

Pimpri Chinchwad Education Trust's

Pimpri Chinchwad University

Sate, Pune - 412106



PCET's
**Pimpri
Chinchwad
University**

Learn | Grow | Achieve

Curriculum Structure

Master of Business Administration (MBA)

(General)

(Pattern 2026)

School of Management



Effective from Academic Year 2026-27



Preamble:

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. For instance, AI will almost certainly automate some jobs, particularly those that rely on assembly lines or data collection. The mobile internet and cloud technology are already impacting the business world to a larger extent. What is certain is that the future managers will need to align their skillset to keep pace in this VUCA world. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies.

In this fast disruptive digital economy and VUCA world, high-quality management education is essential for India. Use of technology is one of the powerful ways to enhance the students' ability to meet the ever- changing requirements of the corporate world and society. MBA students be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness are the central focus of MBA curriculum design and development. The core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every non-business and business leader's success.

Vision and Mission of Programme:

Vision - Nurture Leaders and Responsible Corporate Citizens for an era of Digital Business and Transformations.

Mission

- M1: Evolve the curriculum in tune with emerging technology trends and industry needs.
- M2: Develop skills and competencies in the business domains and leading-edge technology.
- M3: Nurture agile leader with ability to drive change, innovation, and transformation.
- M4: To make the students pleasantly employable.



Program Educational Objectives (PEOs):

Post-Graduates from the MBA program are expected to attain or achieve the following.

Program Educational Objectives:

- Comprehensive knowledge of technical concepts, technology platforms, and solutions.
- Exhibit good business functional knowledge and skills.
- Inculcate key attributes of visualization of technology, innovation, critical and integrative thinking enable to solve business problems.

Program Outcomes (POs)

- **PO1: Leadership:** Students will proactively demonstrate the ability to take initiative. They will be able to generate agreement, fairly and objectively, by working through different, even conflicting, points of view. They will be result oriented and have the ability to take calculated risks.
- **PO2: Innovation:** Students will demonstrate the ability to visualize innovative solutions and gather user needs holistically.
- **PO3: Critical & Analytical Thinking:** Students will be able to analyse a situation to its root cause, using tangible and intangible information.
- **PO4: Communication:** Students will be able to make a good personal impact, and articulate good written and spoken skills.
- **PO5: Global Perspective:** Students will be aware of contemporary globally accepted practices, tools, and techniques. They will demonstrate ability to view problems and solutions from a global perspective organizational, locational, and cultural.
- **PO6: Role of Self in the organization & in the society:** Students will demonstrate clarity on their personal goals, while being aware of the social context. They will be sensitive to ethical issues and believe in working out solutions based on sustainability principles.
- **PO7: Techno-Proponent (PO):** Apply the knowledge and passion for technology to solve business problems in an effective manner



- **PO8: Entrepreneurial Mindset:** Graduates will exhibit an entrepreneurial mindset, demonstrating creativity, innovation, and an ability to identify and pursue business opportunities.
- **PO9: Business Acumen:** Graduates will have an in-depth comprehension of various business functions, encompassing finance, marketing, operations, and human resources, and will be capable of applying this knowledge to address real-world business challenges.
- **PO10: Decision-Making:** Students will exhibit an awareness of ethical considerations in business and possess the capacity to make informed and responsible decisions that are in accordance with ethical principles and social responsibility.

Program Specific Outcomes (PSO)

1. Strategic Decision-Making: MBA graduates will demonstrate proficiency in analysing complex business scenarios and making strategic decisions for organizational success.
2. Effective Leadership: Graduates will possess strong leadership skills, enabling them to inspire and guide teams towards achieving business objectives.
3. Business Acumen: MBA program graduates will showcase a comprehensive understanding of various business functions, such as finance, marketing, operations, and human resources.
4. Ethical Decision-Making: Graduates will exhibit the ability to make ethical and socially responsible decisions in the business environment.
5. Global Perspective: MBA graduates will develop a global mindset, understanding the impact of globalization and cultural diversity on business operations and effectively navigating the global marketplace



Curriculum Framework for MBA
Curriculum Framework for MBA (General)

Sr. No.	Type of course	Abbreviations
1.	Program Core	PC
2.	General Elective	GE
3.	Skill Enhancement Course	SEC
4.	Value Added Course	VAC
5.	Indian Knowledge System	IKS
6.	Foreign Language	FL



MBA General Program credit Structure

Semester/ Category	I	II	Total (PG Diploma) required 40	III	IV	Total (MBA degree) required 80
Program Core	Max:12 Min:09	Max:12 Min:09	Max:24 Min:18	Max:00 Min:03	Max:00 Min:03	Max:24 Min:24
PC MOOCS	Max:03 Min:00	Max:03 Min:00	Max:06 Min:00	Max:03 Min:00	Max:03 Min:00	Max:12 Min:00
DSE	0	0	0	Max:09 Min:09	Max:09 Min:09	Max:18 Min:18
ASE	Max:02 Min:02	Max:02 Min:02	Max:04 Min:04	0	0	Max:04 Min:04
SEC	Max:02 Min:02	Max:02 Min:02	Max:04 Min:04	Max:02 Min:02	Max:02 Min:02	Max:08 Min:08
VAC+ IKS+ Foreign Language	Max:05 Min:05 (2+1+2)	Max:05 Min:05 (2+1+2)	10 Min- 10 Max	Max:04 Min:04 (2+2)	Max:04 Min:04 (2+2)	Max:18 Min:18
GE	Max:03 Min:03	Max:03 Min:03	Max:06 Min:06	Max:03 Min:03	Max:03 Min:03	Max:12 Min:12
Summer Internship	0	0	0	Max:04 Min:04	0	Max:04 Min:04
Research Project/Dissertation	0	0	0	0	Max:04 Min:04	Max:04 Min:04
Total	24 Min -24 Max	24 Min -24 Max	48 Min- 48 Max	25Min- 25Max	25Min- 25Max	98 Min- 98 Max

- Student can complete 3 credits from core either offline or from the MOOCS (Swayam/ NPTEL/ PCU approved platform)
- VAC, SEC & Multidisciplinary subjects can be chosen from the basket given from the basket

Pune Management School												
Program Structure of MBA General 2026-28												
WEF: A.Y. 2026-27 (Pattern 2026)												
SEMESTER I												
Sr. No.	Course Code	Course Title / Category	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	NIPMG101	Principles and Practices of Management & OB	PC	3	0	0	3	3	3	40	60	-
	NIPMG102	Managerial Economics	PC	3	0	0	3	3	3	40	60	-
	NIPMG103	Accounting for Managers	PC	3	0	0	3	3	3	40	60	-
	NIPMG104	Research Methodology	PC	3	0	0	3	0	3	40	60	-
Research Methodology		PC (MOOCS)	0				3	-				
2	PMSE --	Choose from GE Basket	GE	3	0	0	3	3	3	40	60	-
3	PMSS --	Choose from SEC Basket	SEC	2	0	0	2	2	2	20	-	30
4	PMSA01	Aptitude and Logical Reasoning	AEC	2	0	0	2	2	2	20	-	30
5	PMSV --	Choose from VAC basket	VAC	2	0	0	2	2	2	20	-	30
6	PMSI --	Choose from IKS basket	IKS	1	0	0	1	1	1	20	-	30
7	NIUFL11 -	Choose from Foreign Language Basket- I	FL	2	0	0	2	2	2	20	-	30
		Total		24	0	0	24		24	300	450	
*- University Level												
# School Level												

Skill Enhancement Course (SEC) Basket for Semester I												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSS01	Introduction to Financial Markets (Through NSE platform)	SEC	2	0	0	2	2	2	20	-	30
2	PMSS02	Banking and Insurance (Through NSE platform)	SEC	2	0	0	2	2	2	20	-	30

3	PMSS03	Business Statistics & Data Analysis	SEC	2	0	0	2	2	2	20	-	30
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Value Added Course (VAC) Basket for Semester I

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSV01	Legal Aspects of Business	VAC	2	0	0	2	2	2	20	-	30
2	PMSV02	Universal Human Values and Professional Ethics	VAC	2	0	0	2	2	2	20	-	30

Indian Knowledge System (IKS) Basket for Semester I

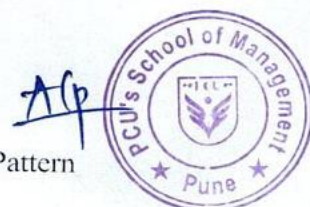
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSI01	Constitution of India	IKS	1	0	0	1	1	1	20	-	30
2	PMSI02	Exploring Indian Knowledge Systems: A Comprehensive Resource	IKS	1	0	0	1	1	1	20	-	30

General Elective (GE) Basket for Semester I

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSE01	Operation and Supply chain Management	GE	3	0	0	3	3	3	40	-	60
2	PMSE02	Geopolitics & Global Economic	GE	3	0	0	3	3	3	40	-	60

Foreign Language Basket for Semester I

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CA	ESA	
							Min	Max			UL*	SL#
1	NIUFL111	German – I	FL	2	0	0	2	2	2	20	-	30
2	NIUFL112	Japanese – I	FL	2	0	0	2	2	2	20	-	30
3	NIUFL113	Korean – I	FL	2	0	0	2	2	2	20	-	30



SEMESTER II

Sr. No.	Course Code	Course Title / Category	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	NIPMG201	Financial Management for Managers	PC	3	0	0	3	3	3	40	60	-
	NIPMG202	Human Resource Management	PC	3	0	0	3	3	3	40	60	-
	NIPMG203	Marketing Management	PC	3	0	0	3	3	3	40	60	-
	NIPMG204	Entrepreneurship Development	PC	3	0	0	3	0	3	40	60	-
		Entrepreneurship Development	PC (MOOCS)				0	3				-
2	PMSE --	Choose from General Elective Basket- II	GE	3	0	0	3	3	3	40	60	-
3	PMSS --	Choose from Skill Enhancement Basket- II	SEC	2	0	0	2	2	2	20	-	30
4	PMSA02	Career Readiness and Placement Preparation	AEC	2	0	0	2	2	2	20	-	30
5	PMSV --	Choose from Value Added Basket- II	VAC	2	0	0	2	2	2	20	-	30
6	PMSI --	Choose from Indian Knowledge System basket- II	IKS	1	0	0	1	1	1	10	-	20
7	NIUFL11 -	Choose from Foreign Language Basket- II	FL	2	0	0	2	2	2	20	-	30
		Total		22	0	1	23		24	280	430	

SEC Basket for Semester II

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSS03	Business Statistics & Data Analysis	SEC	2	0	0	2	2	2	20	-	30
2	PMSS01	Introduction to Financial Markets (Through NSE platform)	SEC	2	0	0	2	2	2	20	-	30

3	PMSS02	Banking and Insurance (Through NSE platform)	SEC	2	0	0	2	2	2	20	-	30
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VAC Basket for Semester II

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSV02	Universal Human Values and Professional Ethics	VAC	2	0	0	2	2	2	20	-	30
2	PMSV01	Legal Aspects of Business	VAC	2	0	0	2	2	2	20	-	30

IKS Basket for Semester II

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSI02	Exploring Indian Knowledge Systems: A Comprehensive Resource	IKS	1	0	0	1	1	1	10	-	20
2	PMSI01	Constitution of India	IKS	1	0	0	1	1	1	10	-	20

General Elective Basket for Semester II

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSE02	Geopolitics & Global Economic	GE	3	0	0	3	3	3	40	-	60
2	PMSE01	Operation and Supply chain Management	GE	3	0	0	3	3	3	40	-	60

Foreign Language Basket for Semester II

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	NIUFL211	German – II	FL	2	0	0	2	2	2	20	-	30
2	NIUFL212	Japanese – II	FL	2	0	0	2	2	2	20	-	30
3	NIUFL213	Korean – II	FL	2	0	0	2	2	2	20	-	30

SEMESTER III

Sr. No.	Course Code	Course Title / Category	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	NIPMG301	Strategic Management	PC	3	0	0	3	0	3	40	60	-
		Strategic Management	PC (MOOC)				0	3				-
	PMS - - -	Choose from Discipline Specific Elective Basket	DSE	3	0	0	0	3	3	40	60	-
	PMS - - -	Choose from Discipline Specific Elective Basket	DSE	3	0	0	0	3	3	40	60	-
	PMS - - -	Choose from Discipline Specific Elective Basket	DSE	3	0	0	0	3	3	40	60	-
2	PMSE - -	Choose from General Elective Basket- III	GE	3	0	0	3	3	3	40	60	-
3	NIPMG302	Summer Internship project	PROJ	0	0	2	4	4	4	50	100	-
4	PMSS - -	Choose from Skill Enhancement Basket- III	SEC	2	0	0	2	2	2	20	-	30
5	PMSV - -	Choose from Value Added Basket- III	VAC	2	0	0	2	2	2	20	-	30
6	PMSI - -	Choose from Foreign Language Basket- III	VAC	2	0	0	2	2	2	20	-	30
		Total		19	0	3	24		25	300	480	
	*- University Level											
	# School Level											

