2

Units		
Unit 1	**Industry Analysis – the Basics (12 Hrs.)**	**CO**
Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry.		**CO1**
Unit 2	**Promoters & Management Ethos (12 Hrs.)**	**CO2**
Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation.		
Unit 3	**External Environment and Financials (14 Hrs.)**	**CO3**
Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities , legal violations if any. Financials: Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry.		
Unit 4	**Recent Developments (14 Hrs.)**	**CO4**
Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any.		

Note: 1. Students should work in groups of 3 to 5 each under the guidance of a faculty. 2. Students shall carry out an in-depth study of any TWO industries of their choice. 3. Industries selected should be different from each other and for each group. 4. Students shall submit a structured and detailed report.
Text Books: 1. Henry, E. (2021) Market Research and Analysis. Pearson Education
Reference Books: 1. Porter, M. E. (2008). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press. 2. Disciplined Entrepreneurship – Bill Aulet
Online Resources: 1. Online Learning Link https://onlinecourses.swayam2.ac.in/imb19_mg03/preview 2. MOOC Learning Link: https://onlinecourses.swayam2.ac.in/imb20_mg47/preview

251652SDC: Communication Skills-II

Semester: II	Teaching Scheme (L:T:P): 1:0:2	Evaluation Scheme:
Credits: 2	Lecture: 01 Hr./Week, Practical: 02 Hrs./Week	CIA: 40, End-Sem: 60

Prerequisite: To effectively comprehend and apply the concepts in this course, learners should have prior knowledge and skills from the following areas Communication, Basic Communication Skills Computer Fundamentals, Basic IT Skills of Skills and Personality Development.

Course Objectives:

To equip learners with essential business communication tools, including listening strategies, meeting documentation, and the composition of formal business correspondence such as letters, tenders, and orders.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	**Apply** principles of organizational communication to draft memos, circulars, and professional business messages including good, neutral, and bad news.	3
CO2	**Create** effective public relations content such as press releases to enhance corporate image and promote organizational objectives	6
CO3	**Develop** professional documents such as resumes, job applications, and follow-up letters, and demonstrate skills required in group discussions	6
CO4	**Demonstrate** appropriate intercultural and digital communication etiquette across email, telephone, and business platforms using technology tools	3

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2		3	2	2	-
CO3	3	2	3	3	3	3	3	
CO4	3	2	2	-	-	2	2	2

Units		
Unit 1	**Organizational and Professional Correspondence (3+6 Hrs.)**	**CO1**
Memos and Circulars, Bank and Insurance Correspondence, Types of Messages, Good, Neutral, and Bad News.		
Unit 2	**Public Relations and Image Building (3+6 Hrs.)**	**CO2**
Nature and Objectives of Public Relations, Building Corporate Image, Press Releases.		
Unit 3	**Employment Communication (3+6 Hrs.)**	**CO3**
Job Research and Understanding Advertisements: Application and Follow-Up Letters, Resume Writing, Types and Models, Group Discussion, Fundamentals and Evaluation.		
Unit 4	**International and Digital Communication (4+8 Hrs.)**	**CO4**
Communication across Cultures, Culture, Values, and Ethics in Communication Technology in Communication, Email and Mailbox Management, Communication Etiquettes: Email, Telephone.		

Text Books:

1. Murphy Herta, Hildebrandt Herbert and Thomas Jane, 2008, Effective Business Communication, 7th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Urmila Rai and S M Rai, 2008, Business Communication, 10th Edition, Himalaya Publishing House.
3. Sehgal M K and Vandana Khetarpal, 2008, Business Communication, 2nd Reprint, Excel Books, New Delhi.

Reference Books:

1. Aruna Koneru, 2008, Professional Communication, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Biswajeit Das and Ispeeta Satpathy, 2007, Business Communication and Personality Development, Excel Books, New Delhi.

Online Resources:

1. https://www.grammarly.com/blog/business-writing/how-to-write-business-letter/?utm
2. https://worldofwork.io/2019/07/the-7-cs-of-communication/?utm
3. MOOC Learning: https://www.coursera.org/learn/organizational-analysis

251651VAC: Introduction To Constitution		
Semester: II	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 2	**Lecture: 02 Hrs./week**	**TW: 25, End-Sem: --**

Prerequisites: Basic understanding of Information Technology or Computer Fundamentals, Familiarity with Networking Concepts and Operating Systems.

Course Objectives:

1. To introduce students to the Indian Constitution and its foundational principles.
2. To provide basic understanding of rights, duties, and the structure of government.
3. To promote awareness about the role of citizens in a democratic society.
4. To protect the rights and fundamental duties of Indian citizens.

CO#	Course Outcomes	BTL
CO1	**Explain t**he historical background and features of the Indian Constitution.	2
CO2	**Interpret** the fundamental rights and duties of Indian citizens.	4
CO3	**Describe** the structure, powers, and functions of the Union, State, and Local governments.	2
CO4	**Evaluate** the role of constitutional bodies and recent constitutional amendments**.**	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2

Units		
Unit 1	**Philosophy of the Indian Constitution (7 Hrs.)**	**CO1**
Constitutional History of India, Role of Dr. B.R. Ambedkar in Constituent Assembly, Preamble - Source and Objects, Sovereign and Republic, Socialist and Secular, Democratic - Social and Economic Democracy, Justice - Social, Economic and Political, Liberty – Thought, Expression, Belief, Faith and Worship, Equality - Status and Opportunity, Fraternity, Human Dignity, Unity and Integrity of the Nation.		
Unit 2	**Fundamental Rights (5 Hrs.)**	**CO2**
Right to equality, Right to freedoms, Right against exploitation, Right to freedom of religion, Cultural and educational rights, Right to property, Right to constitutional remedies		
Unit 3	**Directive Principles of State Policy (7 Hrs.)**	**CO3**
Equal Justice and free legal aid, Right to work and provisions for just and humane conditions of work, Provision for early childhood, Right to education and SC, ST, weaker section, Uniform Civil Code, Standard of Living, nutrition and public health, Protection and improvement of environment, Separation of Judiciary from executive, Promotion of International peace and security.		
Unit 4	**Fundamental Duties (7 Hrs.)**	**CO4**
Duty to abide by the Constitution, Duty to cherish and follow the noble ideals, Duty to defend the country and render national service, Duty to value and preserve the rich heritage of our composite culture, Duty to develop scientific temper, humanism, the spirit of inquiry & reform, Duty to safeguard public property and abjure violence, Duty to strive towards excellence.		

Text Books:

1. D. D. Basu, Introduction to the Constitution of India, LexisNexis
2. Granville Austin, The Constitution of India: Cornerstone of a Nation, Oxford University Press
3. Subhash Kashyap, Our Constitution, National Book Trust

Reference Books:

1. B.R Ambedkar, Constitution of India.
2. M.P. Jain, Indian Constitutional Law, LexisNexis
3. V.N.Shukla, Constitution of India, Eastern Book Company
4. P.M. Bakshi, The Constitution of India, Universal Law Publishing
5. M.V.Pylee, Constitutional Government in India, S. Chand

Online Resources:

1. SWAYAM Course: Understanding the Constitution of India
2. NCERT Textbooks on Political Science
3. MOOC Link: https://www.my-mooc.com/en/categorie/cybersecurity

251651AEC: Introduction to Cyber Security-II		
Semester: I	**Teaching Scheme (L:T:P): 1:0:2**	**Evaluation Scheme:**
Credits: 02	**Lecture: 01 Hr./week; Practical: 02 Hrs./week**	**TW: 50, End-Sem: --**

Prerequisite: Basic concepts of Cyber Security

Course Objectives :

1. Understand basic networking concepts including communication systems, topologies, and TCP/IP models.
2. Explain key information security principles, types of attacks, and security practices.
3. Identify and analyze security threats, vulnerabilities, and cybercrime issues.
4. Apply basic cryptographic techniques and understand encryption tools and their applications.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	Explain the fundamentals of communication systems, transmission media, and network topologies.	2
CO2	Describe key information security concepts, types of attacks, and goals of security.	3
CO3	Identify various security threats, vulnerabilities, and cybercrime-related issues.	4
CO4	Apply basic cryptographic techniques, including encryption, digital signatures, and secure.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	-	-	-	2	3	3
CO2	3	3	-	3	-	3	2	2
CO3	3	3	2	-	2	3	3	2
CO4	3	3	2	2	2	3	3	2

Units		
Unit 1	**Access Control and Intrusion Detection (3+6 Hrs.)**	**CO1**
Overview of Identification and Authorization, Overview of IDS, Intrusion Detection Systems and Intrusion Prevention Systems, Server Management and Firewalls, User Management, Overview of Firewalls, Types of Firewalls, DMZ and firewall features		

Unit 2	**Security for VPN and Next Generation Technologies** **(2+4 Hrs.)**	**CO2**
	VPN Security, Security in Multimedia Networks, Various Computing Platforms: HPC, Cluster and Computing Grids, Virtualization and Cloud Technology and Security.	
Unit 3	**System and Application Security** **(4+8 Hrs.)**	**CO3**
	Security Architectures and Models, Designing Secure Operating Systems, Controls to enforce security services, Information Security Models System Security, Desktop Security, email security: PGP and SMIME, Web Security: web, authentication, SSL and SET, Database Security	
Unit 4	**OS Security and Wireless Network Security** **(4+8 Hrs.)**	**CO4**
	OS Security Vulnerabilities, updates and patches, OS integrity checks, Anti-virus software, Configuring the OS for security, OS Security Vulnerabilities, updates and patches, Wireless Networks and Security, Components of wireless networks, Security issues in wireless	

Text Books:

1. Principles of Information Security, 7th Edition, 2021 Michael E. Whitman, Herbert J. Mattord
2. Management of Information Security, 6th Edition, 2018 Michael E. Whitman, Herbert J. Mattord
3. Cyber Security, 1st Edition, 2018, Saurabh Sharma