Discipline Specific Elective Choose subjects from below Sem III

Discipline Specific Elective Choose subjects from below Sem III												
Finance (F)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSF01	Security Analysis & Portfolio Management	SPL	3	0	0	3	3	3	40	60	-
2	PMSF02	Management of Financial Institutions and Services	SPL	3	0	0	3	3	3	40	60	-
3	PMSF03	Financial Derivatives	SPL	3	0	0	3	3	3	40	60	-

4	PMSF04	Foreign Exchange and Risk Management	SPL	3	0	0	3	3	3	40	60	-

FinTech (T)

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMST01	Foundations of FinTech	SPL	3	0	0	3	3	3	40	60	-
2	PMST02	AI & ML Applications in Finance	SPL	3	0	0	3	3	3	40	60	-
3	PMST03	Financial Modelling	SPL	3	0	0	3	3	3	40	60	-
4	PMST04	Financial Derivatives	SPL	3	0	0	3	3	3	40	60	-

Investment Banking (B)

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSB01	Portfolio Management	SPL	3	0	0	3	3	3	40	60	-
2	PMSB02	Management of Financial Institutions and Services	SPL	3	0	0	3	3	3	40	60	-
3	PMSB03	Financial Derivatives	SPL	3	0	0	3	3	3	40	60	-
4	PMSB04	Equity Valuation and Research	SPL	3	0	0	3	3	3	40	60	-

Marketing (M)

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSM01	Rural Marketing	SPL	3	0	0	3	3	3	40	60	-
2	PMSM02	Integrated Marketing Communication	SPL	3	0	0	3	3	3	40	60	-
3	PMSM03	Sales and Distribution Management	SPL	3	0	0	3	3	3	40	60	-
4	PMSM04	Marketing 5.0	SPL	3	0	0	3	3	3	40	60	-

Digital Marketing (D)

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSD01	Advanced Social Media Analytics and Insights	SPL	3	0	0	3	3	3	40	60	-
2	PMSD02	AI-Driven Digital Marketing Strategies	SPL	3	0	0	3	3	3	40	60	-
3	PMSD03	Virtual and Augmented Reality in Marketing	SPL	3	0	0	3	3	3	40	60	-
4	PMSD04	Global Social Media Engagement Strategies	SPL	3	0	0	3	3	3	40	60	-

Human Resource Management (H)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSH01	Organizational Change and Development	SPL	3	0	0	3	3	3	40	60	-
2	PMSH02	HR Analytics	SPL	3	0	0	3	3	3	40	60	-
3	PMSH03	Employee Relations & Labour Legislation	SPL	3	0	0	3	3	3	40	60	-
4	PMSH04	Cross- Cultural Management	SPL	3	0	0	3	3	3	40	60	-
Logistics and Supply Chain Management (L)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSL01	International logistics and Management	SPL	3	0	0	3	3	3	40	60	-
2	PMSL02	Port and Airport Management for logistics	SPL	3	0	0	3	3	3	40	60	-
3	PMSL03	Procurement, Storage and warehouse Management	SPL	3	0	0	3	3	3	40	60	-
4	PMSL04	Distribution Management for Global Supply Chains	SPL	3	0	0	3	3	3	40	60	-
Entrepreneurship and Venture Development (V)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSV01	Social Entrepreneurship	SPL	3	0	0	3	3	3	40	60	-
2	PMSV02	Institutional & Legal Framework for Start Ups and Family Business	SPL	3	0	0	3	3	3	40	60	-
3	PMSV03	Product Design, Development and Commercialization	SPL	3	0	0	3	3	3	40	60	-
4	PMSV04	Rural Entrepreneurship	SPL	3	0	0	3	3	3	40	60	-

General Elective Basket for Semester III

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSE03	Digital Transformation and E-Business	SEC	3	0	0	3	3	3	40	60	-
2	PMSE04	Project Management	SEC	3	0	0	3	3	3	40	60	-

SEC Basket for Semester III

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSS07	Cyber security & laws	SEC	2	0	0	2	2	2	20	-	30
2	PMSS08	AI tools for Business	SEC	2	0	0	2	2	2	20	-	30

VAC Basket for Semester III

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSV04	Design Thinking and Innovation Management	SEC	2	0	0	2	2	2	20	-	30
2	PMSV05	Intellectual Property Rights and Technology Law	SEC	2	0	0	2	2	2	20	-	30

Foreign Language Basket for Semester III

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	NIUFL311	German – III	FL	2	0	0	2	2	2	20	-	30
2	NIUFL312	Japanese – III	FL	2	0	0	2	2	2	20	-	30
3	NIUFL313	Korean – III	FL	2	0	0	2	2	2	20	-	30

SEMESTER IV

Sr. No.	Course Code	Course Title / Category	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	NIPMG401	AI and Emerging Technologies for Business	PC	3	0	0	3	0	3	40	60	-
		AI and Emerging Technologies for Business	PC (MOOC)				0	3				-
	PMS - - -	Choose from Discipline Specific Elective Basket	DSE	3	0	0	0	3	3	40	60	-
	PMS - - -	Choose from Discipline Specific Elective Basket	DSE	3	0	0	0	3	3	40	60	-
	PMS - - -	Choose from Discipline Specific Elective Basket	DSE	3	0	0	0	3	3	40	60	-
2	PMSE - -	Choose from General Elective Basket- IV	GE	3	0	0	3	3	3	40	60	-
3	NIPMG402	Desk Research	Dissertation	0	0	2	4	4	4	50	100	-
4	PMSS - -	Choose from Skill Enhancement Basket- IV	SEC	2	0	0	2	2	2	20	-	30
5	PMSV - -	Choose from Value Added Basket- IV	VAC	2	0	0	2	2	2	20	-	30
6	NIUFL - - -	Choose from Foreign Language Basket- IV	VAC	2	0	0	2	2	2	20	-	30
		Total		21	0	2	25		25	310	490	
	*- University Level											
	# School Level											

Discipline Specific Elective Choose subjects from below Sem IV

Finance (F)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSF05	Credit Risk Analytics	SPL	3	0	0	3	3	3	40	60	-
2	PMSF06	Wealth Management	SPL	3	0	0	3	3	3	40	60	-
3	PMSF07	Financial and Tax Planning	SPL	3	0	0	3	3	3	40	60	-
4	PMSF08	Behavioural Finance	SPL	3	0	0	3	3	3	40	60	-

FinTech (T)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMST05	Blockchain and Crypto Currency	SPL	3	0	0	3	3	3	40	60	-
2	PMST06	Algorithmic Trading	SPL	3	0	0	3	3	3	40	60	-
3	PMST07	Fintech Regulations & Ethics	SPL	3	0	0	3	3	3	40	60	-
4	PMST08	Fintech and Financial Modelling	SPL	3	0	0	3	3	3	40	60	-
Investment Banking (B)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSB05	Wealth Management	SPL	3	0	0	3	3	3	40	60	-
2	PMSB06	Mutual Funds, Hedge Funds and Exchange Traded Funds	SPL	3	0	0	3	3	3	40	60	-
3	PMSB07	Mergers, Acquisition and corporate Restructuring	SPL	3	0	0	3	3	3	40	60	-
4	PMSB08	Behavioural Finance	SPL	3	0	0	3	3	3	40	60	-
Marketing (M)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSM05	Product and Brand Management	SPL	3	0	0	3	3	3	40	60	-
2	PMSM06	Retail management	SPL	3	0	0	3	3	3	40	60	-
3	PMSM07	Services Marketing	SPL	3	0	0	3	3	3	40	60	-
4	PMSM08	International Marketing & Strategies	SPL	3	0	0	3	3	3	40	60	-
Digital Marketing (D)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSD05	E-commerce Innovations and Strategies	SPL	3	0	0	3	3	3	40	60	-
2	PMSD06	Global Digital Marketing Trends and Strategy	SPL	3	0	0	3	3	3	40	60	-
3	PMSD07	Innovation and Entrepreneurship in Digital Marketing	SPL	3	0	0	3	3	3	40	60	-
4	PMSD08	International Marketing & Strategies	SPL	3	0	0	3	3	3	40	60	-

Human Resource Management (H)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSH05	Transactional Analysis and Managerial Counselling	SPL	3	0	0	3	3	3	40	60	-
2	PMSH06	Political behaviour and Impression management in Organizations	SPL	3	0	0	3	3	3	40	60	-
3	PMSH07	Acquisition of Talent and Consulting to Management	SPL	3	0	0	3	3	3	40	60	-
4	PMSH08	Organizational Change & Development	SPL	3	0	0	3	3	3	40	60	-
Logistics and Supply Chain Management (L)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSL05	Green Logistics	SPL	3	0	0	3	3	3	40	60	-
2	PMSL06	Supply Chain Risk Modelling and Management	SPL	3	0	0	3	3	3	40	60	-
3	PMSL07	Export-Import Management	SPL	3	0	0	3	3	3	40	60	-
4	PMSL08	Logistics Information System	SPL	3	0	0	3	3	3	40	60	-
Entrepreneurship and Venture Development (V)												
Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			UL*	SL#
1	PMSV05	Contemporary Business Practices	SPL	3	0	0	3	3	3	40	60	-
2	PMSV06	Entrepreneurship- New Venture Management	SPL	3	0	0	3	3	3	40	60	-
3	PMSV07	Managing Private - Public Partnerships	SPL	3	0	0	3	3	3	40	60	-
4	PMSV08	Family Business Planning & Management	SPL	3	0	0	3	3	3	40	60	-

General Elective Basket for Semester IV

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSE04	Project Management	SEC	3	0	0	3	3	3	40	60	-
2	PMSE03	Digital Transformation and E-Business	SEC	3	0	0	3	3	3	40	60	-

SEC Basket for Semester IV

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSS08	AI tools for Business	SEC	2	0	0	2	2	2	20	-	30
2	PMSS07	Cyber security & laws	SEC	2	0	0	2	2	2	20	-	30

VAC Basket for Semester IV

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	PMSV05	Intellectual Property Rights and Technology Law	SEC	2	0	0	2	2	2	20	-	30
2	PMSV04	Design Thinking and Innovation Management	SEC	2	0	0	2	2	2	20	-	30

Foreign Language Basket for Semester IV

Sr. No.	Course Code	Course Title	Course Type	L	T	P	Cr		Hr	CIA	ESA	
							Min	Max			Th	Pr
1	NIUFL411	German – IV	FL	2	0	0	2	2	2	20	-	30
2	NIUFL412	Japanese – IV	FL	2	0	0	2	2	2	20	-	30
3	NIUFL413	Korean – IV	FL	2	0	0	2	2	2	20	-	30



SEMESTER I





Introduction to Business Research, Nature and Scope of Business Research, Types of Business Research used in management studies, Scientific Investigation in Business, Concepts and Constructs, Definitions and Variables, Propositions and Hypotheses, Theory Building and Models, Information Needs of Managers, Technology Applications in Business Research including Internet, E-mail, Browsers and Websites, Role of Research in Managerial Decision-Making, Ethical Issues in Business Research.		
UNIT II		
UNIT II – Research Design and Research Approach Meaning and Purpose of a Research Design, Elements of a Research Design, Types of Research Designs (Exploratory, Descriptive, Causal), Formulation of the Research Problem, Developing the Problem Statement, Hypothesis Formulation and Characteristics of a Good Hypothesis, Testing of Hypothesis (basic framework), Selection of Appropriate Research Approach, Importance of Research Design in Business Studies.	2	9
UNIT III		
UNIT III – Sampling Design, Measurement and Scaling Concept of Sampling and Sample Design, Probability and Non-Probability Sampling Methods, Determination of Sample Size, Concept of Measurement in Business Research, Levels of Measurement (Nominal, Ordinal, Interval, Ratio), Scaling Techniques, Thurstone Scale, Likert Scale, Guttman Scale and Semantic Differential Scale, Reliability of Measurement, Validity of Measurement.	3	9
UNIT IV		
UNIT IV – Data Collection Methods and Instruments Sources of Data (Primary and Secondary), Methods of Primary Data Collection used in academic research such as Interviews, Surveys, Observations and Experiments, Structured and Unstructured Interviews, Face-to-Face and Telephone Interviews, Observation Methods, Design and Construction of Questionnaires, Principles of Question Wording, Question Sequencing, Structured and Unstructured Questionnaires, Guidelines for Developing Valid and Reliable Questionnaires as used in university research methodology courses.	4	9
UNIT V		
UNIT V – Research Report Writing and Presentation Meaning and Importance of Research Reports, Types of Research Reports, Components of a Standard Research Report including Title Page, Table of Contents, Executive Summary, Introduction, Main Body, Findings and Interpretation, Conclusion and Recommendations, Acknowledgements, References and Appendices, Formatting Guidelines similar to university project standards, Oral Presentation of Research, Designing Presentation Content, Use of Visual Aids, Role of the Presenter, Effective Delivery and Handling Questions.	5	9
Total Hours :		45

Learning resources

Textbooks:

1. Research Methodology, CR Kothari & Gaurav Garg (Methods & Techniques), New Age International Publishers
2. Publishers
3. Schindler, Business Research Methods, McGraw Hill Education, 13th Edition



4. Research Methods for Business: A Skill Building Approach, 7th Edition, Uma Sekaran, Roger Bougie

Reference Books:

1. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods. Cengage Learning
2. Bryman, Alan & Bell, Emma (2015). Business Research Methods (Fourth Edition), Oxford University Press
4. G.C. Beri, Marketing Research, Tata McGraw- Hill Publishers

Online Resources/E-Learning Resources

https://www.youtube.com/watch?v=5pPsU7ZIUs&utm_source=

<https://www.youtube.com/watch?v=eDw-Xhnx6tU>

<https://www.youtube.com/watch?v=iSHcC-QNCP4>





GENERAL ELECTIVES

COURSE CURRICULUM

Operation and Supply Chain Management

Name of the Program:		MBA			Semester : I		Level: PG	
Course Name		Operation and Supply Chain Management			Course Code/ Course Type		PMSE01	
Course Pattern		2026		Version		1.0		
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)		Practical/Oral
3	-	0	3	3	40	60		NA
Pre-Requisite: Bachelor's Degree								
Course Objectives (CO):		The objectives of Operations and Supply Chain Management are: 1. Recall definitions, significance, and historical evolution. 2. Recognize different types of operations processes and layouts. 3. Apply concepts of demand forecasting and capacity planning methods. 4. Evaluate SCM models and customer service metrics. 5. Design and create integrated solutions considering key enablers and challenges.						
Course Learning Outcomes (CLO):		Students would be able to: 1. Apply knowledge of operations and SCM to optimize business processes. 2. Analyze operational data to identify patterns, trends, and areas for improvement. 3. Apply inventory planning and control methods such as EOQ, ABC analysis, and inventory turns ratios. 4. Evaluate the effectiveness of supply chain management strategies in terms of collaboration, responsiveness, and customer service. 5. Create solutions for supply chain challenges by integrating facilities, inventory, transportation, information, sourcing, and pricing effectively.						

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	CLO 1	9
UNIT II		
Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production,	CLO 2	9



Assembly line and Continuous Flow, Process and Product Layout. Service System. Design Matrix: Design of Service Systems, Service Blueprinting.		
UNIT III		
Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate Production. Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	CLO 3	9
UNIT IV		
Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behaviour of ordering cost, carrying cost, and shortage cost. EOQ – definition, Basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point	CLO 4	9
UNIT V		
Supply Chain Management: Generalized Supply Chain Management Model – Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Operations Management Theory & Practice, B. Mahadevan , Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.

Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Online Resources/E-Learning Resources

1. Swayam MOOC Course: Supply Chain Analytics by IIT Roorkee ([Course Link](#))
2. Online Book: Supply Chain Management: Strategy, Planning, and Operation. Author Sunil Chopra (Kellogg School of Management, Northwestern University), Peter Meindl (Stanford University). Pearson Publication ([Book Link](#))
3. MOOC Course: Operations And Supply Chain Management- IIT Madras ([Course Link](#))
4. MOOC Course: Supply Chain Management and Capacity Planning ([Course Link](#))

COURSE CURRICULUM

Name of the Program:		MBA			Semester : I		Level: PG	
Course Name		Geopolitics & Global Economic			Course Code/ Course Type		PMSE02	
Course Pattern		2026			Version		1.0	
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral	
3	-	-	3	3	30	70	-	
Pre-Requisite:								
Course Objectives (CO):			The objectives of the course are: 					
Course Learning Outcomes (CLO):			Students would be able to: 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
Unit 1: Introduction to Geopolitics and Global Economics		
Concept and scope of geopolitics and geo-economics. History of global economic development. Globalization and its discontents. State vs market: economic liberalism and political realism. Economic geography and its influence on trade and conflict	1	9
Unit 2: Global Economic Institutions and Governance		
Role and structure of the IMF, World Bank, WTO, OECD. G7, G20, BRICS, ASEAN – political and economic cooperation. International monetary system and currency politics. Global financial architecture and economic surveillance. International economic law and dispute resolution mechanisms.	2	9
Unit 3: Geopolitical Risk and Business Strategy		



- Political risk analysis tools and methodologies - Energy geopolitics: oil, gas, and green transitions - Trade wars and protectionism (e.g., US-China trade conflict) - Technology and cyber sovereignty - Sanctions, embargoes, and economic warfare	3	9
Unit 4: Emerging Markets and Regional Dynamics		
- Rise of China and Asia-Pacific strategies - Middle East, Africa, and Latin America – geopolitical significance - Role of the European Union in global governance - India's geopolitical and economic positioning - Belt and Road Initiative (BRI) and strategic corridors	4	9
Unit 5: Future Trends and Global Economic Shocks		
- Impact of pandemics, climate change, and migration on global economics - Global financial crises and recovery models (2008, COVID-19, etc.) - Deglobalization and reshoring trends - Digital currencies and the future of the global financial system - Artificial intelligence, automation, and geopolitics of technology	5	9
Total		45

Learning resources

Core Textbooks:

1. "Geopolitics: A Very Short Introduction" by Klaus Dodds – Oxford University Press
2. "The Globalization of World Politics" by John Baylis, Patricia Owens, and Steve Smith – Oxford University Press
3. "Global Political Economy: Understanding the International Economic Order" by Robert Gilpin – Princeton University Press

Recommended Readings:

1. "The Post-Cold War World: Turbulence and Change in World Politics since 1989" by Michael Cox
2. "Why Nations Go to War" by John G. Stoessinger
3. World Bank & IMF Annual Reports (available online)
4. WTO World Trade Report
1. The Economist, Foreign Affairs, Brookings Institution, and CSIS articles on current geopolitical and economic trends



VALUE ADDED COURSES

COURSE CURRICULUM –

Legal aspects of Business

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Legal Aspects of Business		Course Code/ Course Type		PMSV01	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theo ry	Practic al	Tutor ial	Total Cred its	Ho urs	CIA	ESA	Practical/Ora l
2	0	0	2	2	20	30	0
Pre-Requisite:							
Course Objectives (CO):		The objectives of this course are: 1. To understand the legal framework that governs business operations. 2. To explore the role of legal aspects in business decision-making. 3. To analyze contracts, corporate structures, and laws affecting business. 4. To provide an overview of intellectual property rights (IPR) and their relevance to business. 5. To develop the ability to identify and manage legal risks in business activities					
Course Learning Outcomes (CLO):		Students would be able to: 1. Demonstrate an understanding of the legal principles applicable to business operations. 2. Apply legal knowledge in making strategic business decisions. 3. Analyze contracts and corporate legal structures for risk management. 4. Understand the importance of intellectual property rights in business. 5. Evaluate and address legal challenges in business contexts.					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Legal Environment of Business		
Overview of legal systems (Common law, Civil law, etc.) Role of law in business and society. Understanding business laws: Civil, Criminal, and Commercial Laws	CLO 1	6
Unit 2 : Contract Law and Business Agreements		
Elements of a contract: Offer, Acceptance, Consideration, etc. Types of contracts: Bilateral, Unilateral, and Executed Contracts Breach of contract and remedies	CLO 2	6
Unit 3 : Company Law and Corporate Governance		
Structure of business organizations: Sole Proprietorship, Partnership, and Corporations Legal requirements for forming and operating a company. Corporate governance and responsibilities of directors.	CLO3	6
Unit 4 : Labor and Employment Laws		



Employment contracts and employee rights , Labor laws: Worker's compensation, discrimination, and harassment , Termination, dismissal, and redundancy laws	CLO4	6
Unit 5 : Intellectual Property Rights (IPR)		
Introduction to Intellectual Property (IP). Types of IP: Patents, Trademarks, Copyrights, and Trade Secrets. Importance of IPR for business protection and innovation	CLO5	6
Total Hours		30 hours

Learning resources

Textbooks:

1. Business Law and the Legal Environment by Jeffrey F. Beatty, Susan S. Samuelson, Patricia Sanchez Abril (17th Edition).
2. Business Law: A Hands-On Approach by Neal Bevans (5th Edition).

Reference Books:

1. Business Law and the Regulation of Business by Neal Bevans (12th Edition).
2. Business Law and the Legal Environment: A Comprehensive Guide by Jeffrey F. Beatty, Susan S. Samuelson.

Online Resources/E-Learning Resources:

1. Business Law – Harvard Online Course
- Intellectual Property Rights: An Overview – Coursera



COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Universal Human Values and Professional Ethics		Course Code/ Course Type		PMSV02	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theo ry	Practic al	Tutori al	Tot al Cre dits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2	-	-	2	2	20	30	-
Course Objectives (CO):				CO1 Understand the need, process, and importance of value education in personal and professional life. CO2 Develop awareness of harmony within the self and between self and body. CO3 Understand the role of trust, respect, and values in family and society. CO4 Recognize the interconnection between human beings, nature, and existence. CO5 Apply universal human values and ethical principles in professional and business conduct.			
Course Learning Outcomes (CLO):				CLO1 Explain the meaning, need, and process of value education. CLO2 Identify the difference between the needs of self and body for happiness and prosperity. CLO3 Describe the importance of trust, respect, and justice in human relationships. CLO4 Explain harmony in nature and the concept of coexistence. CLO5 Relate universal human values to professional ethics and responsible business practices. .			

Contents/Syllabus:(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I Introduction to Value Education		
Need for value education • Basic guidelines, content, and process of value education • Self-exploration, natural acceptance, and experiential validation • Human aspirations: happiness and prosperity • Right understanding, relationship, and physical facilities	1	6
UNIT II Harmony in the Human Being		
• Understanding human being as coexistence of self and body • Needs of self and needs of body • Difference between happiness and physical comfort • Role of body as an instrument of self • Self-discipline, health, and right utilization of body	2	6
UNIT III Harmony in Family and Society		
• Family as the basic unit of human interaction • Values in human relationships	3	6



• Trust and respect as foundational values • Difference between intention and competence • Justice, mutual fulfillment, and social harmony		
UNIT IV Harmony in Nature and Existence		
• Understanding harmony in nature • Four orders of nature • Interconnectedness and mutual fulfillment • Recyclability and self-regulation in nature • Coexistence and holistic view of existence	4	6
UNIT V Professional Ethics and Responsible Conduct		
• Natural acceptance of human values • Ethical human conduct • Humanistic education and humanistic constitution • Professional competence for universal human order • People-friendly and eco-friendly business practices • Role of managers in ethical and responsible organizations	5	6
Total Hours :		30

Books

1. A Foundation Course in Human Values and Professional Ethics — R. R. Gaur, R. Sangal, G. P. Bagaria
2. Human Values — A. N. Tripathy
3. Indian Ethos and Modern Management — B. L. Bajpai

References

1. A Foundation Course in Human Values and Professional Ethics — Teachers' Manual
2. Jeevan Vidya Ek Parichay — A. Nagraj
3. How the Other Half Dies — Susan George

Online Resources

1. UHV Official Website
 2. AICTE Universal Human Values Resources
 3. Value Education Resources
 4. Story of Stuff
 5. IIT Delhi Value Education Lectures
- Modern Technology — The Untold Stor

IKS VAC

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Constitution of India		Course Code/ Course Type		PMSI01	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	-	-	1	1	10	20	-
Course Objectives (CO):				CO1 Understand the core principles and features of the Constitution. CO2 Identify and explain fundamental rights, duties, and directive principles. CO3 Recognize the structure and functions of government institutions. CO4 Understand the role of constitutional bodies in governance. CO5 Apply constitutional principles to ethical decision-making and business conduct			
Course Learning Outcomes (CLO):				CLO1 Define the Constitution and explain its role in shaping democratic governance. CLO2 Describe citizens' rights, duties, and their importance in a democratic society. CLO3 Explain the structure and functioning of government institutions. CLO4 Analyse the role of constitutional institutions in governance and administration. CLO5 Relate constitutional knowledge to business ethics and citizenship responsibilities.			