Reference Books:

1. Information Security Management Principles, 2nd Edition 2014 David Alexander, Amanda Finch, David Sutton, Andy Taylor
2. Security Risk Management: Building an Information Security Risk Management Program from the Ground Up, 1st Edition, 2010, Evan Wheeler
3. Information Security and Cyber Laws, 1st Edition 2016 Pankaj Sharma

Online Resources:

1. NIST Special Publications on Risk Management and Security, NIST, https://csrc.nist.gov/publications/sp
2. ISO/IEC 27001 and 27002 Standards, ISO, https://www.iso.org/isoiec-27001-information-security.html
3. COBIT Framework Overview, ISACA https://www.isaca.org/resources/cobit

251652EEC: Advanced Excel		
Semester: II	**Teaching Scheme (L:T:P): 0:0:2**	**Evaluation Scheme:**
Credits: 01	**Practical: 02 Hrs. /week**	**TW: 25, End-Sem: --**

Prerequisite: Basic understanding of Microsoft Excel, including foundational skills such as data entry, formatting, basic formulas, and simple chart creation. Familiarity with core spreadsheet concepts like cell referencing, sorting and filtering data, and using basic functions (e.g., SUM, AVERAGE, IF) is essential. A general understanding of business or data-related contexts, along with digital literacy, will help students grasp the analytical tools, data visualization techniques, and automation features covered in this course.

Course Objectives:

1. To enhance students' proficiency in using advanced Excel functions and tools for data analysis, decision-making, and business reporting.
2. To develop the ability to create dynamic dashboards, automate tasks using macros, and apply logical and statistical functions to solve real-world business problems.
3. To enable students to manage and visualize large datasets effectively using features like PivotTables, advanced charts, and data validation techniques**.**

Course Outcomes: After completion of the course, learners should be able to –

CO#	Course Outcomes	BTL
CO1	Apply advanced Excel functions such as text to columns, VLOOKUP, financial, statistical, and database functions for efficient data manipulation and analysis.	3
CO2	Demonstrate the use of scenario analysis, what-if analysis, and data tables to support business decision-making processes.	2
CO3	Utilize Excel tools for data cleaning, protection, workbook sharing, and auditing to ensure data integrity, accuracy, and collaborative usability.	3
CO4	Design and create dynamic PivotTables, Pivot Charts, and interactive dashboards using cleaned and structured datasets for effective data visualization.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	2	1	3	2	2
CO2	3	3	1	2	2	3	3	2
CO3	3	3	1	2	2	3	2	2
CO4	3	2	2	1	3	2	3	2

Units		
Unit 1	**Introduction to Excel Functions (13 Hrs.)**	**CO**
	Using text to columns, the paste special function, data validation, subtotals and grouping, consolidating data, scenario analysis, data tables in scenario analysis, what-if analysis, math and trig functions, text functions in Excel, lookup functions (VLOOKUP and HLOOKUP Functions), statistical functions, database functions, financial functions, formula auditing and error tracing, hyperlinks in Excel, linking data, Creating Pivot Tables in Excel, using pivot charts, workbook properties, protecting and sharing worksheets, data encrypting and finalizing workbooks.	**CO1 & CO2**
Unit 2	**Data Analysis and Building Professional Dashboards (13 Hrs.)**	
	Data Cleaning and Preparation-Replace blanks with repeating values, Fix Dates (DATE, MONTH, YEAR, DAY, TEXT, Remove Unwanted Spaces (TRIM, CLEAN), Diagnostic Tools (ISNUMBER, LEN, CODE), Remove Unwanted Characters (SUBSTITUTE, CHAR, VALUE). Dashboard Design-Prepare data, Construct Dashboard, Creative Dashboard, Creative Charting, Interactive Dashboard.	**CO3 & CO4**

Text Books:

1. Microsoft Excel 365 Bible – 2022 Edition by Michael Alexander, Dick Kusleika
2. Excel Data Analysis: Your visual blueprint for analyzing data, charts, and PivotTables – 1st Edition, August 28, 2004 by Jinjer Simon
3. Excel 2021 for Dummies – December 9, 2021 by Greg Harvey

Reference Books:

1. Power Pivot and Power BI: The Excel User's Guide to DAX, Power Query, Power BI & Power Pivot in Excel 2010–2016 – 2nd Edition, June 1, 2016 by Rob Collie, Avichal Singh
2. Data Analysis Using Microsoft Excel – 5th Edition, January 1, 2015 by Michael R. Middleton
3. Mastering Excel: Power Query and Data Modeling – 1st Edition, 2020 by Mark Moore

Online Resources:

1. https://support.microsoft.com/excel
2. https://www.coursera.org/specializations/excel
3. https://www.linkedin.com/learning

MOOC Learning Link:

1. https://www.coursera.org/learn/excel-advanced
https://www.coursera.org/learn/excel-basics-data-analysis-ibm

Semester – III

Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme (Hrs./Week)				Evaluation Scheme				Total Marks
				L	T	P	C	Formative Assessment CIA		Summative Assessment ESE		
								Course	TW	Course	TW	
1	GC	25166301	Strategic Management	2	1	--	3	40	--	60	--	100
2	GC	25166302	Decision Science	2	1	--	3	40	--	60	--	100
3	EL	251661EL	Research Project	--	6	--	6	--	100	--	100	200
4	SC	25226303	Digital Payments and Insurance	2	--	2	3	40	--	60	--	100
5	SC	25226304	Investment Banking	2	1	--	3	40	--	60	--	100
6	SC	25226305	Applied Fintech for Business	2	--	2	3	40	--	60	--	100
7	SE	25226306F	Budgetary Control and Variance Analysis – Spreadsheets	1	--	2	2	40	--	60	--	100
		25226307F	Block Chain for Fintech and Applications	1	--	2						
8	SE	25166308F	Financial Information Security and Privacy	1	--	2	2	40	--	60	--	100
		25166309F	Security Analysis and Portfolio Management	1	--	2						
9	SE	25226310F	Fundamental and Technical Analysis	1	--	2	2	40	--	60	--	100
		25226311F	Fintech Venture Management and Entrepreneurship	1	1	--						
10	VAC	251661VAC	Indian Knowledge System	2	--	--	2	--	50	--	--	50
11	SDC	251661SDC	Soft Skills	1	--	2	2	--	50	--	--	50
Total				**19**	**10**	**16**	**31**	**320**	**200**	**480**	**100**	**1100**

Semester-III: Common Courses

23166301: Strategic Management		
Semester: III	**Teaching Scheme (L:T:P): 3:0:0**	**Evaluation Scheme:**
Credits: 03	**Lecture: 03 Hrs./week**	**CIA: 40, End-Sem: 60**

Prerequisite: To successfully understand and apply the concepts taught in Compensation and Reward Management

Course Objectives:

1. To develop a conceptual understanding of strategic management principles including formulation, implementation, and evaluation of strategies at various organizational levels (corporate, business, and functional).
2. To equip students with the ability to analyze business environments and apply strategic tools and frameworks for making informed strategic decisions in real-world scenarios.
3. To foster strategic thinking by integrating cross-functional management knowledge, preparing learners to tackle complex business challenges through innovation, corporate governance, global strategies, and sustainable practices.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	**Describe** the basic terms and concepts in strategic management.	2
CO2	**Explain** the various facets of strategic management in a real-world context.	2
CO3	**Describe** the trade-offs within and across strategy formulation, implementation, appraisal.	2
CO4	**Integrate** the aspects of various functional areas of management to develop a strategic perspective.	3
CO5	**Explain** the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.	2
CO6	**Develop** the capability to view the firm in its totality in the context of its environment.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	–	2	2	–	2
CO2	3	2	2	–	3	2	2	–
CO3	3	2	3	3	3	3	–	–
CO4	3	2	2	–	–	2	2	2
CO5	2	2	3	2	–	2	–	–
CO6	2	2	2	–	2	–	3	3

Units		
Unit 1	**Introduction to Strategic Management (7 Hrs.)**	**CO**
	Define Strategy, Strategic Management Process. Levels of Strategies - Corporate, Business and Operational level, Types of Strategies - Functional Strategies, H. R. Strategy, Marketing Strategy, Financial Strategy, and Operational Strategy. Benefits and Risks of Strategic Management. Formulation of Strategy and Strategic Implementation. Business Environment, Components of Environment, Environmental Scanning, Analysis of Strategies and Choice of Strategy.	**CO1**
Unit 2	**Business, Corporate and Global Strategies - Practices and Issues (7 Hrs.)**	
	Introduction to corporate Restructuring, Need for corporate restructuring and forms of corporate restructuring. Evaluation of Strategic Alternatives, Types of Strategic Alternatives like Portfolio Analysis and its techniques, SWOT Analysis, Profit Impact of Market Strategy (PIMS). Strategic Change, Corporate Renewal, Internal and External Causes of Organizational failures. Culture of Organization, Management of Strategies and Cultures. Strategies for Foreign Direct Investment and International Trade in India.	**CO2**
Unit 3	**Emerging Strategies in Information Communication Technology (7 Hrs.)**	
	Concept of Outsourcing, Strategic Reasons of growing Outsourcing in India. Meaning of Management Information System (MIS), Strategic MIS, Characteristics of Strategic MIS System and Barriers to Successful Development of Strategic MIS System. Business firms using Information Technology for creating Strategic Advantages - Reengineering Business Process, Virtual Company Strategies, knowledge creating company. Emerging Strategies in Telecommunication Sector.	**CO3**

Unit 4	**Disaster Management: Development Perspective, Concerns and Strategies (7 Hrs.)**	**CO4**
Disaster Management Strategies in Global Context. Strategic ways of managing disasters at the National, State, District levels in India. Challenges of Disaster Management of Governance in India. Economic Losses due to disasters - Issues and Strategies. Strategies for preventing disasters and Preparedness Measures. Strategies to cope with Disasters.		
Unit 5	**Strategic Alliances, Corporate Strategy and Corporate Governance (7 Hrs.)**	**CO5**
Meaning of Strategic Alliances, Types and Structure. Problems in Indian Strategic Alliances. Meaning of Corporate Strategy, Corporate Level Strategies - Mergers and Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Liquidation. Corporate Governance Principles and Practices in India. Corporate Governance Practices around the World.		
Unit 6	**Emerging Trends in Global Business Environment (7 Hrs.)**	**CO6**
Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR Strategies for growing green economies. Strategies for Governing Public Private Participation of Business Sector in India. Meaning of Corporate Social Responsibility (CSR), Strategies of linking CSR with Profit and Sustainability for obtaining business benefits.		