Course Contents/Syllabus:(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I Introduction to Constitution		
- Definition and importance of the Constitution - Key features of the Indian Constitution (or your country's Constitution) - The concept of a written vs. unwritten Constitution - Historical background and evolution of the Constitution	1	3
UNIT II Fundamental Rights, Duties and Directive Principles		
Overview of fundamental rights - Right to equality, freedom, protection, and justice - Duties of citizens - Directive Principles of State Policy (DPSP) - Relationship between rights, duties, and governance	2	3
UNIT III Structure of Government		
Structure of government: Executive, Legislature, and Judiciary	3	3



• The separation of powers and checks and balances • Role of the Parliament, President, Prime Minister, and Judiciary		
UNIT IV Constitutional Institutions and Governance		
• Election Commission, Public Service Commission, and other constitutional bodies • The role of these bodies in ensuring good governance • Importance of transparency, accountability, and rule of law	4	3
UNIT V Constitution, Business and Responsible Citizenship		
Constitutional values in business practice The role of the Constitution in ethical business conduct Rights of employees, customers, and businesses Responsible citizenship and its relation to business	5	3
Total Hours :		15

Books:

1. Indian Polity by M. Laxmikanth
2. Constitutional Law of India by H.M. Seervai
3. Introduction to the Constitution of India by D.D. Basu

References:

1. The Constitution of India – Official Text (Government Publication)
2. The Oxford Handbook of the Indian Constitution edited by Sujit Choudhry
3. Constitutional Law of India by P. M. Bakshi

Online Resources:

1. Constitution of India - Official Government Portal
2. National Portal of India - Ministry of Law and Justice
3. Lawtopus
4. Unacademy

Websites for Updates and Articles:

1. India's Parliament Website
2. Legal Service India

Exploring Indian Knowledge Systems: A Comprehensive Resource

Name of the Program:		MBA	Semester: I		Level: PG		
Course Name		Exploring Indian Knowledge Systems: A Comprehensive Resource		Course Code/ Course Type		PMSI02	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	-	-	1	1	10	20	
Pre-Requisite: 12 th pass							
Course Objectives (CO):					CO1: Explain the foundations and scope of Indian Knowledge Systems. CO2: Describe major Indian philosophical traditions and ideas. CO3: Identify contributions of India in mathematics, science, and astronomy. CO4: Analyze traditional Indian approaches to environment and society. CO5: Relate Indian knowledge systems to modern interdisciplinary applications.		
Course Learning Outcomes (CLO):					CLO1: Recognize key sources and features of IKS. CLO2: Summarize basic Indian philosophical concepts. CLO3: Explain contributions of Indian scholars in science and mathematics. CLO4: Describe traditional ecological and health knowledge systems. CLO5: Connect IKS concepts with contemporary global challenges.		

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Foundations of Indian Knowledge Systems		
Meaning, scope, and evolution of IKS Sources of Indian knowledge: Vedas, Upanishads, Sutras Concept of knowledge in Indian tradition Holistic and interdisciplinary nature of IKS	CLO 1	3
Unit 2: Indian Philosophy & Thought Systems		
Schools of Indian philosophy (Nyaya, Vaisheshika, Sankhya, Yoga, etc.) Concepts of Dharma, Karma, and Moksha Logic and reasoning in Indian tradition Ethical and value-based systems	CLO 2	03
Unit 3: Science, Mathematics & Astronomy in India		
Ancient Indian mathematics and numerals Contributions of Aryabhata, Bhaskara, and others	CLO 3	03



Indian astronomy and calendar systems Scientific reasoning in classical texts		
Unit 4: Indian Knowledge in Society, Environment & Life Sciences		
Traditional ecological knowledge Ayurveda and health sciences (basic introduction) Water management and sustainability practices Indigenous technologies and environmental balance	CLO 4	03
Unit 5: Applications & Contemporary Relevance of IKS		
IKS in modern education and research Indian knowledge in AI, computing, and design thinking Role of IKS in sustainable development Integrating traditional knowledge with modern innovation	CLO 5	03
Total Hours		15

Learning resources

Textbooks:

1. Exploring Indian Knowledge Systems: A Comprehensive Resource – Prof. V. Ramanathan (IIT BHU)
2. What Indian Knowledge Systems is all about – Gautam R. Desiraju (IISc Bangalore)

Reference Books:

1. *The Wonder That Was India* – A.L. Basham
2. *Indian Knowledge Systems* – Edited academic compilations (UGC/IKS Division resources)

Online Resource

1. Indian Knowledge Systems Division <https://www.iksindia.org>
2. National Education Policy 2020 <https://www.education.gov.in>



SKILLS ENHANCEMENT COURSES

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Introduction to financial Markets		Course Code/ Course Type		PMSS01	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				1. Explain the structure and role of financial markets in the economy. 2. Describe market operations, trading mechanisms, and financial service platforms. 3. Examine financial regulations, compliance requirements, and ethical standards. 4. Apply financial analysis and valuation techniques to financial instruments. 5. Evaluate global financial markets, risks, crises, and emerging opportunities.			
Course Learning Outcomes (CLO):				1. Identify different types of financial markets, products, and instruments. 2. Explain trading processes, clearing, settlement, brokers, mutual funds, and FinTech services. 3. Analyze the role of regulatory bodies and compliance frameworks in financial markets. 4. Use fundamental analysis, technical analysis, valuation methods, and portfolio concepts. 5. Assess international markets, exchange rate mechanisms, global crises, and emerging market opportunities.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Financial Markets, Products & Instruments		
Overview of Financial Markets, Classification of Financial Markets: Money Market vs. Capital Market, Primary and Secondary Markets, Role of Financial Markets in the Economy.	1	9



Equity Instruments: Stocks, Preferred Shares, Debt Instruments: Bonds, Treasury Bills, Derivatives: Futures, Options, Swap, Hybrid Instruments: Convertible Securities		
UNIT II Market Operations and Trading Mechanism		
Stock Exchanges and Trading Platforms, Order Types and Trade Execution, Clearing and Settlement Process, Role of Brokers and Market Makers. Asset Management and Mutual Funds, FinTech and Digital Financial Service.	2	9
UNIT III Regulatory Framework and Compliance		
Key Regulatory Bodies: SEC, CFTC, RBI, SEBI, etc., Major Financial Regulations: Dodd-Frank Act, MiFID II, Basel III, Anti-Money Laundering (AML) and Know Your Customer (KYC) Requirements, Ethical Standards in Financial Services.	3	9
UNIT IV Financial Analysis and Valuation		
Fundamental Analysis: Financial Statements, Ratios, Technical Analysis: Charts, Indicators, Valuation Methods: DCF, Comparable Companies Analysis, Precedent Transactions. Portfolio Management: Portfolio Theory and Asset Allocation, Risk and Return Analysis, Portfolio Performance Evaluation, Behavioral Finance and Investor Psychology	4	9
UNIT V Global Financial Markets		
International Financial Markets and Instruments, Foreign Exchange Markets and Exchange Rate Mechanisms, Global Financial Crises: Causes and Consequences, Emerging Markets and Opportunities	5	9
Total Hours :		45

Learning resources

Textbooks:

- NSE Academy, NCFM -Financial Markets: Basic and Advanced Module, Mumbai
- M. Y. Khan, Indian Financial System, McGraw Hill Education, 2019
- Financial Markets and Institutions" by Frederic S. Mishkin and Stanley G. Eakins
- Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus

Reference Books:

- Options, Futures, and Other Derivatives" by John C. Hull
- Fundamentals of Financial Management" by James C. van Horne and John M. Wachowicz Jr.
- The Intelligent Investor" by Benjamin Graham

Online Resources/E-Learning Resources

- Basics of NSMART Tool
- NSMART Workspace setup Functionalities
- NSMART Query - NSMART Trading
- NSMART Cash settlement & reports
- NSMART LIVE Trading

Case Study



- **Case study 1:** Analyse the causes, key players, regulatory failures, and the aftermath of the 2008 financial crisis and study the rise and fall of internet companies in the late 1990s and early 2000s, focusing on investor behavior and market speculation.
- **Case study 2:** Investigate the financial fraud and accounting irregularities that led to Enron's collapse and discuss the role of auditors and regulatory bodies and explore the factors leading to the bankruptcy of Lehman Brothers and its impact on the global financial system. Non-Confidential
- **Case Study 3:** Study the development and growth of Exchange-Traded Funds (ETFs), their impact on markets, and their advantages over traditional mutual funds.
- **Case study 4:** Analyse the rise of FinTech companies, focusing on innovations like peer-to-peer lending, robo-advisors, and blockchain technology.
- **Case Study 5:** Discuss the ethical issues surrounding the creation and marketing of complex financial products and Analyze the ethical lapses and organizational culture that led to the creation of fake accounts at Wells Fargo.

Banking and Finance

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Banking and finance		Course Code/ Course Type		PMSS02	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				1. Understand the fundamentals, types, and functions of banking and insurance. 2. Explain advanced banking products, services, and customer-specific financial solutions. 3. Analyze digital banking products, technology-driven services, and associated risks. 4. Apply insurance and risk management concepts to different life and business situations. 5. Evaluate treasury management practices and financial risk management strategies.			
Course Learning Outcomes (CLO):				1. Identify different types of banks, banking functions, regulatory concepts, and basic insurance policies. 2. Describe retail banking, corporate banking, NRI services, HNI services, wealth management, and financial planning. 3. Examine digital banking channels, payment systems, ATMs, mobile banking, internet banking, frauds, and value-added services. 4. Select suitable insurance products and explain claim procedures, risk coverage, and insurance intermediaries. 5. Assess liquidity management, foreign exchange risk, hedging, regulations, technology, and treasury best practices.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Fundamentals of Banking and Insurance		
Concept; Definition of Banking; Types of banks - Commercial Banks, Small Finance Banks, Payments Banks; Public Sector Banks, Private Sector Banks, Foreign Banks, Regional Rural Banks; Functions of banking – deposits, lending and investments; Reserve Bank of India and its role as the banking regulator; Key policy rates – Bank Rate, Repo Rate, Reverse Repo Rate, Marginal Standing Facility (MSF); Banking Regulation Act,	1	9



1949. Bank-Customer Relationship, NPA and Securitization, Understanding a Bank's Financials, Regulatory Framework, Overview of Insurance, Types of Insurance Policies.		
UNIT II Advance Banking and Insurance		
Difference between Retail Banking and Corporate Banking; Products offered under retail banking; Payment and settlement services – paper-based and electronic payments; Definition of NRI; Various account services provided to NRI; Definition of High Networth Individuals (HNIs); Portfolio Management Services (PMS) & Wealth Management; Concept of Financial planning and the steps involved in financial planning.	2	9
UNIT III Digital Banking and Value-added Services		
Introduction to digital banking products- cards– EMV Technology such as Tap and Go, NFC, - ATMs, ATM Network Planning such as Onsite & Offsite, Security & Surveillance, Cash Deposit Machines (CDR)– Cash Re-cyclers Overview – Mobile Banking - Internet Banking,– POS terminals - Profitability Risk Management and Frauds, Back End Operations and Technology for ATMs, CDRs, POS, Cash Recyclers, IMPS, Mobile Banking, Internet Banking, Banking Mobile, Banking Payments System, Digital Disruption and New Technologies, e-Locker, iMobile and other Value Added Services.	3	9
UNIT IV Insurance and Risk Management		
Introduction to Insurance, Fundamentals of Risk Management, need for insurance; Concept of Risk; Various types of risk; Types of insurance products – Life, Non-life and Medical; Life insurance products – Pure Risk policies & Investment policies; non-life insurance products – Fire, Burglary, Marine, Vehicle, Accident, Travel/Transit; Medical Insurance – need and significance; Insurance claims and the processes involved; Actuarial services. Insurance Contract Terminology Elements and Principles, General Insurance, Personal and Liability Insurance, Financial Planning and Life Insurance, Insurance Intermediaries.	4	9
UNIT V Treasury Management		
Treasury Management: Meaning; Functions of Treasury Management; Financial Risk Management; Liquidity Management – Accounts Receivable/Payables (AR/AP), Order to Cash (O2C); Regulations & Technology; Foreign Exchange & Hedging FX risk; Best practices	5	9
Total Hours :		45

Learning resources

Textbooks:

- Principles & Practice of Banks, M/S Macmillan India Ltd
- Indian Banking, S Natrajan & Dr. R Parmeshwaram
- Banking Principles & Operations, M.N.Gopinath Digital banking, Indian Institute of Banking & Finance, Taxmann, 2019
- Retail and Digital Banking: Principles and Practise, John Henderson

Reference Books:

- The Digital Banking Revolution audiobook: How financial technology companies are rapidly transforming the traditional retail banking industry through disruptive innovation. Luigi Wewege, Narrated by Jim Cassidy, Sept 2017
- Digital Bank: Strategies to launch or become a digital bank, Chris Skinner

- R. Cooper, "Corporate Treasury and Cash Management", 2003, Palgrave Macmillan UK

Online Resources/E-Learning Resources

Case Study

Case Studies:

Case study 1: Visit the Websites of five different Insurance Companies Offering Life Insurance. Get details on the Various Policies Offered by them.