Text Books:

1. Strategic Management, A Dynamic Perspective - Concepts and Cases - Mason A. Carpenter, Wm. Gerard Sanders, Prashant Salwan, Published by Dorling Kindersley (India) Pvt Ltd, Licensees of Pearson Education in South Asia.
2. Strategic Management and Competitive Advantage - Concepts - Jay B. Barney, William S.Hesterly, Published by PHI Learning Private Limited, New Delhi.
3. Globalization, Liberalization and Strategic Management - V. P. Michael.

Reference Books:

1. Business Policy and Strategic Management - Dr. Azhar Kazmi, Published by Tata McGraw Hill Publications.
2. Strategic Management - Bern Banerjee.
3. Business Policy and Strategic Management - Jauch Lawrence R & William Glueck Published

Online Resources:

1. https://en.wikipedia.org/wiki/Strategic_management.

MOOC Learning Link:

1. https://www.coursera.org/learn/strategic-management

25166302: Decision Science

Semester: III	Teaching Scheme (L:T:P): 3:0:0	Evaluation Scheme:
Credits: 03	Lecture: 03 Hrs./ week	CIA: 40, End-Sem: 60

Prerequisite: Foundational coursework in quantitative methods-such as introductory statistics, probability, and basic mathematical modelling-and exposure to core management principles.

Course Objectives:

1. To introduce the fundamental principles and importance of decision sciences in business decision-making processes using quantitative techniques.
2. To equip students with the ability to formulate and solve problems using operations research tools such as Assignment models, Transportation models, and Linear Programming.
3. To develop analytical thinking through the application of probabilistic models, queuing theory, simulation techniques, and project management tools like PERT and CPM.
4. To enable students to apply decision-making frameworks under uncertainty and risk, including decision theory, game theory, and sequencing problems for effective managerial decisions.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	**Describe** the concepts and models associated with decision science.	2
CO2	**Understand** the different decision-making tools required to achieve optimization in business processes.	2
CO3	**Apply** the appropriate decision-making approach and tools to be used business environment.	3
CO4	**Analyze** the real-life situation with constraints and examine the pursing different decision-making tools.	4
CO5	**Evaluate** the various facets of a business problem and develop problem solving ability.	5
CO6	**Propose** the various applications of decision tools in the present business scenario.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	3	2	2	2	2	2
CO2	3	2	3	2	2	2	2	-
CO3	3	3	3	2	2	3	-	-
CO4	3	3	2	2	2	3	3	2
CO5	2	2	2	2	2	3	-	-
CO6	3	2	2	3	2	-	3	3

Units		
Unit 1	**Introduction to Decision Science, Assignment, and Transportation Models (7 Hrs.)**	**CO**
Importance of Decision Sciences & role of quantitative techniques in decision making. Assignment Models: Concept, Flood's Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective. Transportation Models: Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost & VAM, Optimal solution using MODI, multiple solution case to be considered. .		**CO1**
Unit 2	**Linear Programming, Markov Chains, and Simulation (7 Hrs.)**	**CO2**
Linear Programming- Concept, Formulation & Graphical Solution. Markov Chains: Applications related to management functional areas, estimation of transition probabilities. Simulation Techniques: Monte Carlo Simulation, scope, and limitations.		
Unit 3	**Probability, Probability Distribution and Queuing Theory (7 Hrs.)**	**CO3**
Probability: Concept, Conditional Probability theorem, Bayes Theorem. Probability Distributions: Normal, Binomial, Poisson (Simple numerical for decision-making expected). Queuing Theory: Concept, Single Server (M/M/I, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO) (Numerical on single server model expected)		
Unit 4	**CPM and PERT (7 Hrs.)**	**CO4**
Concept, Drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats & probability of project completion in case of PERT. Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network		

Unit 5	Decision Theory (7 Hrs.)	
Decision Theory: Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value.		**CO5**
Unit 6	**Game Theory and Sequencing Problem (7 Hrs.)**	
Concept, 2 × 2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method. Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines, Comparison of priority sequencing rules.		**CO6**

Text Books:

1. N.D. Vohra ,Quantitative Techniques in Management by Tata McGraw Hill Publications
2. Hamdy A. Taha,Operations Research Pearson Publication
3. Hira Gupta.Operations research, S. Chand Publication .
4. J K Sharma,Operations Research Theory & Applications ,MacMillan Publishers India Ltd.
5. S.C. Gupta ,Statistical Methods S. Chand Publication.
6. P.N. Arora, Sumeet Arora, S. Arora ,Comprehensive Statistical Methods S. Chand Publication

Reference Books:

1. K L Sehgal,Quantitative techniques & statistics , Himalaya Publication .
2. An introduction to management science: Quantitative approach for decision making- Cengage Learning Anderson
3. Billey E. Gilett,Introduction to Operations Research by ,Tata McGraw Hill
4. Nita Shah, Ravi Gor, Hardik Soni,Operations Research Prentice Hall of India .
5. R. Pannerselvam,Operations Research ,Prentice Hall India

Online Resourses:

Online Learning Link:

1. eGyanKosh-MS-51 Operations Research Community - https://egyankosh.ac.in/handle/123456789/4755

NPTEL Learning Link:

1. Prof. G. Srinivasan, Introduction to Operation Research- NTPEL SWAYAM Course - https://onlinecourses.nptel.ac.in/noc25_mg34

MOOC Learning Link:

1. Introduction to Decision Science for Marketing(https://www.mooc-list.com/tags/decision-science)

251661EL: Research Project		
Semester: III	**Teaching Scheme (L:T:P): 0:0:12**	**Evaluation Scheme:**
Credits: 06	**Practical: 12 Hrs./ week**	**CIA (TW): 100 + ESE (TW): 100**

Prerequisite: Business Research Methods

Course Objectives:

- Enable students to identify and define a significant business problem for in-depth study.
- Develop skills in applying appropriate research methodologies to real-world business problems.
- Facilitate data-driven decision-making using primary and/or secondary data sources.
- Encourage ethical standards and integrity in conducting and reporting research.
- Enhance students' ability to communicate findings in a structured and academic format.
- Promote the dissemination of research through papers at relevant academic forums.

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	Identify and define a real-world business problem for investigation using research tools and techniques.	2
CO2	Design appropriate research methodology and apply it to collect and analyze relevant data.	3
CO3	Analyze and interpret research findings to draw meaningful conclusions and recommendations.	4
CO4	Apply high standards of research ethics and academic integrity throughout the research process.	3
CO5	Compile a well-structured research report and effectively present the research findings.	5
CO6	Develop a research paper for publication or presentation in a national/ international conference or journal.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	-	-	2	3	2	2
CO2	3	3	2	2	-	3	3	2
CO3	2	3	2	3	-	3	3	2
CO4	2	2	3	3	2	2	2	3
CO5	2	2	-	2	3	2	2	2
CO6	2	3	2	2	2	3	3	3

Research Project Guidelines:
The students should take up the research projects during the Third semester. They are part of the prescribed syllabus and are therefore mandatory for the students during the program. The students need to maintain all the ethical standards while undertaking the research project. The students must regularly apprise the Research Guides about their research progress. In case of any problems related to the project, the student must consult the Research Guides.
Guidelines for the Research Guides:
The Project Coordinator of the Department will allot the Research Guides as per the preferences received from the students. The Guide will help the student with: • Selection of the topic and objectives • Finalizing the research methodology • The data collection • The data analysis • The report compilation The Guide will monitor the progress of the student and keep a record of all interactions between the students and themselves. The Guide will keep a record of the assessments of the student as per the prescribed guidelines.
Guidelines for the Students:
The students must submit the final research report in the prescribed format. *Standard Operating Procedure:* Initiate a discussion with the guide to finalize the topic. After finalization of the topic, the guide will update the Google Sheet to verify that no duplicate topics have been selected by other students. Maintain ongoing communication with the internal guide for guidance throughout the research process. *Evaluation and Assessment:* The students will be continuously evaluated based on the submission of the deadline-based tasks allotted to the student by the Research Guide. The criteria for evaluation will be: o Novelty o Ethical standards maintained o Meeting the deadlines o The structure & presentation of the final report o The Research findings It is suggested that students should convert the research project into a research paper and present the same in some national/ international conference or journal.

Project Report Content:

1. Cover page (Project Title, Name of the student, Name of the Guide, Name of the University & Name of the Institute along with the logo)
2. Institute's Certificate
3. Certificate by the Company (if applicable)
4. Executive Summary
5. Objectives of the Research and Hypothesis (if applicable)
6. Organization/ Industry Profile (if applicable)
7. Literature Review
8. Research Methodology
9. Data Analysis and Interpretations
10. Findings and Conclusions
11. Learning of the Student through the Research Project
12. Recommendations based on the Research Findings
13. Annexure
14. Bibliography

251653VAC: Indian Knowledge System		
Semester: III	**Teaching Scheme (L:T:P): 1:0:0**	**Evaluation Scheme:**
Credits: 01	**Lecture : 01 Hr./week**	**CIA: 25, End-Sem: --**

Prerequisite: Taxation- Financial Accounting, Business Law, Economics for Business Decisions, Business Mathematics and Statistics, Fundamentals of Taxation.

Course Objectives: The student should be able to-

1. To explore Indian Knowledge Systems
2. To understand the leadership principles
3. To examine indigenous practices

Course Outcomes: On completion of the course, learner will be able to –

CO #	Course Outcomes	BTL
CO1	Explain key teachings from the Bhagavad Gita and Shivaji Maharaj's life	1
CO2	Demonstrate awareness of value-based leadership, ethical frameworks, and spiritual Principles.	2
CO3	Analyze and apply Jugaad innovation principles	3
CO4	Compare and contrast Indian and Western management systems.	4

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2

Units		
Unit 1	**Leadership, Organizational Behavior, and Indigenous Wisdom (7 Hrs.)**	**CO**
Leadership and Organizational Behavior through Bhagavad Gita: Overview of the Bhagavad Gita: Historical and cultural context, Key themes and teachings: Dharma, Karma Yoga, Nishkama Karma, Role of values, ethics, and spirituality in leadership, Motivation, self-awareness, emotional intelligence, and resilience building, Gita-based decision-making frameworks and conflict resolution strategies, Servant leadership principles and building high-performance teams, Ethical dilemmas, reflection, and personal growth exercises model)		**CO1**
Leadership Insights from Shivaji Maharaj: Overview of Shivaji Maharaj's life and historical context, Leadership in adversity: Raj Dharma, Artha, and strategic vision, Governance principles, administration models, and ethical leadership, Innovation in warfare, governance, and entrepreneurship, Balancing tradition with modernity: Relevance to contemporary leadership, Indigenous Management Practices and Frameworks: Jugaad Innovation, Jugaad: Definition, principles, and cultural significance, Characteristics of Jugaad innovators; Frugal innovation mindset, Case studies across healthcare, agriculture, education, and automobiles, Scaling and sustaining Jugaad innovations; Emerging trends		**CO2**
Unit 2	**Comparative Perspectives, Community-Centric Business, and Contemporary Relevance (7 Hrs.)**	
Comparative Analysis: Indian Knowledge Systems vs. Western Management Theories: Overview of Indian Knowledge Systems (Vedas, Upanishads, Darshanas), Philosophical foundations: Individualism vs. collectivism; Hierarchies vs. egalitarianism, Holistic decision-making vs. analytical approaches, Intuition vs. data-driven decision-making; Concepts of Karma, Dharma, and work ethic, Sustainability focus vs. short-term gains; Societal alignment vs. shareholder value		**CO3**
Family, Community, and Business Practices in India: Historical role of family and community in Indian business, Joint family systems and community networks in entrepreneurship, Characteristics and leadership styles of family-owned businesses, Cooperative movements and social enterprises: Case studies, Cultural values shaping business ethics and Corporate Social Responsibility (CSR), Succession planning, leadership transition, conflict resolution, and innovation, Technology, globalization, and the evolution of traditional business practices		**CO4**

Text Books: 1. "The Essence of the Bhagavad Gita: Explained by Paramhansa Yogananda" by Swami Kriyananda 2. "Shivaji: The Great Maratha" by Ranjit Desai 3. "Indian Ethos and Values in Management" by Sankar 4. "East Meets West: Asian Management Approaches" by Kimio Kase
Reference Books : 1. "Family Business in India: A Historical and Socio-cultural Perspective" by Dev Nathan 2. "The Indian Family Business" by Frank K. Gunderson and Bruce R. Kunkel 3. "Shivaji and His Times" by Jadunath Sarkar
Online Resources: 1. Online Learning Link: https://www.education.gov.in/sites/upload_files/mhrd/files/upload_document/Write_up_online_learning_resources.pdf?utm_source 2. NPTEL Learning Link: 3. https://www.shiksha.com/online-courses/ 4. MOOC Learning Link: 5. https://ugcmoocs.inflibnet.ac.in/?utm_source

Semester-III

Specialization: Fin Tech

25226303: Digital Payments and Insurance		
Semester: III	**Teaching Scheme (L:T:P): 3:0:0**	**Evolution Scheme:**
Credits: 03	**Lecture: 03 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Basic understanding of banking operations, financial systems, and fundamentals of information technology. Familiarity with concepts of insurance and digital transactions is recommended.

Course Objectives:

1. To provide foundational knowledge of digital payment systems, their types, infrastructure, and regulatory bodies like RBI and NPCI.
2. To familiarize students with high-value and retail payment mechanisms, including IMPS, UPI, RTGS, NEFT, and emerging digital payment technologies.
3. To impart a comprehensive understanding of insurance principles, types, benefits, and the structure and functioning of the insurance industry in India.
4. To analyse the impact of digitalization in the insurance sector and understand the regulatory framework including IRDAI and relevant insurance legislations.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	Understand the evolution, components, and regulatory framework of digital payment systems in India.	1
CO2	Explain high-value payment systems and their role in national and international fund transfers.	3
CO3	Analyse various retail digital payment solutions, technologies, and business models.	2
CO4	Understand the basic principles, functions, and types of insurance and their significance.	3
CO5	Examine the digital transformation in insurance services including online policy issuance and claim settlement.	2
CO6	Evaluate the regulatory structure and legal framework governing insurance in India, with a focus on IRDAI and key legislations.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	1	3	1	3	2	2
CO2	3	3	1	2	2	3	2	2
CO3	3	3	2	2	3	3	3	2
CO4	2	2	1	3	2	2	3	3
CO5	3	3	2	2	2	3	2	3
CO6	3	2	2	3	2	2	3	3

Units		
Unit 1	**Introduction to Digital Payments (7 Hrs.)**	**CO**
Digitalization of the payment system Types of digital payments: Mobile Wallets, Role of RBI, NPCI, and payment banks, Overview of Adhere Enabled Payment System (AEPS), FinTech applications in Banking & Non-Banking Financial Companies (NBFCs); Insurance; Payments; Lending; Audit; and Compliance. Immediate Payment Service (IMPS), Unified Payments Interface (UPI), Growth of Digital Payments in India, RBI guidelines on Digital Payments.		**CO1**
Unit 2	**High value Payments (7 Hrs.)**	**CO2**
Automated clearing and settlement systems – Payment graphs. Real-time gross settlement: Fed wire. Check clearing. ATM networks. CHIPS, SWIFT, SFMS- Real Time Gross Settlement System (RTGS) - Securities Settlement System (SSS) -Electronic Clearing Service (ECS) –National Electronic Fund Transfer (NEFT) – Money Transfer Service Scheme (MTSS) - Electronic Bill Payment and Presentment.		
Unit 3	**Retail Payments (7 Hrs.)**	**CO3**
Automated Teller Machines (ATMs) - Electronic Funds Transfer – Immediate, Payment Service (IMPS) - The Unified Payments Interface (UPI) - Bharat Bill Payment System (BBPS) –Card Payments - Mobile Payments - Aadhar Pay - UPI Payments - Bharat QR Code - Digital Wallets – Bank, Wallets – Private Wallets - Business Models – Technology Models.		
Unit 4	**Fundamentals of Insurance (7 Hrs.)**	**CO4**
Concept and functions of insurance, Principles of insurance: indemnity, insurable interest, utmost good faith, Types of insurance: Life, Health, Motor, Fire, Marine, Travel and Property. IRDAI structure and functions, Importance of insurance- Basic characteristics of Insurance, Benefits of Insurance.		

Unit 5	**Digital Insurance and Regulatory Framework (7 Hrs.)**	**CO5**
Digital insurance platforms, Online policy issuance and claim settlement, Framework of insurance business – privatization of insurance business – Insurance Regulatory and Development Authority (IRDA) – Govt. Policy on insurance sector.		
Unit 6	**Insurance Regulations in India (7 Hrs.)**	**CO6**
Insurance Regulatory and Development Authority (IRDA) – Introduction – Purpose, Duties, Powers, and functions of IRDA – Operations of IRDA – Insurance policyholders' protection under IRDA – Exposure/ Prudential norms		

Text Books:

1. Gupta, P. K. Insurance and risk management. Himalayan Books, Latest edition.
2. Diacon, Stephen, ed. A guide to insurance management. Springer, 2016.
3. Designing Mobile Payment Experiences: Principles and Best Practices for Mobile
4. Commerce, Skip Allums, Shroff/O'Reilly, June 2019.

Reference Books:

1. Digital Payments in India: Background, Trends and Opportunities, Jaspal Singh, New Century Publications.
2. The PAYTECH Book: The Payment Technology Handbook for Investors, Entrepreneurs, and FinTech Visionaries, Susanne Chishti, Tony Craddock, Robert Courtneidge, Markos

Online Resources:

1) Online Learning Link: https://www.shiksha.com/online-courses/payments-certification
2) NPTEL Learning Link: https://onlinecourses.nptel.ac.in/noc23_mg38/preview/
https://onlinecourses.nptel.ac.in/noc22_cs44/preview/
MOOC Learning Link: https://onlinecourses.swayam2.ac.in/cec21_ge04/preview/

25226304: Investment Banking		
Semester: III	**Teaching Scheme (L:T:P): 3:0:0**	**Evaluation Scheme:**
Credits: 03	**Lecture: 03 Hrs/ week**	**CIA: 40, End-Sem: 50**

Prerequisite: To effectively study the FinTech subject Investment Banking, MBA students should be familiar with core concepts of finance, financial statements, and capital markets. It's also helpful to have a working knowledge of spreadsheet tools and basic financial analysis techniques.