Case Study 2: Prepare a Comprehensive Report for each of these Banks Covering the following

- Retail Banking products (one Asset Product and one Liability Product) are best suited for people in different stages of the life cycle.
- Five client categories to be selected:
 - (a) A young executive who has just joined the job after studies.
 - (b) A young housewife with 1 small child.
 - (c) A middle-aged middle level Senior Executive in a Private Firm having two school going children and dependent parents.
 - (d) An elderly lady staying alone with no dependents, and
 - (e) A member of the armed forces in mid 30s.
- Based on the data which you give in the above, justify your selections for each of them.
- List the documents to be submitted by the customers for applying for each product. You can obtain sample forms from any of the banks as you think appropriate.
- Explain the operational details for each of the products

Case study 3: Prepare a Comprehensive Report for each of these Companies Covering the following:

- Insurance products best suited for the different life stages – take five examples like young executive having joined job after studies, young married woman with one small child, middle aged man having two school going children and one dependent parent, Elderly lady staying alone with no dependents, member of the armed forces in mid 30s.
- From the chart above, recommend the best suited life insurance policy to each of them.
- List the documents to be submitted for applying for each type of insurance and help them fill out the application form. You can obtain sample application forms from the relevant insurance company.
- Explain the claims procedure along with requirements for claiming insurance at the time of occurrence of the insured event.

Projects List:

Project 1: An employee of a public enterprise injured during the maintenance of public service, The victim or his/her dependent reaches an agent (You) for settlement of claims in respect of compensation on Permanent disability accompany them.

Project 2: Collect cases on outlier claims of 3 different insurance companies

Project 3: Customers as a parent asking for the most suitable policies for their girl child for her potential college and marriage expenses as an agent you need to provide a suitable government scheme by comparing capital premium pricing among all the policies available and accompany them throughout the procedures

Project 4: You are the Territory manager of a renowned Insurance Company. A construction company owner wants to take policy for his site workers. What policy will you suggest to him and what details you will collect from him? (Submit the Filled Application Form of any company also mention the features of the policy)

Project 5: Create a new product with a combination of savings and life cover and also need to have the features of an innovative value proposition.

Project 6: Analyzing the Impact of Fintech on Traditional Indian Banking: Assess how Fintech startups are disrupting and influencing traditional banking models in India. Identify potential challenges and opportunities for collaboration.

Project 7: Financial Inclusion in Rural India: Assessing the Role of Microfinance Institutions: Evaluate the effectiveness of microfinance institutions in promoting financial inclusion and economic development in rural India.

1. **Project 8:** Adoption of Digital Payments in India: Trends and Challenges: Analyze the growth and barriers to adoption of digital payment methods like UPI, wallets, and mobile banking in India.



COURSE CURRICULUM -

Business Statistics & Data Analysis

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Business Statistics & Data Analysis		Course Code/ Course Type		PMSS03	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theo r y	Practical	Tutorial	Total Credit s	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2		0	2	2	20	30	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of this course are: 1. Recall fundamental statistical concepts and techniques. 2. Understand the role of data analysis in business decision-making. 3. Apply statistical tools to analyze business data. 4. Analyze data trends and relationships for managerial insights. 5. Evaluate and interpret statistical results for effective decision-making.					
Course Learning Outcomes (CLO):		Students would be able to: 1. Identify appropriate statistical tools for different business situations. 2. Explain descriptive and inferential statistical techniques. 3. Apply statistical methods to analyze and interpret data. 4. Analyze relationships between variables using statistical models. 5. Evaluate business problems using data-driven decision-making approaches.					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Business Statistics		
Meaning, importance, types of data, measurement scales, data collection methods, classification and tabulation of data	CLO 1	6
Unit 2 : Descriptive Statistics		
Measures of central tendency (mean, median, mode), Measures of dispersion (range, variance, standard deviation), Skewness and kurtosis, Data visualization techniques	CLO 2	6
Unit 3 : Probability and Distributions		
Basic probability concepts, rules of probability, probability distributions (Binomial, Poisson, Normal), applications in business decision-making	CLO 3	6
Unit 4 : Inferential Statistics		
Sampling techniques, estimation, hypothesis testing (t-test, z-test, chi-square test), confidence intervals, errors in hypothesis testing	CLO 4	6
Unit 5 : Data Analysis Techniques		
Correlation and regression analysis, Time series analysis (trend and seasonal variations), Introduction to data analytics tools (Excel/SPSS), interpretation of results for business decisions	CLO 5	6

Textbooks:

1. Anderson, Sweeney & Williams – *Statistics for Business and Economics*, Cengage
2. Levin & Rubin – *Statistics for Management*, Pearson
3. Gupta, S. P. – *Statistical Methods*, Sultan Chand

Reference Books:

1. Keller, G. – *Statistics for Management and Economics*, Cengage
2. Newbold, Carlson & Thorne – *Statistics for Business and Economics*, Pearson
3. Black, K. – *Business Statistics*, Wiley

Online Resources / E-Learning:

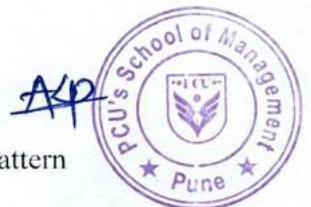
1. NPTEL – Business Statistics
2. Coursera – Data Analysis and Statistical Inference
3. Khan Academy – Statistics and Probability



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SEMESTER II



Program Core

Financial Management for Managers

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Financial Management for Managers		Course Code/ Course Type		N1PMG201	
Course Pattern		2026		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theor y	Practic al	Tutoria l	Total Credits	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of Financial Management for Managers are: 1. Explain the fundamental concepts, scope, objectives, and evolution of Financial Management, including risk–return trade-off and time value of money. 2. Apply capital budgeting techniques and cost of capital concepts to evaluate investment projects under certainty and capital rationing conditions. 3. Analyze capital structure decisions and leverage effects using theoretical frameworks and EBIT–EPS analysis. 4. Evaluate dividend policies and corporate payout decisions using dividend theories and numerical models. 5. Design effective working capital management strategies by integrating cash, inventory, receivables, and payables management for value maximization.					
Course Learning Outcomes (CLO):		Students would be able to: 1. Comprehend the scope, objectives, risk–return trade-off and apply time value of money concepts to solve financial decision-making problems. 2. Apply and analyze capital budgeting techniques and cost of capital concepts to evaluate and select investment projects. 3. Analyze and evaluate capital structure theories and leverage decisions using EBIT–EPS and risk analysis. 4. Evaluate dividend policies and payout decisions using dividend theories, numerical models, and case analysis. 5. Apply, analyze, and design effective working capital management strategies for optimal short-term financial performance.					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Management: its Evolution, Definition, Scope, and Objectives (Profit Maximization and Wealth Maximization), Capitalization, Functions of Finance Manager in Modern Age, Concept of Risk and Return, Corporate Governance and Agency Problem, Time Value of Money: Concept and numerical on compounding and discounting including annuity and perpetuity. Comprehensive Numerical.	CLO 1	9
UNIT II		
Capital Budgeting Decisions and Cost of Capital:	CLO 2	9



Project Planning, Project report and feasibility study. Definition, features, challenges, types and assumptions of Capital budgeting decisions, financial viability tests / Evaluation techniques: Merits and demerits of each (ARR, PBP, NPV, PI, IRR, Modified IRR), Project selection under capital rationing. Decision for projects with unequal lives. Concept of Cost of Capital: Cost of Equity, Debt, Preference and Reserves / Retained earnings, Weighted average cost of capital. Comprehensive Numerical / case.		
UNIT III		
Capital Structure Decisions and Leverage: Capital Structure: Meaning and Factors determining Capital Structure, Different sources of finance, Optimal Capital Structure, Theories of Capital Structure: NI approach, Traditional Approach, NOI Approach, MM Approach, The Trade-off theory. EBIT-EPS-MPS Analysis, Financial Break Even Point, Indifference Point Analysis and EPS Volatility. Leverage analysis: Meaning and types. Operating, financial and combined leverage along with its implications. Comprehensive Numerical / case.	CLO 3	9
UNIT IV		
Dividend Decision: - Dividend Meaning Forms / types. Significance of dividend; Factors affecting Dividend Policy; Types of Dividend Policies; Walter Dividend Model; Gordon Dividend Model; MM Dividend Hypothesis; Stock Splits and Share Buyback; Comprehensive Numerical / case.	CLO 4	9
UNIT V		
Working Capital Management – WCM Concept meaning components and classification; Determinants and need of Working Capital; Approaches of financing working capital requirements; Working Capital Cycle; Management of Cash; Management of Inventory; Management of Receivables and Payables; Financing Working capital requirements. Comprehensive Numerical/Case on Capital budgeting, Capital Structure, Leverage and Dividend Policy	CLO 5	9
Total Hours		45

Learning resources

Text Books:

- "Financial Management: Theory and Practice" by Prasanna Chandra (McGraw-Hill Education, Edition: 11th, Year: 2021)
- "Financial Management: Text, Problems and Cases", Ravi M Kishore (Taxmann Publications, Edition: 5th, Year: 2019)

Reference Books:

- "Financial Management: Text, Problems and Cases" by M.Y. Khan and P.K. Jain (McGraw-Hill Education, Edition: 8th, Year: 2020)
- "Fundamentals of Financial Management" by Eugene F. Brigham and Joel F. Houston (Cengage Learning, Edition: 16th, Year: 2021)
- "Corporate Finance" by Jonathan Berk and Peter DeMarzo (Pearson, Edition: 5th, Year: 2020)
- "Financial Management: Principles and Applications" by Sheridan Titman, Arthur J. Keown, and John D. Martin (Pearson, Edition: 15th, Year: 2019)

Online Resources/E-Learning Resources:

- <https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/syllabus/>
- <https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/>
- <https://ocw.mit.edu/courses/15-402-finance-theory-ii-spring-2003/>



Program Core

Human Resource Management

COURSE CURRICULUM

Name of the Program:		MBA		Semester :II		Level: PG	
Course Name		Human Resource Management		Course Code/ Course Type		NIPMG202	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practica l	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	0	3	3	40	60	NA
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):			The objectives of Human Resource Management are: 1. Recall key concepts in Human Resource Management 2. Recognise emerging trends and practices in HRM, recognizing their impact on organizational and employee management. 3. Apply methods for Human Resource Acquisition and Retention, covering HR planning, job analysis, recruitment, selection, and career planning. 4. Evaluate and interpret contemporary job descriptions and specifications, demonstrating proficiency in the job analysis process. 5. Design and create comprehensive training and development program to enhance employee skills and competencies aligned with organizational objectives.				
Course Learning Outcomes (CLO):			Students would be able to: 1. Apply knowledge of fundamental principles of Human Resource Management. 2. Analyze HR planning and acquisition processes. 3. Evaluate performance appraisal and training effectiveness using the Kirkpatrick Model. 4. Assess various forms, components, and theories of compensation management, and analyze factors influencing remuneration decisions. 5. Create HRD strategies integrating technology and learning initiatives.				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Human Resource Management: Understanding HRM: Definition, Objectives, and Scope. Structure of the HR Department. Analyzing the Core Functions & Challenges in HRM. Understanding Personnel Management (PM): Definition, Difference between HRM and PM. Introduction to Strategic Human Resource Management (SHRM): Definition	CLO 1	9

and Significance of SHRM. Nature of SHRM. Understanding the Harvard Model in HRM. Exploring the SHRM Matching Model		
UNIT II		
HR Acquisition & Retention: Definition of HRP. Identifying Needs, Significance and Benefits of HRP. Exploring the Steps and Process of HRP. Techniques of HR Demand Forecasting. Methods of HR Supply Forecasting. Challenges in HRP. Process of Job Analysis. Defining & distinguishing between Job Description and Job Specification. Defining Job Design (JD). Process of JD. Understanding Job Enrichment. Understanding Recruitment. Exploring Various Sources & Methods of Recruitment. Differentiating Between Recruitment and Selection. Process of Selection. Understanding Career, Career stages and Career Anchors. Objective & Process of Career Planning. Analyzing the Steps in Career Planning. Roles of employer and employee in Career Management. Understanding the Succession Planning Objective & Process.	CLO 2	9
UNIT III		
Managing Employee Performance and Training: Definition, Objectives, Process & Methods of Performance Appraisal. Concept, Purpose & Techniques of Potential Appraisal. Definition, Need, Process of Training. Methods of Training. Concept & Need of Development. Difference between Training and Development. Defining Competency mapping and understanding its benefits. Developing competency model. Understanding Assessment centers. Measure of Tools. Evaluation of Training Effectiveness via Kirkpatrick Model.	CLO 3	9
UNIT IV		
Compensation Management: Concept, Different forms, Significances, Components, Theories of Compensation Management. Compensation Administration Process. Key factors influencing Remuneration. Wage/ Salary Differentials and Components of Salary. Overview of Fringe Benefits & Fringe Benefits Tax (FBT). Concept of Incentive and Bonus. Employee Stock Options (ESOPS). Retirement, Termination, VRS (Voluntary Retirement Scheme), Golden Handshake. Suspension: Concepts and Methods. Grievance Procedure in Indian Industry	CLO 4	9
UNIT V		
Human Resource Development (HRD): Meaning of HRD. Need, Objectives & Scope of HRD. Functions and Process of HRD. Integration of technology in HRD processes. E-learning and virtual training platforms. Challenges and opportunities posed by digital transformation. Reskilling and upskilling initiatives for employees in response to technological advancements. Leveraging digital tools for personalized learning and development opportunities	CLO 5	9
Total Hours		45 Hours

Textbooks:

1. Human Resource Management, by Gary Dessler, Biju Varkkey, Pearson Education, 17ed, 22 June 2023
2. Human Resource Management: Text and Cases, by K Aswathappa, Sadhna Dash, McGraw Hill, 10th Edition – 29 May 2023
3. Routledge Handbook of Human Resource Management in Asia by Fang Lee Cooke and Sunghoon Kim, Routledge; 1st edition (30 June 2020)

Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Chartered Institute of Personnel & Development, 1st edition (30 May 2006).
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, by Michael Armstrong, Stephen Taylor, Kogan Page; 15th edition (3 January 2020).
3. Applied Psychology in Human Resource Management, Cascio & Aguinis, Pearson; 7th edition (26 January 2010).