Course Objectives:

1. To provide students with the necessary theoretical and conceptual tools used in investment banking.
2. To provide an introduction and general understanding of investment banking activities.
3. To evaluate the regulatory environment governing investment banking operations both domestically and globally.
4. To prepare reports on important components of investment banking.
5. To know corporate restructuring such as mergers & acquisitions, project finance, IPO analysis, etc.
6. To develop critical insights into current trends, challenges, and innovations affecting the investment banking industry.

CO#	**Course Outcomes:** On completion of the course, learner will be able to –	BTL
CO1	Describe the evolution, structure, and organizational aspects of investment banking.	2
CO2	Explain the services of investment banks and evaluate allied financial businesses under regulatory frameworks.	2
CO3	Apply valuation models and forecasting techniques to assess business value.	3
CO4	Analyze core investment banking functions like IPOs and underwriting.	4
CO5	Evaluate corporate restructuring strategies from an investment banking perspective.	5
CO6	Assess the impact of emerging technologies and ESG trends on investment banking.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	2	3	3	3	2	3
CO2	3	3	1	3	2	3	3	2
CO3	3	3	1	3	2	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	2	2	1	3	2	2	3	3
CO6	3	3	1	3	2	3	3	2

<table>
<tr><th colspan="3">Units</th></tr>
<tr><td>Unit 1</td><td>Introduction to Investment Banking (7 Hrs.)</td><td>CO</td></tr>
<tr><td colspan="2">The evolution of Investment banking – Concept and Definition– Merchant Banking Today’s major players – The culture and organization structure of Investment banks: the changing face of leadership, risk management, professional behavior and organizational values – The structure of investment banks – Employment opportunities in investment banks. Relevant Case Studies.</td><td>CO1</td></tr>
<tr><td>Unit 2</td><td>The Business of Investment Banking (7 Hrs.)</td><td rowspan="2">CO2</td></tr>
<tr><td colspan="2">Nature of Contemporary investment banking – Service portfolio of Indian Investment banks – Introduction to Allied business – Asset Management, Mutual funds, Hedge fund, and Private Equity funds – Regulatory</td></tr>
<tr><td>Unit 3</td><td>Investment Banking and Business Valuation (7 Hrs.)</td><td rowspan="2">CO3</td></tr>
<tr><td colspan="2">Value and Valuation – Corporate Value vs Investment Value – Business Valuation - Drivers for Value Creation – Asset based valuation model – Financial forecasting – Determinants of financial forecasting – Free cash flow. Relevant Case Studies.</td></tr>
<tr><td>Unit 4</td><td>Core investment Banking Services (7 Hrs.)</td><td rowspan="2">CO4</td></tr>
<tr><td colspan="2">Domestic Issue Management – Types of Issues requiring issue management, Stages in an IPO, role of Investment banker as Issue manager – Underwriting – Underwriting commission and Underwriting</td></tr>
<tr><td>Unit 5</td><td>Overview of Corporate Restructuring (7 Hrs.)</td><td rowspan="2">CO5</td></tr>
<tr><td colspan="2">Corporate Reorganization – Rationale for Corporate Reorganization – Mergers and Amalgamations – Types of Mergers, Structure of an Amalgamation, Investment banking Perspective in Merger and Amalgamations – Introduction to Acquisitions, Takeover and Buyout – Strategic Acquisitions, Negotiated</td></tr>
<tr><td>Unit 6</td><td>Technology and Emerging trends in investment Banking (7 Hrs.)</td><td rowspan="2">CO6</td></tr>
<tr><td colspan="2">Fintech and its impact on Investment Banking – Digital transformation in financial services – Algorithmic trading – Blockchain applications in investment banking – Artificial Intelligence in financial analysis and risk assessment – Cybersecurity concerns – ESG (Environmental, Social, Governance) investing and sustainable finance – Future skills for investment bankers.</td></tr>
</table>

Text Books:

1. Joshua Rosenbaum & Joshua Pearl, Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions, Wiley Finance
2. Subramanyam, G. Investment Banking in India: The Emerging Landscape SAGE Publications
3. Pratap Subramanyam, Merchant Banking and Financial Services,Tata McGraw-Hill Education

Reference Books:

1. Sharma, C. (2021). Financial Markets, Institutions and Services - SBPD Publications.
2. States. U. (2009). Examining the Billing, Marketing, and Disclosure Practices of the Credit Card Industry, and Their Impact on Consumers.
3. Thakor, A. V., & Boot, A. (2008). Handbook of Financial Intermediation and Banking. Elsevier.
4. Bodie, Kane & Marcus, Investments, McGraw-Hill Education, 11th Edition, 2021
5. Damodaran, Aswath, Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, Wiley, 3rd Edition, 2012
6. Raghunathan, V., Corporate Valuation and Mergers & Acquisitions, Tata McGraw-Hill Education

Online Resources:

1. https://www.classcentral.com/course/investment-banking-financial-analysis-valuation-93361
2. https://www.coursera.org/learn/investment-banking-mergers-acquisitions-ipos

25226305: Applied FinTech for Business		
Semester: III	**Teaching Scheme (L:T:P): 3:0:0**	**Evaluation Scheme:**
Credits: 03	**Lecture: 03 Hrs./ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Fundamentals of Economics, Basics of Accounting and Finance, and Introduction to Business Management.

Course Objectives:

1. To introduce financial technology (FinTech) tools and their application in business.
2. To understand the integration of FinTech in banking, payments, lending, and investment services.
3. To explore the implications of FinTech innovations on business operations and strategy.
4. To equip students with the skills to apply FinTech solutions to real-world business problems.

CO#	**Course Outcomes:** On completion of the course, learner will be able to –	BTL
CO1	Understand key FinTech innovations and their impact on business models.	2
CO2	Analyze digital banking, online payments, alternative lending platforms and their roles in the economy.	3
CO3	Evaluate the role of data analytics, AI, and blockchain in FinTech-driven businesses.	3
CO4	Assess the regulatory, ethical, and cybersecurity challenges in the FinTech landscape.	4
CO5	Utilize FinTech platforms for managing wealth and insurance.	5
CO6	Address legal, cybersecurity, and compliance concerns in FinTech business use.	6

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	2	2	2	2	2
CO2	3	3	2	2	2	3	2	2
CO3	3	2	2	3	2	3	3	2
CO4	3	2	2	3	2	2	-	2
CO5	3	2	3	2	3	2	3	2
CO6	3	3	3	3	2	2	3	3

Units		
Unit 1	**Introduction to FinTech and Digital Transformation (7 Hrs.)**	**CO**
Overview of FinTech in business FinTech vs traditional finance Digital transformation and its business impact Evolution of FinTech in business operations Digitization vs. digital transformation in financial services Role of FinTech in business strategy and competitiveness Business models enabled by FinTech (platform-based, P2P, API-based models)		**CO1**
Unit 2	**Digital Payments and Mobile Banking (7 Hrs.)**	**CO2**
Payment gateways and digital wallets UPI, RTGS, NEFT, and global payment systems, Mobile banking trends and use cases Introduction to major FinTech tools and platforms, Enterprise Resource Planning (ERP) with embedded FinTech modules Financial dashboards and reporting using FinTech analytics tools Integration of accounting software with payment gateways		
Unit 3	**Lending, Crowd funding, and Robo-Advisory (7Hrs.)**	**CO3**
P2P lending and credit scoring using AI, Crowdfunding platforms, Robo-advisors and wealth management UPI, POS systems, mobile wallets, NFC-based transactions, Merchant payment integrations: QR codes, tap-to-pay solutions, Payment gateway architecture and selection criteria, Subscription billing, e-commerce checkout, and recurring payments, Settlement systems and reconciliation using FinTech tools		
Unit 4	**Enabling Technologies in FinTech (7 Hrs.)**	**CO4**
AI and Machine Learning in finance Big Data and predictive analytics Blockchain and smart contracts in business processes Business loan platforms and digital SME lending, Credit scoring through alternative data and ML-based assessment, Embedded finance: BNPL models for B2B and B2C, Invoice financing, factoring, and supply chain credit, Risk mitigation using FinTech tools: fraud analytics, predictive modelling		
Unit 5	**FinTech in Wealth Management & Insurance for Businesses (7 Hrs.)**	**CO5**
Digital investment platforms for treasury & portfolio management, Robo-advisory and automatic portfolio rebalancing for SMEs Business insurance: selection, comparison, and claim management online, Use of AI/ML in business insurance underwriting and fraud detection, Crowd funding, tokenized assets, and decentralized finance (DeFi) for start-ups.		
Unit 6	**Regulatory Compliance, Cyber security, and Future Trends (7Hrs)**	**CO6**
Digital KYC, e-signatures, and Aadhaar-based verifications, Regulatory framework for FinTech in India (RBI, SEBI, IRDAI), Cyber security essentials for FinTech-enabled businesses, Data protection regulations: GDPR, DPDP Act India, Role of Reg Tech in automating compliance processes Future trends: Embedded Finance, CBDCs, AI-led finance, Tokenization, ESG FinTech		

Text Books:

1. Susanne Chishti and Janos Barberis, The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Wiley, 2016.
2. Douglas W. Arner, Jànos Barberis, Ross P. Buckley, FinTech and RegTech: Impact on Regulators and Banks, Elsevier, 2017.
3. Jeffrey Li and Susanne Chishti, The AI Book: The Artificial Intelligence Handbook for Investors, Entrepreneurs and FinTech Visionaries, Wiley, 2020.

Reference Books:

1. Chris Skinner, Digital Bank: Strategies to Launch or Become a Digital Bank, Marshall Cavendish.
2. Jeff Madura, Financial Market and Institution, CenGage Learning, Delhi.