Program Core

Marketing Management

Name of the Program:		MBA	Semester : II			Level: PG	
Course Name		Marketing Management	Course Code/ Course Type			NIPMG203	
Course Pattern		2026	Version			1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of Marketing Management are: 1. To recall the goals of this programme are to motivate the students and to help them inculcate some of the fundamentals of marketing and applications 2. To recognize what marketing is all about and how it has impacted the world and their country 3. Apply some of the major marketing concepts, sales & promotion strategies, communication tools, pricing strategies and methods 4. Analyze leveraging of effective communication channels in Marketing 5. Evaluate the global trends and derive specific strategies to stay competitive			
Course Learning Outcomes (CLO):				Students would be able to: 1. To identify scope of marketing and consumer behavior patterns 2. Explain an understanding of fundamental and major concepts of marketing and research 3. To apply the Ps of marketing and formulate strategies for the market 4. Analyze the communication & promotion strategies 5. Analyze the emerging issues in marketing			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Module I		
Module 1: Foundations of Marketing – Introduction to Marketing, Fundamental Concepts in Marketing, Case Study Discussions, Marketing in the Service Industry, The Evolution of Marketing Practices, Modern Marketing Trends and Challenges	CLO 1	9
Module II		
Module 2: Marketing Strategy & Competitive Analysis – Understanding Competitor Analysis, Setting Marketing Objectives, Strategy Development	CLO 2	9

and Core Competencies, Overview of the PESTEL Framework, Competitive Market Analysis, Case Study Exploration		
Module III		
Module 3: Marketing Research & Consumer Insights – Introduction to Marketing Information Systems, Key Components of a Marketing Information System, Steps in the Marketing Research Process, Market Decision Problems & Research Problems (MDP & MRP), Basics of Exploratory Research, Advanced Exploratory Research, Causal Research Methods, Measurement and Scaling Techniques, Designing Questionnaires and Sampling Methods, Various Sampling Techniques in Marketing Research, Data Collection, Processing, and Analysis, Multivariate Analysis in Marketing Research	CLO 3	9
Module IV		
Module 4: Consumer Behavior & Decision-Making – Introduction to Consumer Behavior & Need Recognition, Information Search Process in Consumer Decision Making, Socio-Cultural Factors Affecting Consumer Behavior, Psychological Influences on Consumer Choices, Evaluating Alternatives Before Purchase, Consumer Purchase and Post-Purchase Behavior, Understanding Service Consumption, Structural Models of Consumer Attitude	CLO 4	9
Module V		
Module 5: Market Segmentation, Positioning & Strategy – Industrial Buying Behavior - Part I, Industrial Buying Behavior - Part II, Industrial Marketing and the Buying Process, Three Key Aspects of Industrial Buyer Behavior, Revisiting the Consumer Decision-Making Process, Identifying and Evaluating Market Opportunities, Market Segmentation - Part II, Target Market Selection and Segmentation, Strategies for Post-Segmentation Marketing, Fundamentals of Marketing Strategy, Positioning Strategies in Marketing, B2B Market Segmentation and Targeting, Effective Positioning and Branding Strategies	CLO 5	9
Total Hours :		45

Learning resources

Textbooks:

1. "Principles of Marketing" by Philip Kotler and Gary Armstrong (19th Edition), 2023
2. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler (14th Edition) 2020
3. "Marketing Management" by Philip Kotler and Kevin Lane Keller (15th Edition)

Reference Books:

1. "Marketing: A Love Story: How to Matter to Your Customers" by Bernadette Jiwa
2. "Influence: The Psychology of Persuasion" by Robert Cialdini (Revised Edition)
3. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger

Online Resources/E-Learning Resources

1. <https://old.mu.ac.in/wp-content/uploads/2020/09/Marketing-Management-Paper-III-Eng.pdf>
2. <https://josephscollege.ac.in/lms/Uploads/pdf/material/MM.pdf>
3. <https://drnishikantjha.com/papersCollection/Marketing%20Management.pdf>

Program Core:

Entrepreneurship Development

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: II		Level: PG	
Course Name		Entrepreneurship Development		Course Code/ Course Type		N1PMG204	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				- To familiarize students with concepts and emerging trends in entrepreneurship. - To develop understanding of social and women entrepreneurship in the Indian context. - To build knowledge of structures, processes, and management of social enterprises. - To explore innovative and sustainable entrepreneurial opportunities in the 21st century.			
Course Learning Outcomes (CLO):				CLO 1: Understand the concept and evolution of social entrepreneurship. CLO 2: Analyze business models and operational strategies of social enterprises. CLO 3: Evaluate governance, performance, and contemporary issues in social entrepreneurship. CLO 4: Understand the concept, challenges, and dynamics of women entrepreneurship. CLO 5: Analyze growth strategies, policies, and support systems for women entrepreneurs.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Understanding Social Entrepreneurship and Organizational form: Defining Social Entrepreneurship Difference between Social and Business Entrepreneurship, Evolution of Social Entrepreneurship in India, Process and Types of Social Entrepreneurship, Challenges, Strategies and future of social entrepreneurship.	CLO 1	9
UNIT II		

Building blocks of social enterprise: Social enterprise as a business model, types of Business Model, Understanding the Pricing Models, Creating the Delivery Channels, Financing the social enterprise, Making social enterprise competitive, Communication strategies for social enterprises. Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.	CLO 2	9
UNIT III		
New Directions for Social Entrepreneurship: Managing startup social enterprises, Measuring performance of social enterprises, Governance of Social Enterprises, Corporate Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship, Case Studies.	CLO 3	9
UNIT IV		
Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur, Entrepreneurial Process among Women Entrepreneurs, Financial Structure of Enterprises Owned by Women Entrepreneurs, Challenges of Women entrepreneur.	CLO 4	9
UNIT V		
Growth & Strategies: Women entrepreneur in India and abroad, Government policy on Women Entrepreneurship, Organization Promoting Women Entrepreneurs in India, Profile of Enterprise, Socio – Economic Origins, Motivating & Facilitating Factors of Women Entrepreneur; Work-Home role Conflict- Entrepreneurial Performance, Problem & prospects. Case Studies.	CLO 5	9
Total Hours		45

Textbooks:

- Doherty B., George Foster, Chris Mason (2009); Management for Social Enterprise; Sage Publication; U.K.
- Nicholls Alex (2008); Social Entrepreneurship: A New Model of Sustainable Social Change; Oxford University Press; New York.
- Agarwal A., Kumar P. (2018); Social Entrepreneurship and Sustainable Business Models: The Case of India; Palgrave MacMillian.
- Guo, C., & Bielefeld, W. (2014). Social entrepreneurship: An evidence-based approach to creating social value. San Francisco, CA: Jossey-Bass.

References:

- Gurnani P.S. (2016); Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India; Educreation Publication; New Delhi
- Anil Kumar Thakur, Rahman, R. (2009), —women Entrepreneurship, Deep Deep Publications Pvt. Ltd., New Delhi.
- Maura McAdam (2013); Female Entrepreneurship; Routledge, London
- Santha S., R. Vasanthagopal (2008); Women Entrepreneurship in India; New Century Publications
- D. Lalitha Rani (1996) Women Entrepreneurship; APH Publishing: New Delhi.

GENERAL ELECTIVES

COURSE CURRICULUM

Name of the Program:		MBA			Semester : II		Level: PG
Course Name		Geopolitics & Global Economic			Course Code/ Course Type		PMSE02
Course Pattern		2026			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	30	70	-
Pre-Requisite:							
Course Objectives (CO):		The objectives of the course are: 					
Course Learning Outcomes (CLO):		Students would be able to: 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
Unit 1: Introduction to Geopolitics and Global Economics		
Concept and scope of geopolitics and geo-economics. History of global economic development. Globalization and its discontents. State vs market: economic liberalism and political realism. Economic geography and its influence on trade and conflict	1	9
Unit 2: Global Economic Institutions and Governance		
Role and structure of the IMF, World Bank, WTO, OECD. G7, G20, BRICS, ASEAN – political and economic cooperation. International monetary system and currency politics. Global financial architecture and economic surveillance. International economic law and dispute resolution mechanisms.	2	9

Unit 3: Geopolitical Risk and Business Strategy		
- Political risk analysis tools and methodologies - Energy geopolitics: oil, gas, and green transitions - Trade wars and protectionism (e.g., US-China trade conflict) - Technology and cyber sovereignty - Sanctions, embargoes, and economic warfare	3	9
Unit 4: Emerging Markets and Regional Dynamics		
- Rise of China and Asia-Pacific strategies - Middle East, Africa, and Latin America – geopolitical significance - Role of the European Union in global governance - India's geopolitical and economic positioning - Belt and Road Initiative (BRI) and strategic corridors	4	9
Unit 5: Future Trends and Global Economic Shocks		
- Impact of pandemics, climate change, and migration on global economics - Global financial crises and recovery models (2008, COVID-19, etc.) - Deglobalization and reshoring trends - Digital currencies and the future of the global financial system - Artificial intelligence, automation, and geopolitics of technology	5	9
Total		45

Learning resources

Core Textbooks:

1. "Geopolitics: A Very Short Introduction" by Klaus Dodds – Oxford University Press
2. "The Globalization of World Politics" by John Baylis, Patricia Owens, and Steve Smith – Oxford University Press
3. "Global Political Economy: Understanding the International Economic Order" by Robert Gilpin – Princeton University Press

Recommended Readings:

1. "The Post-Cold War World: Turbulence and Change in World Politics since 1989" by Michael Cox
2. "Why Nations Go to War" by John G. Stoessinger
3. World Bank & IMF Annual Reports (available online)
4. WTO World Trade Report
5. The Economist, Foreign Affairs, Brookings Institution, and CSIS articles on current geopolitical and economic trends

COURSE CURRICULUM

Operation and Supply Chain Management

Name of the Program:		MBA			Semester : II		Level: PG	
Course Name		Operation and Supply Chain Management			Course Code/ Course Type		PMSE01	
Course Pattern		2026		Version		1.0		
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)		Practical/Oral
3	-	0	3	3	30	70		NA
Pre-Requisite: Bachelor's Degree								
Course Objectives (CO):		The objectives of Operations and Supply Chain Management are: 1. Recall definitions, significance, and historical evolution. 2. Recognize different types of operations processes and layouts. 3. Apply concepts of demand forecasting and capacity planning methods. 4. Evaluate SCM models and customer service metrics. 5. Design and create integrated solutions considering key enablers and challenges.						
Course Learning Outcomes (CLO):		Students would be able to: 1. Apply knowledge of operations and SCM to optimize business processes. 2. Analyze operational data to identify patterns, trends, and areas for improvement. 3. Apply inventory planning and control methods such as EOQ, ABC analysis, and inventory turns ratios. 4. Evaluate the effectiveness of supply chain management strategies in terms of collaboration, responsiveness, and customer service. 5. Create solutions for supply chain challenges by integrating facilities, inventory, transportation, information, sourcing, and pricing effectively.						