Online Resources:

1. https://www.coursera.org/learn/financial-markets-global
2. NPTEL Learning Link: https://onlinecourses.nptel.ac.in/noc24_mg20/preview

25226306: Budgetary Control & Variance Analysis		
Semester: III	**Teaching Scheme (L: T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 Hrs/ week**	**CIA: 40, End-Sem: 60**

Prerequisite: A foundational understanding of basic accounting principles.

Course Objectives:

1. To understand the fundamental concepts and characteristics of budgeting and budgetary control as essential management tools.
2. To analyze the objectives and advantages of budgetary control in organizational planning, coordination, and performance measurement.
3. To evaluate the limitations of budgeting and identify the critical elements necessary for establishing an effective budgeting system.
4. To differentiate between various classifications of budgets, including functional, flexibility-based, and time-based budgets, with a focus on cash and flexible budgeting techniques.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	Explain the fundamental concepts, features, and process of budgetary control in an organizational context.	2
CO2	Analyze the advantages and challenges of budgetary control for effective planning and performance management.	4
CO3	Evaluate the critical success factors and limitations involved in budgeting systems and practices.	5
CO4	Apply various budgeting techniques, including cash and flexible budgets, in organizational decision-making.	3

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	--	2	2	--	2
CO2	3	2	2	--	2	2	2	--
CO3	3	2	3	3	2	2	--	--
CO4	3	3	3	--	--	2	2	2

Units		
Unit 1	**Introduction to Budgetary Controls in Fintech (7 Hrs.)**	**CO**
Purpose and importance of budgeting in financial technology environments, Types of budgets: static vs flexible, operational vs financial, Role of budgeting in strategic planning and Fintech startup management, Spreadsheet modeling basics: structure, formatting, and version control		**CO1**
Unit 2	**Spreadsheet-Based Budget Development (7 Hrs.)**	**CO2**
Building integrated budget models in Excel/Google Sheets, Revenue and cost forecasting for digital financial services Cash flow budgeting and working capital planning, Using Excel functions (SUMIF, INDEX/MATCH, LOOKUPs) for dynamic budgeting.		
Unit 3	**Variance Analysis Techniques (7 Hrs.)**	**CO3**
Types of variances: sales, cost, volume, price, efficiency, etc, Interpreting and visualizing variances with charts and dashboards, Root cause analysis: linking operational metrics to financial outcomes, Scenario and sensitivity analysis using spreadsheet tools (Data Tables, What-If Analysis)		
Unit 4	**Performance Management and Decision Support (7 Hrs.)**	**CO4**
Budgeting as a control and performance evaluation tool in Fintech firms, KPI tracking and variance reporting dashboards, integrating real-time data for rolling budgets and forecasts, Case studies: Fintech companies' use of budgetary control in scaling and investor reporting.		

Text Books:

1. Management Accounting by M.Y. Khan and P.K. Jain
2. Cost and Management Accounting" by S.P. Jain and K.L. Narang
3. Advanced Management Accounting by Dr. SN Maheshwari and Dr. SK Maheshwari
4. Cost Accounting: Principles and Practice" by M.N. Arora

Reference Books:

1. Cost Accounting by Jawahar Lal –budgeting techniques and variance reporting.
2. Management Control Systems by N. Ghosh – budgeting as part of broader control frameworks
3. Strategic Cost Management by Ravi M. Kishore –budgetary control with strategic decision-making.
4. Practical Problems in Cost Accounting by T.S. Reddy and Y. Hari Prasad Reddy

Online Resources:

1. https://trainingcred.com/training-course/program-and-budget-analysis-using-microsoft-excel-training
2. https://archive.nptel.ac.in/content/storage2/courses/122106031/slides/8_1s.pdf

25226307: Block Chain for Fintech Applications		
Semester: III	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 Hrs./ week**	**CIA:40, End-Sem: 60**
Prerequisite: Students should have a solid grasp of Fin tech and understand the concept of Block chain Technology		

Course Objectives:

1. To understand the fundamentals of block chain technology.
2. To explore how block chain is revolutionizing the financial technology (Fintech) landscape.
3. To develop applications of block chain in real-world financial systems.
4. To analyse the challenges and opportunities of block chain adoption in finance.

CO#	**Course Outcomes:** On completion of the course, learner will be able to -	BTL
CO1	Explain the fundamental concepts of block chain technology and its components.	2
CO2	Analyze the architecture and consensus mechanisms used in block chain platforms.	3
CO3	Apply block chain solutions to Fintech problems such as payments, lending, and compliance.	3
CO4	Evaluate the impact of smart contracts and DeFi (Decentralized Finance) in financial services.	4

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	2	2	1	2	2	2
CO2	3	2	2	3	1	3	2	2
CO3	2	3	2	2	1	3	3	2
CO4	2	3	3	3	2	3	2	3

Units			
Unit 1	**Introduction to Block chain and Fintech**	**(7 Hrs.)**	**CO**
Overview of Block chain technology, Fintech ecosystem, Use cases of Block chain in finance Introduction to block chain and distributed ledger technologies (DLT), Centralized vs. Decentralized vs. Distributed systems Components of block chain: Blocks, hash functions, timestamps, nonce, Merkle trees Consensus mechanisms: Proof of Work (PoW), Proof of Stake (PoS), Delegated PoS Types of block chain: Public, Private, Consortium, and Hybrid			**CO1**
Unit 2	**Blockchain Architecture and Consensus Mechanisms**	**(7 Hrs.)**	**CO2**
Distributed Ledger Technology (DLT) , Blocks, hashes, nodes, and chains Consensus protocols: PoW, PoS, DPoS, PBFT Block chain structure: data block composition and linking Cryptographic techniques: Public/Private keys, digital signatures, hash functions, Mining process and role of miner's Smart contracts: definition, working, and use cases, Security features of block chain (immutability, transparency, fault tolerance)			
Unit 3	**Smart Contracts and Ethereum**	**(7 Hrs.)**	**CO3**
Concept of smart contracts Ethereum basics and Solidity introduction, Block chain application development platforms Introduction to crypto currencies: Bit coin, Ethereum, Ripple, Lit coin Crypto currency mining, wallets, and exchanges Stable coins, utility tokens, security tokens, NFTs (Non-Fungible Tokens) Block chain and digital asset regulation in India and globally, Role of crypto currencies in digital payments and cross-border remittances, Risks in crypto-trading: volatility, fraud, hacking, and regulatory uncertainty.			
Unit 4	**Block chain in Financial Services**	**(7 Hrs.)**	**CO4**
Cross-border payments and remittances Digital identity and KYC/AML Supply chain finance Smart contract architecture and deployment (Ethereum, Solidity basics) Use cases: Automated insurance claims, lending protocols, identity verification, Limitations and vulnerabilities in smart contracts (bugs, gas fees, logic errors), Introduction to DApps and Web3 concepts.			

Text Books:

1. Melanie Swan, Block chain: Blueprint for a New Economy, O'Reilly Media.
2. Antony Lewis, The Basics of Bit coins and Block chains, Mango Publishing.

Reference Books:

1. Arvind Narayanan, Bit coin and Crypto currency Technologies, Princeton University Press.
2. Imran Bashir, Mastering Block chain: Unlocking the Power of Crypto currencies and Distributed Ledger Technology, Packt Publishing.
3. Michael Casey and Paul Vigna, The Truth Machine: The Block chain and the Future of Everything, St. Martin's Press.

Online Resources:

1. https://www.coursera.org/search?query=Business%20Valuation&sortBy=BEST_MATCH
2. https://www.classcentral.com/search?q=business%20valuation

251226308: Financial Information Security & Privacy		
Semester: II	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 hrs./week**	**CIA: 40, End-Sem: 60**

Prerequisite: Basic understanding of Information Technology or Computer Fundamentals
Familiarity with Networking Concepts and Operating Systems

Course Objectives:

1. To introduce the fundamental concepts and importance of information security, including risk analysis and security methodologies.
2. To develop knowledge of data, network, and operating system security threats, models, and countermeasures.
3. To understand and apply secure practices in infrastructure services and secure software development.
4. To explore operational, physical, and legal aspects of information security including disaster recovery, compliance, and incident response.

CO #	**Course Outcomes:** On completion of the course, learner will be able to –	BTL
CO1	**Explain** the core concepts of information security, including threats, attacks, and security policies.	2
CO2	**Analyze** security techniques for data, networks, and operating systems using appropriate technologies.	3
CO3	**Apply** secure development principles to infrastructure and application-level services.	4
CO4	**Evaluate** disaster recovery strategies and compliance with global security standards and regulations.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2

Units		
Unit 1	**Introduction to Information Security (7 Hrs.)**	**CO**
- Information Security Overview – Importance of Information Security – Security Methodology. Risk Analysis: Threat – Types of Attacks – Secure Design Principles: The CIA Triad and Other models, Defense models –Security Policies, Standards, Procedures and Guidelines – Security Organizations: Roles and responsibilities, Managed security services – Authentication and Authorization.		**CO1**
Unit 2	**Data, Network and Operating System Security (7 Hrs.)**	**CO2**
Data Security – Securing Unstructured Data – Encryption – Database Security -Security in Networks – Threats in Networks – Network Security controls. Operating System Security – Operating system security models – Security Technology – Access Controls – Firewalls – Virtual Private Networks – Intrusion detection and Prevention Systems.		
Unit 3	**Securing Infrastructure Services and Security Operations (7 Hrs.)**	**CO3**
E-mail– Web Servers – DNS Servers – Proxy Servers – Application Security – Secure Application Design – Secure Development Lifecycle – Application Security Practices, Disaster Recovery, Business Continuity, Backups and High Availability – Incident Response and Forensic Analysis.		
Unit 4	**Physical Security and Cloud Security (6 Hrs.)**	**CO4**
Physical Security – Security Agencies – Certifying Authorities –National and International. Compliance with Information security standards, Regulations and Laws, Introduction to cloud computing security Shared responsibility model in AWS, Azure, GCP Identity and Access Management (IAM) best practices		

Text Books:

1. Information Security: Principles and Practice Mark Stanislav & Mark Stamp.
2. Information Security: Principles and Practice Mark Stamp.
3. Principles of Information Security Michael E. Whitman, Herbert J. Mattord.

Reference Books:

1. Privacy, Big Data, and the Public Good: Frameworks for Engagement

Online Resources:

1. NPTEL Courses: https://onlinecourses.nptel.ac.in/noc23_cs127/preview
   https://archive.nptel.ac.in/courses/110/107/110107154/
2. MOOC Learning Link: https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_pg/398
3. https://www.coursera.org/learn/data-security-privacy

25166309F: Security Analysis and Portfolio Management		
Semester: III	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Lecture : 02 Hrs/ week**	**CIA: 40, End-Sem: 60**

Prerequisite: Security Analysis and Portfolio Management Basic knowledge of financial accounting and economics, Fundamentals of corporate finance, Quantitative and analytical skills, Excel or financial calculators.

Course Objectives: The student should be able to

1. To provide an in-depth understanding of the Indian financial system.
2. To develop the ability to distinguish between investment, speculation, and gambling,
3. To equip students with analytical skills to assess risk and return

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	**Understand** the structure of the Indian financial system, the role of regulatory bodies like EBI, and the functioning of securities markets.	2
CO2	**Differentiate** between investment, speculation, and gambling, and **identify** suitable investment avenues based on investor profiles and risk-return preferences	5
CO3	**Analyze and evaluate** the risk-return characteristics of individual securities and portfolios using models such as Markowitz, CAPM, and APT	5
CO4	**Perform valuation** of equity and fixed income securities using various models like DDM, Free Cash Flow Models, and Bond Yield Calculations.	4

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2

Units		
Unit 1	**Introduction to Investment and Indian Securities Market (7 Hrs.)**	**CO**
Introduction to Investment: Meaning and Objectives, Indian Financial System and its Structure, Investment, Speculation and Gambling: Differences and Characteristics, Features of Investment and Investment Avenues, Investment Process: Steps and Considerations, Investment Environment in India, Securities Market of India: Primary and Secondary Markets, Securities Trading and Settlement Procedures, Types of Orders and Margin Trading, Role and Responsibilities of SEBI		**CO1**
Unit 2	**Portfolio Analysis and Valuation (7 Hrs.)**	**CO2**
Risk and Return Analysis, Markowitz Portfolio Theory and Mean–Variance Approach, Portfolio Selection and Efficient Portfolios, Single Index Model, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT), Overview of Equity and Bond Valuation Intrinsic Value vs Market Value, Equity Valuation Models: Discounted Cash Flow (DCF), Dividend Discount Models (DDM), Free Cash Flow Approaches, Relative Valuation Techniques: P/E, P/BV, P/S, EVA.		
Unit 3	**Bond Valuation and Management (7 Hrs.)**	**CO3**
Classification of Fixed Income Securities, Types of Bonds and Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields: Yield to Maturity (YTM), Yield to Call (YTC),Holding Period Return (HPR). Bond Pricing Theorems, Bond Duration and Modified Duration, Bond Convexity and Bond Volatility, Bond Immunization.		
Unit 4	**Derivatives, Mutual Funds and Performance Evaluation (7Hrs.)**	**CO4**
a) Derivatives and Technical Analysis: Overview of Indian Derivatives Market, Forwards and Futures: Concepts and Trading Mechanics, Options: Types, Strategies, and Valuation, Technical Analysis: Tools and Indicators, Fundamental Analysis and Efficient Market Hypothesis (EMH), Mutual Funds and Portfolio Performance Evaluation: Mutual Funds: Structure, Types, and Trends in India, Net Asset Value (NAV) and its Calculation, Risk and Return in Mutual Funds, Performance.		

Text Books:

1. Investment Analysis and Portfolio Management – Prasanna Chandra
2. Security Analysis and Portfolio Management – Donald E. Fischer & Ronald J. Jordan

Reference Books

1. Investments – Zvi Bodie, Alex Kane, Alan J. Marcus
2. Modern Portfolio Theory and Investment Analysis – Edwin J. Elton et al.
3. Security Analysis – Benjamin Graham and David Dodd

Online Resources:

1. https://oxford-management.com/course/portfolio-management-and-investment-analysis
2. https://www.udemy.com/course/investment-analysis-portfolio-management

25226310: Fundamental and Technical Analysis		
Semester: III	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 Hrs/ week**	**CIA: 40, End-Sem: 60**
Prerequisite: Fundamental and Technical Analysis - Basic Understanding of Commerce or Finance, Familiarity with Financial Terminology		

Course Objectives: The student should be able to -

1. To provide learners with a foundational understanding of the Indian taxation system.
2. To enable students to determine the residential status of individuals.
3. To develop the ability to apply tax laws related to exemptions, deductions, and the set-off and carry forward of losses
4. To Compare and contrast Fundamental and Technical Analysis approaches in stock selection and portfolio management.
5. To Develop and interpret trading strategies based on analytical techniques to make informed investment decisions.

CO#	Course Outcomes: On completion of the course, learner will be able to–	BTL
CO1	**Remember** the key concepts in Fundamental & Technical Analysis	2
CO2	**Explain** various parameters, charts and theories of Fundamental & Technical Analysis and Investment psychology	2
CO3	**Make** the practical use of Financial Statement Analysis, Various Ratios, Theories and Charts of Fundamental & Technical Analysis.	4
CO4	**Analysis** and forecasting expected Market Price of securities in order to take and execute Investment Decisions.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	2

Units		
Unit 1	**Introduction to Fundamental Analysis & Financial Concepts (7 Hrs.)**	**CO**
Fundamental Analysis: Meaning, Definition, Types, Role of Fundamental Analysis, Different Levels of Analysis: Economic, Industry, and Company, Qualitative and Quantitative Analysis **Basic Financial Concepts:** Time Value of Money, Inflation, Interest Rates, Opportunity Cost, Risk & Return, Equity Risk Premium, Beta, Risk-Adjusted Return		**CO1**
Unit 2	**Understanding Financial Statements & Analysis (7 Hrs.)**	**CO2**
Director's Report & Auditor's Report, Financial Statements: Income Statement, Balance Sheet, Schedules and Notes to Balance Sheet, Cash Flow Statement, Comparative and Common Size Statements, Financial Ratios & Du-Pont Analysis, Key Considerations in Financial Analysis: Peer Comparison, Management Analysis, Corporate Governance		
Unit 3	**Valuation Methodologies & Investment Models (7 Hrs.)**	**CO3**
Value vs. Price – Why Valuation is Important, Top-Down Valuation (Economy- Industry-Company), Valuation Models: Asset-Based & Earnings-Based Valuation, Discounted Cashflow (DCF) Model, Dividend Discount Model (DDM), Free Cash Flow to Firm (FCFF) Model Multiples-Based Valuation: P/E, P/B, P/S Ratios, Enterprise Value, Relative Valuation, Capital Asset Pricing Model (CAPM), Key Considerations in Valuation.		
Unit 4	**Technical Analysis & Company Trend Analysis (7Hrs.)**	**CO4**
Introduction to Technical Analysis: Definition, Assumptions, Price Discounting, Price Movements, Strengths & Weaknesses, Dow Theory & Trading Strategies, Trading Psychology & Risk Management, Chart Types: Line, Bar, Candle, Point & Figure Charts Candlestick Patterns: One, Two, and Three Candle Patterns, Pattern Study with Examples: Support & Resistance, Head & Shoulders, Double Top & Bottom, Gap Theory, Major Technical Indicators & Oscillators.		

Text Books:

1. Securities Analysis, Benjamin Graham, David L Dodd, McGraw Hill Education
2. Investment Analysis and Portfolio Management, Prasanna Chandra, McGraw Hill Education.
3. Fundamental Analysis for Dummies, Matt Krantz, For Dummies
4. Investment Management, V.K. Bhalla, S. Chand.

Reference Books:

1. The Intelligent Investor, Benjamin Graham, Harper Business
2. Investments, ZVI Bodie, Alex Kane, Alan J Marcus, Pitab Mohanty, Tata McGraw Hill
3. Technical Analysis of Stock Trend, Robert Edwards, John Magee, Bassetti, Snowball Publishing

Online Resources:

1. https://www.education.gov.in/sites/upload_files/mhrd/files/upload_document/
2. https://www.mooc.org/courses?utm_source

25226311. Fintech Venture Management and Entrepreneurship		
Semester: III	**Teaching Scheme (L:T:P): 2:0:0**	**Evaluation Scheme:**
Credits: 02	**Lecture: 02 Hrs/ week**	**CIA: 40, End-Sem: 60**

Prerequisite: General understanding of how technology integrates with financial services as well as Technology.

Course Objectives:

- To introduce students to the fundamentals of launching and managing a Fintech venture.
- To understand the entrepreneurial ecosystem specific to financial technology.
- To equip learners with skills in startup financing, innovation strategy, and regulatory frameworks.
- To encourage the application of Fintech solutions for real-world problems.