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	CLO 1	9
UNIT II		
Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production,	CLO 2	

Assembly line and Continuous Flow, Process and Product Layout. Service System. Design Matrix: Design of Service Systems, Service Blueprinting.		
UNIT III		
Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate Production. Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	CLO 3	9
UNIT IV		
Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behaviour of ordering cost, carrying cost, and shortage cost. EOQ – definition, Basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point	CLO 4	9
UNIT V		
Supply Chain Management: Generalized Supply Chain Management Model – Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

- Operations Management Theory & Practice, B. Mahadevan , Pearson.
- Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
- Production and Operations Management, R B Khanna, PHI, New Delhi.

Reference Books:

- Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
- Operations Management, William J. Stevenson, TMGH.
- Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
- Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Online Resources/E-Learning Resources

- Swayam MOOC Course: Supply Chain Analytics by IIT Roorkee ([Course Link](#))
- Online Book: Supply Chain Management: Strategy, Planning, and Operation. Author Sunil Chopra (Kellogg School of Management, Northwestern University), Peter Meindl (Stanford University). Pearson Publication ([Book Link](#))
- MOOC Course: Operations And Supply Chain Management- IIT Madras ([Course Link](#))
- MOOC Course: Supply Chain Management and Capacity Planning ([Course Link](#))

VALUE ADDED COURSES

COURSE CURRICULUM

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Universal Human Values and Professional Ethics		Course Code/ Course Type		PMSV02	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2	-	-	2	2	20	30	-
Course Objectives (CO):				CO1 Understand the need, process, and importance of value education in personal and professional life. CO2 Develop awareness of harmony within the self and between self and body. CO3 Understand the role of trust, respect, and values in family and society. CO4 Recognize the interconnection between human beings, nature, and existence. CO5 Apply universal human values and ethical principles in professional and business conduct.			
Course Learning Outcomes (CLO):				CLO1 Explain the meaning, need, and process of value education. CLO2 Identify the difference between the needs of self and body for happiness and prosperity. CLO3 Describe the importance of trust, respect, and justice in human relationships. CLO4 Explain harmony in nature and the concept of coexistence. CLO5 Relate universal human values to professional ethics and responsible business practices. .			

Contents/Syllabus:(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I Introduction to Value Education		
Need for value education • Basic guidelines, content, and process of value education • Self-exploration, natural acceptance, and experiential validation • Human aspirations: happiness and prosperity • Right understanding, relationship, and physical facilities	1	6
UNIT II Harmony in the Human Being		
• Understanding human being as coexistence of self and body • Needs of self and needs of body • Difference between happiness and physical comfort	2	6



• Role of body as an instrument of self • Self-discipline, health, and right utilization of body		
UNIT III Harmony in Family and Society		
• Family as the basic unit of human interaction • Values in human relationships • Trust and respect as foundational values • Difference between intention and competence • Justice, mutual fulfillment, and social harmony	3	6
UNIT IV Harmony in Nature and Existence		
• Understanding harmony in nature • Four orders of nature • Interconnectedness and mutual fulfillment • Recyclability and self-regulation in nature • Coexistence and holistic view of existence	4	6
UNIT V Professional Ethics and Responsible Conduct		
• Natural acceptance of human values • Ethical human conduct • Humanistic education and humanistic constitution • Professional competence for universal human order • People-friendly and eco-friendly business practices • Role of managers in ethical and responsible organizations	5	6
Total Hours :		30

Books

4. A Foundation Course in Human Values and Professional Ethics — R. R. Gaur, R. Sangal, G. P. Bagaria
5. Human Values — A. N. Tripathy
6. Indian Ethos and Modern Management — B. L. Bajpai

References

4. A Foundation Course in Human Values and Professional Ethics — Teachers' Manual
5. Jeevan Vidya Ek Parichay — A. Nagraj
6. How the Other Half Dies — Susan George

Online Resources

6. UHV Official Website
7. AICTE Universal Human Values Resources
8. Value Education Resources
9. Story of Stuff
10. IIT Delhi Value Education Lectures
2. Modern Technology — The Untold Story

COURSE CURRICULUM –

Legal aspects of Business

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Legal Aspects of Business		Course Code/ Course Type		PMSV01	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theo ry	Practic al	Tutor ial	Total Cred its	Ho urs	CIA	ESA	Practical/Ora l
2	0	0	2	2	20	30	0
Pre-Requisite:							
Course Objectives (CO):		The objectives of this course are: 6. To understand the legal framework that governs business operations. 7. To explore the role of legal aspects in business decision-making. 8. To analyze contracts, corporate structures, and laws affecting business. 9. To provide an overview of intellectual property rights (IPR) and their relevance to business. 10. To develop the ability to identify and manage legal risks in business activities					
Course Learning Outcomes (CLO):		Students would be able to: 6. Demonstrate an understanding of the legal principles applicable to business operations. 7. Apply legal knowledge in making strategic business decisions. 8. Analyze contracts and corporate legal structures for risk management. 9. Understand the importance of intellectual property rights in business. 10. Evaluate and address legal challenges in business contexts.					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Legal Environment of Business		
Overview of legal systems (Common law, Civil law, etc.) Role of law in business and society. Understanding business laws: Civil, Criminal, and Commercial Laws	CLO 1	6
Unit 2: Contract Law and Business Agreements		
Elements of a contract: Offer, Acceptance, Consideration, etc. Types of contracts: Bilateral, Unilateral, and Executed Contracts Breach of contract and remedies	CLO 2	6
Unit 3: Company Law and Corporate Governance		
Structure of business organizations: Sole Proprietorship, Partnership, and Corporations Legal requirements for forming and operating a company. Corporate governance and responsibilities of directors.	CLO3	6
Unit 4: Labor and Employment Laws		



Employment contracts and employee rights , Labor laws: Worker's compensation, discrimination, and harassment , Termination, dismissal, and redundancy laws	CLO4	6
Unit 5 : Intellectual Property Rights (IPR)		
Introduction to Intellectual Property (IP). Types of IP: Patents, Trademarks, Copyrights, and Trade Secrets. Importance of IPR for business protection and innovation	CLO5	6
Total Hours		30 hours

Learning resources

Textbooks:

3. Business Law and the Legal Environment by Jeffrey F. Beatty, Susan S. Samuelson, Patricia Sanchez Abril (17th Edition).
4. Business Law: A Hands-On Approach by Neal Bevens (5th Edition).

Reference Books:

3. Business Law and the Regulation of Business by Neal Bevens (12th Edition).
4. Business Law and the Legal Environment: A Comprehensive Guide by Jeffrey F. Beatty, Susan S. Samuelson.

Online Resources/E-Learning Resources:

3. Business Law – Harvard Online Course
- Intellectual Property Rights: An Overview – Coursera

IKS VAC

Exploring Indian Knowledge Systems: A Comprehensive Resource

Name of the Program:		MBA		Semester: II		Level: PG	
Course Name		Exploring Indian Knowledge Systems: A Comprehensive Resource		Course Code/ Course Type		PMSI02	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	-	-	1	1	10	20	
Pre-Requisite: 12 th pass							
Course Objectives (CO):				CO1: Explain the foundations and scope of Indian Knowledge Systems. CO2: Describe major Indian philosophical traditions and ideas. CO3: Identify contributions of India in mathematics, science, and astronomy. CO4: Analyze traditional Indian approaches to environment and society. CO5: Relate Indian knowledge systems to modern interdisciplinary applications.			
Course Learning Outcomes (CLO):				CLO1: Recognize key sources and features of IKS. CLO2: Summarize basic Indian philosophical concepts. CLO3: Explain contributions of Indian scholars in science and mathematics. CLO4: Describe traditional ecological and health knowledge systems. CLO5: Connect IKS concepts with contemporary global challenges.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Foundations of Indian Knowledge Systems		
Meaning, scope, and evolution of IKS Sources of Indian knowledge: Vedas, Upanishads, Sutras Concept of knowledge in Indian tradition Holistic and interdisciplinary nature of IKS	CLO 1	3
Unit 2: Indian Philosophy & Thought Systems		
Schools of Indian philosophy (Nyaya, Vaisheshika, Sankhya, Yoga, etc.) Concepts of Dharma, Karma, and Moksha Logic and reasoning in Indian tradition Ethical and value-based systems	CLO 2	03
Unit 3: Science, Mathematics & Astronomy in India		
Ancient Indian mathematics and numerals	CLO 3	03

Contributions of Aryabhata, Bhaskara, and others Indian astronomy and calendar systems Scientific reasoning in classical texts		
Unit 4: Indian Knowledge in Society, Environment & Life Sciences		
Traditional ecological knowledge Ayurveda and health sciences (basic introduction) Water management and sustainability practices Indigenous technologies and environmental balance	CLO 4	03
Unit 5: Applications & Contemporary Relevance of IKS		
IKS in modern education and research Indian knowledge in AI, computing, and design thinking Role of IKS in sustainable development Integrating traditional knowledge with modern innovation	CLO 5	03
Total Hours		15

Learning resources

Textbooks:

- Exploring Indian Knowledge Systems: A Comprehensive Resource – Prof. V. Ramanathan (IIT BHU)
- What Indian Knowledge Systems is all about – Gautam R. Desiraju (IISc Bangalore)

Reference Books:

- *The Wonder That Was India* – A.L. Basham
- *Indian Knowledge Systems* – Edited academic compilations (UGC/IKS Division resources)

Online Resource

- Indian Knowledge Systems Division <https://www.iksindia.org>
- National Education Policy 2020 <https://www.education.gov.in>

Course Syllabus

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Constitution of India		Course Code/ Course Type		PMSI01	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	-	-	1	1	10	20	-
Course Objectives (CO):		CO1 Understand the core principles and features of the Constitution. CO2 Identify and explain fundamental rights, duties, and directive principles. CO3 Recognize the structure and functions of government institutions. CO4 Understand the role of constitutional bodies in governance. CO5 Apply constitutional principles to ethical decision-making and business conduct					
Course Learning Outcomes (CLO):		CLO1 Define the Constitution and explain its role in shaping democratic governance. CLO2 Describe citizens' rights, duties, and their importance in a democratic society. CLO3 Explain the structure and functioning of government institutions. CLO4 Analyse the role of constitutional institutions in governance and administration. CLO5 Relate constitutional knowledge to business ethics and citizenship responsibilities.					

Course Contents/Syllabus:(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I Introduction to Constitution		
- Definition and importance of the Constitution - Key features of the Indian Constitution (or your country's Constitution) - The concept of a written vs. unwritten Constitution - Historical background and evolution of the Constitution	1	3
UNIT II Fundamental Rights, Duties and Directive Principles		
Overview of fundamental rights - Right to equality, freedom, protection, and justice - Duties of citizens - Directive Principles of State Policy (DPSP) - Relationship between rights, duties, and governance	2	3
UNIT III Structure of Government		
- Structure of government: Executive, Legislature, and Judiciary - The separation of powers and checks and balances - Role of the Parliament, President, Prime Minister, and Judiciary	3	3
UNIT IV Constitutional Institutions and Governance		



• Election Commission, Public Service Commission, and other constitutional bodies • The role of these bodies in ensuring good governance • Importance of transparency, accountability, and rule of law	4	3
UNIT V Constitution, Business and Responsible Citizenship		
Constitutional values in business practice The role of the Constitution in ethical business conduct Rights of employees, customers, and businesses Responsible citizenship and its relation to business	5	3
Total Hours :		15

Books:

4. Indian Polity by M. Laxmikanth
5. Constitutional Law of India by H.M. Seervai
6. Introduction to the Constitution of India by D.D. Basu

References:

4. The Constitution of India – Official Text (Government Publication)
5. The Oxford Handbook of the Indian Constitution edited by Sujit Choudhry
6. Constitutional Law of India by P. M. Bakshi

Online Resources:

5. Constitution of India - Official Government Portal
6. National Portal of India - Ministry of Law and Justice
7. Lawctopus
8. Unacademy

Websites for Updates and Articles:

3. India's Parliament Website
4. Legal Service India



COURSE CURRICULUM -

Business Statistics & Data Analysis

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Business Statistics & Data Analysis		Course Code/ Course Type		PMSS03	
Course Pattern		2026		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theo r y	Practical	Tutorial	Total Credit s	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2		0	2	2	20	30	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of this course are: 1. Recall fundamental statistical concepts and techniques. 2. Understand the role of data analysis in business decision-making. 3. Apply statistical tools to analyze business data. 4. Analyze data trends and relationships for managerial insights. 5. Evaluate and interpret statistical results for effective decision-making.					
Course Learning Outcomes (CLO):		Students would be able to: 1. Identify appropriate statistical tools for different business situations. 2. Explain descriptive and inferential statistical techniques. 3. Apply statistical methods to analyze and interpret data. 4. Analyze relationships between variables using statistical models. 5. Evaluate business problems using data-driven decision-making approaches.					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1: Introduction to Business Statistics		
Meaning, importance, types of data, measurement scales, data collection methods, classification and tabulation of data	CLO 1	6
Unit 2 : Descriptive Statistics		
Measures of central tendency (mean, median, mode), Measures of dispersion (range, variance, standard deviation), Skewness and kurtosis, Data visualization techniques	CLO 2	6
Unit 3 : Probability and Distributions		
Basic probability concepts, rules of probability, probability distributions (Binomial, Poisson, Normal), applications in business decision-making	CLO3	6
Unit 4 : Inferential Statistics		
Sampling techniques, estimation, hypothesis testing (t-test, z-test, chi-square test), confidence intervals, errors in hypothesis testing	CLO4	6
Unit 5 : Data Analysis Techniques		