Course Outcomes: On completion of the course, learner will be able to –

CO#	Course Outcomes	BTL
CO1	**Understand** the fundamentals of Fintech entrepreneurship and the startup ecosystem.	3
CO2	**Analyze** and evaluate the business models and funding strategies in Fintech ventures.	3
CO3	**Apply** design thinking and innovation strategies to develop a Fintech startup plan.	4
CO4	**Examine** regulatory, legal, and ethical challenges in Fintech entrepreneurship.	5

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	2	2	-	2	2	-	2
CO2	3	2	2	-	3	2	2	-
CO3	3	2	3	3	3	3	-	-
CO4	3	2	2	-	-	2	2	-

Units		
Unit 1	**Introduction to Fintech Entrepreneurship (7 Hrs.)**	**CO**
Definition and scope of Fintech startups Overview of Fintech ecosystem and innovation trends Characteristics of Fintech entrepreneurs, Startup ecosystem: accelerators, incubators, venture studios, and innovation hubs. Overview of India’s Fintech landscape: UPI, Digital Lending, Neo-Banks, and Apis. Case Studies: Paytm, Razorpay, Zerodha, CRED		**CO1**

Unit 2	**Fintech Business Models and Value Proposition (7 Hrs.)**	**CO2**
Types of Fintech business models (Payments, Lending, InsurTech, Robo-Advisory, etc.) Customer value proposition in Fintech Technology adoption and digital disruption Lean Startup Methodology, Classification of Fintech business models: B2B, B2C, P2P, BaaS, API-based models. Deep dive into domains: Payments, Lending, Wealth Tech, Insurtech, RegTech, Block chain, Neo banking. Designing a Fintech business model using tools like Business Model Canvas.		
Unit 3	**Funding and Financial Planning for Fintech Startups (7 Hrs.)**	**CO3**
Sources of startup capital: Angel investors, Venture capital, Crowd funding, Incubators Fintech-specific valuation techniques Building a financial model for a Fintech venture Pitch deck preparation and investor presentations Building financial projections: revenue forecast, unit economics, burn rate, runway. Cap table, equity dilution, and term sheet basics. Crafting an investor-ready pitch deck: narrative, metrics, and storytelling.		
Unit 4	**Design Thinking and Innovation in Fintech (7Hrs.)**	**CO4**
Design thinking process for financial innovation Minimum Viable Product (MVP) for Fintech Customer-centric product development Innovation tools and frameworks Innovation strategies for Fintech startups: incremental vs. disruptive innovation. Developing MVP (Minimum Viable Product) and rapid prototyping. User Experience (UX) and User Interface (UI) in digital financial products. Tools: Lean Canvas, Customer Journey Maps, Empathy Maps.		

Text Books:

1. Susanne Chishti & Janos Barberis, The FINTECH Book, WileyKhan M.Y. (2007) Indian Financial System) Tata McGraw Hill, New Delhi
2. Kunjukunju Benson and Mohanan S (2012) Fintech and capital Market & financial services in India New Century Publications. New Delhi.

Reference Books:

1. Chris Skinner, Digital Bank: Strategies to Launch or Become a Digital Bank, Marshall Cavendish
2. Bhole L. M. and Mahakud. J. (2009) Financial Institutions &Markets: Structure, Growth & Innovations-5th ed. Tata McGraw Hill New Delhi Burton & Lombra (2000)
3. Financial System & The Economy, S.W. College Publishers Burton Maureen and Brown Bruce

Online Resources:

1. https://www.edx.org/learn/economics/new-york-institute-of-finance-deals-in-project-finance- case-studies-and-analysis
2. https://ocw.mit.edu/courses/15-s08-fintech-shaping-the-financial-world-spring-2020/

Semester – IV

Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme (Hrs./Week)				Evaluation Scheme				Total Marks
				L	T	P	C	Formative Assessment CIA		Summative Assessment ESE		
								Course	TW	Course	TW	
1	EL	251662EL	Industry Internship and On-the Job-Training	--	--	--	12	--	150	--	150	300
2	SE	25226401	Specialization Elective*	--	--	--	2	--	50	--	--	50
3	SDC	251662SDC	Customer Analytics	--	--	--	2	--	50	--	--	50
TOTAL				**--**	**--**	**--**	**16**	**--**	**250**	**--**	**150**	**400**

* To be completed through MOOC/ Department Evaluation

251662EL: Industry Internship and On-the-Job-Training		
Semester: IV	**Teaching Scheme (L:T:P): 0:0:0**	**Examination Scheme:**
Credits: 06	**Internship and OJT: 30 Hrs/ week**	**CIA TW: 150, End-Sem TW: 150**

Prerequisite: Basic understanding of business operations, industry dynamics, and domain-related concepts, and proficiency in research methodology and report writing techniques.

Course Objectives:

- To enable learners to apply theoretical concepts in real-world business scenarios,
- To enhance the understanding of organizational practices, and develop professional skills for industry readiness through OJT.

Course Outcomes: On completion of the course, learner will be able to –

CO1: Identify and analyze the key aspects of the organization and industry, including company profile, core business functions, operational structure, and market positioning.

CO2: Demonstrate understanding of how theoretical concepts and frameworks from the MBA curriculum apply to real-world business practices observed during the internship.

CO3: Apply relevant managerial knowledge and functional skills to effectively execute tasks, projects, and responsibilities assigned during the internship and OJT.

CO4: Critically evaluate the challenges faced during the internship, diagnose key issues, and recommend feasible solutions based on practical insights and academic grounding.

CO5: Analyze and assess the strategic and operational approaches adopted by the host organization, and constructively critique them with context-specific feedback.

CO6: Compile and present a structured and reflective internship report and OJT presentation that synthesizes academic learning with practical industry exposure.

CO-PO-PSO Mapping

Course Outcomes	PO's					PSO's		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	2	2	2
CO6	2	2	2	2	2	2	2	2

Guidelines for Industry Internship and On-the Job-Training:

a) Nature of the Internship and OJT:

1. The Internship as well as OJT will be for 12 weeks or 3 months (30 Hours/ Week).
2. Primary data collection is mandatory for research-based projects.
3. Each student must complete the Industry Internship and OJT independently; group projects are not allowed.
4. Each student will be assigned a faculty guide who will be responsible for overseeing his/her internship as well as OJT.
5. The tasks assigned during Industry Internship/ OJT should be relevant to the student's specialization and aligned with the organization's requirements.
6. Industry Internship/ OJT should involve on-site fieldwork or desk work in an organization.
7. Students must collect primary data as part of their Industry Internship for research-based projects which can include quantitative, qualitative, or a mix of both approaches.
8. Students can use methods like surveys, interviews, case studies, or observations for their research-based projects.
9. Before starting Internship/ OJT, students must get written approval from their faculty guide and the Head of the Department for the type of work and the organization.

b) Permissible Organizations: Students may collaborate with -

1. Government or Semi-Government organizations and PSUs.
2. NSE/BSE-listed companies or their subsidiaries.
3. Start-ups (minimum 5 years of operation).
4. Established family businesses/ Distributors (minimum 5 years of operation).
5. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.

c) Mentorship:

Each student will have two mentors: A faculty mentor from the institute and An industry mentor from the organization where the students do their Internship and OJT.

Role of the Industry Mentor:

The industry mentor will guide the students and ensure that they complete the assigned project and OJT to meet the organization's requirements. They will provide practical insights based on their experience and help the students to understand industry practices and expectations.

Role of the Faculty Mentor:

The faculty mentor should oversee the entire Internship and OJT progress, ensuring it meets the objectives of the MBA program. They should evaluate the quality of the Internship and guide the students and facilitate communication between the institution, industry mentor, and students to ensure a fruitful Internship as well as OJT experience.

d) Submission Guidelines for Internship and OJT Documentation

Internship and OJT Progress Diary:

1. Students must maintain a daily progress diary to record brief details (3-4 sentences) of their tasks, activities, interactions, and learning experiences during the Internship and OJT.
2. The diary will be regularly monitored by the faculty mentor and by the Industry Mentor too.
3. At the end of the Internship, students must submit the diary, along with their Internship report and OJT report.
4. The student should also submit the “Internship Progress Report as well as OJT Performance Report” to the faculty guide every fortnightly.
5. Students must obtain formal feedback from their industry mentor.

e) Internship and OJT Report Submission:

1. Students are required to prepare two structured reports based on their Internship and OJT.
2. Two hard copies and one soft copy of the report must be submitted to the institute.
3. After the external viva-voce, one hard copy will be returned to the student.
4. For the submission of Internship report and OJT report, two different formats and guidelines will be provided by the department.

g) Evaluation Pattern:

Evaluation Type	Marks
(I) Internal Evaluation of Internship Project(TW)	100
(II) External Evaluation of Internship Project (TW)	100
(III) Internal Evaluation of OJT (TW)	50
(IV) External Evaluation of OJT (TW)	50
Total	**300**

25226401: Specialization Core (MOOC)		
Semester: IV	**Teaching Scheme (L:T:P): 0:0:0**	**Examination Scheme:**
Credits: 02	**MOOC/ Online Lectures**	**Term Work: 50**

Guidelines for Specialization Core through MOOC:

1. Course Identification and Approval

• Responsibility: The departmental head will nominate a MOOC Coordinator.
• Course Selection Criteria:
o Must be from approved platforms: SWAYAM, NPTEL only etc.
o Minimum duration: 8–12 weeks (2 credits)
o Relevance to curriculum or industry skill enhancement
• Approval: Finalized MOOCs should be approved by the Head of the Department

2. Student Enrolment Process

• Students will be informed at the beginning of the semester.
• Provide a list of recommended MOOCs (course name, platform, duration, credits).
• Students enroll via college facilitation or directly on the platform.
• Maintain a Google Form/sheet tracker with student enrolment details.

3. Mentoring and Monitoring

• Faculty Mentor: One faculty per 20–30 students will be assigned to:
o Track weekly progress
o Conduct check-ins (biweekly or monthly)
o Help with doubts or technical issues
• Progress Monitoring Tools:
o Use screenshots, progress reports, or platform dashboards
o Students may be required to submit weekly learning summaries

4. Completion and Certification

• Mandatory Submission: Students must submit:
o Course Completion Certificate (with a passing grade) OR
o Department Assignment (Term Work) – 50 Marks

5. Record Maintenance

• The department MOOC Coordinator will maintain:
o List of enrolled students
o Completion certificates
o Final grading sheet