Correlation and regression analysis, Time series analysis (trend and seasonal variations), Introduction to data analytics tools (Excel/SPSS), interpretation of results for business decisions	CLO5	6
Total Hours		30 hours

Textbooks:

1. Anderson, Sweeney & Williams – *Statistics for Business and Economics*, Cengage
2. Levin & Rubin – *Statistics for Management*, Pearson
3. Gupta, S. P. – *Statistical Methods*, Sultan Chand

Reference Books:

1. Keller, G. – *Statistics for Management and Economics*, Cengage
2. Newbold, Carlson & Thorne – *Statistics for Business and Economics*, Pearson
3. Black, K. – *Business Statistics*, Wiley

Online Resources / E-Learning:

1. NPTEL – Business Statistics
2. Coursera – Data Analysis and Statistical Inference
3. Khan Academy – Statistics and Probability

COURSE CURRICULUM

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Introduction to financial Markets		Course Code/ Course Type		PMSS01	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theo ry	Practic al	Tutori al	Total Credit s	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):			1. Explain the structure and role of financial markets in the economy. 2. Describe market operations, trading mechanisms, and financial service platforms. 3. Examine financial regulations, compliance requirements, and ethical standards. 4. Apply financial analysis and valuation techniques to financial instruments. 5. Evaluate global financial markets, risks, crises, and emerging opportunities.				
Course Learning Outcomes (CLO):			1. Identify different types of financial markets, products, and instruments. 2. Explain trading processes, clearing, settlement, brokers, mutual funds, and FinTech services. 3. Analyze the role of regulatory bodies and compliance frameworks in financial markets. 4. Use fundamental analysis, technical analysis, valuation methods, and portfolio concepts. 5. Assess international markets, exchange rate mechanisms, global crises, and emerging market opportunities.				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Financial Markets, Products & Instruments		
Overview of Financial Markets, Classification of Financial Markets: Money Market vs. Capital Market, Primary and Secondary Markets, Role of Financial Markets in the Economy. Equity Instruments: Stocks, Preferred Shares, Debt Instruments: Bonds, Treasury Bills, Derivatives: Futures, Options, Swap, Hybrid Instruments: Convertible Securities	1	9
UNIT II Market Operations and Trading Mechanism		

Stock Exchanges and Trading Platforms, Order Types and Trade Execution, Clearing and Settlement Process, Role of Brokers and Market Makers. Asset Management and Mutual Funds, FinTech and Digital Financial Service.	2	9
UNIT III Regulatory Framework and Compliance		
Key Regulatory Bodies: SEC, CFTC, RBI, SEBI, etc., Major Financial Regulations: Dodd-Frank Act, MiFID II, Basel III, Anti-Money Laundering (AML) and Know Your Customer (KYC) Requirements, Ethical Standards in Financial Services.	3	9
UNIT IV Financial Analysis and Valuation		
Fundamental Analysis: Financial Statements, Ratios, Technical Analysis: Charts, Indicators, Valuation Methods: DCF, Comparable Companies Analysis, Precedent Transactions. Portfolio Management: Portfolio Theory and Asset Allocation, Risk and Return Analysis, Portfolio Performance Evaluation, Behavioral Finance and Investor Psychology	4	9
UNIT V Global Financial Markets		
International Financial Markets and Instruments, Foreign Exchange Markets and Exchange Rate Mechanisms, Global Financial Crises: Causes and Consequences, Emerging Markets and Opportunities	5	9
Total Hours :		45

Learning resources

Textbooks:

- NSE Academy, NCFM -Financial Markets: Basic and Advanced Module, Mumbai
- M. Y. Khan, Indian Financial System, McGraw Hill Education, 2019
- Financial Markets and Institutions" by Frederic S. Mishkin and Stanley G. Eakins
- Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus

Reference Books:

- Options, Futures, and Other Derivatives" by John C. Hull
- Fundamentals of Financial Management" by James C. van Horne and John M. Wachowicz Jr.
- The Intelligent Investor" by Benjamin Graham

Online Resources/E-Learning Resources

- Basics of NSMART Tool
- NSMART Workspace setup Functionalities
- NSMART Query - NSMART Trading
- NSMART Cash settlement & reports
- NSMART LIVE Trading

Case Study

- **Case study1:** Analyse the causes, key players, regulatory failures, and the aftermath of the 2008 financial crisis and study the rise and fall of internet companies in the late 1990s and early 2000s, focusing on investor behavior and market speculation.
- **Case study 2:** Investigate the financial fraud and accounting irregularities that led to Enron's collapse and discuss the role of auditors and regulatory bodies and explore the factors leading to the bankruptcy of Lehman Brothers and its impact on the global financial system. Non-Confidential
- **Case Study 3:** Study the development and growth of Exchange-Traded Funds (ETFs), their impact on markets, and their advantages over traditional mutual funds.
- **Case study 4:** Analyse the rise of FinTech companies, focusing on innovations like peer-to-peer lending, robo-advisors, and blockchain technology.
- **Case Study 5:** Discuss the ethical issues surrounding the creation and marketing of complex financial products and Analyze the ethical lapses and organizational culture that led to the creation of fake accounts at Wells Fargo.

Banking and Finance

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Banking and finance		Course Code/ Course Type		PMSS02	
Course Pattern		2026		Version			
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):		1. Understand the fundamentals, types, and functions of banking and insurance. 2. Explain advanced banking products, services, and customer-specific financial solutions. 3. Analyze digital banking products, technology-driven services, and associated risks. 4. Apply insurance and risk management concepts to different life and business situations. 5. Evaluate treasury management practices and financial risk management strategies.					
Course Learning Outcomes (CLO):		1. Identify different types of banks, banking functions, regulatory concepts, and basic insurance policies. 2. Describe retail banking, corporate banking, NRI services, HNI services, wealth management, and financial planning. 3. Examine digital banking channels, payment systems, ATMs, mobile banking, internet banking, frauds, and value-added services. 4. Select suitable insurance products and explain claim procedures, risk coverage, and insurance intermediaries. 5. Assess liquidity management, foreign exchange risk, hedging, regulations, technology, and treasury best practices.					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I Fundamentals of Banking and Insurance		
Concept; Definition of Banking; Types of banks - Commercial Banks, Small Finance Banks, Payments Banks; Public Sector Banks, Private Sector Banks, Foreign Banks, Regional Rural Banks; Functions of banking – deposits, lending and investments; Reserve Bank of India and its role as the banking regulator; Key policy rates – Bank Rate, Repo Rate, Reverse	1	9

Repo Rate, Marginal Standing Facility (MSF); Banking Regulation Act, 1949. Bank-Customer Relationship, NPA and Securitization, Understanding a Bank's Financials, Regulatory Framework, Overview of Insurance, Types of Insurance Policies.		
UNIT II Advance Banking and Insurance		
Difference between Retail Banking and Corporate Banking; Products offered under retail banking; Payment and settlement services – paper-based and electronic payments; Definition of NRI; Various account services provided to NRI; Definition of High Networth Individuals (HNIs); Portfolio Management Services (PMS) & Wealth Management; Concept of Financial planning and the steps involved in financial planning.	2	9
UNIT III Digital Banking and Value-added Services		
Introduction to digital banking products- cards– EMV Technology such as Tap and Go, NFC, - ATMs, ATM Network Planning such as Onsite & Offsite, Security & Surveillance, Cash Deposit Machines (CDR)– Cash Re-cyclers Overview – Mobile Banking - Internet Banking,– POS terminals - Profitability Risk Management and Frauds, Back End Operations and Technology for ATMs, CDRs, POS, Cash Recyclers, IMPS, Mobile Banking, Internet Banking, Banking Mobile, Banking Payments System, Digital Disruption and New Technologies, e-Locker, iMobile and other Value Added Services.	3	9
UNIT IV Insurance and Risk Management		
Introduction to Insurance, Fundamentals of Risk Management, need for insurance; Concept of Risk; Various types of risk; Types of insurance products – Life, Non-life and Medical; Life insurance products – Pure Risk policies & Investment policies; non-life insurance products – Fire, Burglary, Marine, Vehicle, Accident, Travel/Transit; Medical Insurance – need and significance; Insurance claims and the processes involved; Actuarial services. Insurance Contract Terminology Elements and Principles, General Insurance, Personal and Liability Insurance, Financial Planning and Life Insurance, Insurance Intermediaries.	4	9
UNIT V Treasury Management		
Treasury Management: Meaning; Functions of Treasury Management; Financial Risk Management; Liquidity Management – Accounts Receivable/Payables (AR/AP), Order to Cash (O2C); Regulations & Technology; Foreign Exchange & Hedging FX risk; Best practices	5	9
Total Hours :		45

Learning resources

Textbooks:

- Principles & Practice of Banks, M/S Macmillan India Ltd
- Indian Banking, S Natrajan & Dr. R Parmeshwaram
- Banking Principles & Operations, M.N.Gopinath Digital banking, Indian Institute of Banking & Finance, Taxmann, 2019
- Retail and Digital Banking: Principles and Practise, John Henderson

Reference Books:

- The Digital Banking Revolution audiobook: How financial technology companies are rapidly transforming the traditional retail banking industry through disruptive innovation. Luigi Wewege, Narrated by Jim Cassidy, Sept 2017
- Digital Bank: Strategies to launch or become a digital bank, Chris Skinner
- R. Cooper, "Corporate Treasury and Cash Management", 2003, Palgrave Macmillan UK

Online Resources/E-Learning Resources

Case Study

Case Studies:

Case study 1: Visit the Websites of five different Insurance Companies Offering Life Insurance. Get details on the Various Policies Offered by them.

Case Study 2: Prepare a Comprehensive Report for each of these Banks Covering the following

- Retail Banking products (one Asset Product and one Liability Product) are best suited for people in different stages of the life cycle.
- Five client categories to be selected:
 - (a) A young executive who has just joined the job after studies.
 - (b) A young housewife with 1 small child.
 - (c) A middle-aged middle level Senior Executive in a Private Firm having two school going children and dependent parents.
 - (d) An elderly lady staying alone with no dependents, and
 - (e) A member of the armed forces in mid 30s.
- Based on the data which you give in the above, justify your selections for each of them.
- List the documents to be submitted by the customers for applying for each product. You can obtain sample forms from any of the banks as you think appropriate.
- Explain the operational details for each of the products

Case study 3: Prepare a Comprehensive Report for each of these Companies Covering the following:

- Insurance products best suited for the different life stages – take five examples like young executive having joined job after studies, young married woman with one small child, middle aged man having two school going children and one dependent parent, Elderly lady staying alone with no dependents, member of the armed forces in mid 30s.
- From the chart above, recommend the best suited life insurance policy to each of them.
- List the documents to be submitted for applying for each type of insurance and help them fill out the application form. You can obtain sample application forms from the relevant insurance company.
- Explain the claims procedure along with requirements for claiming insurance at the time of occurrence of the insured event.

Projects List:

Project 1: An employee of a public enterprise injured during the maintenance of public service, The victim or his/her dependent reaches an agent (You) for settlement of claims in respect of compensation on Permanent disability accompany them.

Project 2: Collect cases on outlier claims of 3 different insurance companies

Project 3: Customers as a parent asking for the most suitable policies for their girl child for her potential college and marriage expenses as an agent you need to provide a suitable government scheme by comparing capital premium pricing among all the policies available and accompany them throughout the procedures

Project 4: You are the Territory manager of a renowned Insurance Company. A construction company owner wants to take policy for his site workers. What policy will you suggest to him and what details you will collect from him? (Submit the Filled Application Form of any company also mention the features of the policy)

Project 5: Create a new product with a combination of savings and life cover and also need to have the features of an innovative value proposition.

Project 6: Analyzing the Impact of Fintech on Traditional Indian Banking: Assess how Fintech startups are disrupting and influencing traditional banking models in India. Identify potential challenges and opportunities for collaboration.

Project 7: Financial Inclusion in Rural India: Assessing the Role of Microfinance Institutions: Evaluate the effectiveness of microfinance institutions in promoting financial inclusion and economic development in rural India.

Project 8: Adoption of Digital Payments in India: Trends and Challenges: Analyze the growth and barriers to adoption of digital payment methods like UPI, wallets, and mobile banking in India

