FACULTY OF MANAGEMENT STUDIES (FMS)

(An ISO 9001:2015 Certified)

SCHEME OF EXAMINATION
AND
COURSE OF STUDY

For

MASTER OF BUSINESS ADMINISTRATION (BUSINESS ECONOMICS)

(Under Choice Based Credit System)

Session: 2026 onwards

(Semester: I - IV)

GURUKULA KANGRI (DEEMED TO BE UNIVERSITY)
HARIDWAR-249404

"Deemed to be university u/s 3 of UGC Act 1956"

C/GE/ FC	Subject Code	Subject Title	Hours Per Week			Credit	Evaluation Scheme			Subject Total
							Internal Assessment		ESE	
			L	P/ CS	T		CT	TA		
M.B.E.IYear										
Semester–I										
C	MBE–C101	Vedic Management & Indian Knowledge System	**3**		-	3	20	10	70	100
C	MBE–C102	Managerial Economics	**3**	-	-	3	20	10	70	100
C	MBE–C103	Business Law	**3**	-	-	3	20	10	70	100
C	MBE–C104	Management Process & Organizational Behaviour	**3**	-	-	3	20	10	70	100
C	MBE–C105	Quantitative Methods	**3**	-	-	3	20	10	70	100
C	MBE–C106	Business Communication	**3**	-	-	3	20	10	70	100
C	MBE–C107	Accounting for Managers	**3**	-	-	3	20	10	70	100
C	MBE–C108	Computer Applications in Management	**2**	**1**		3	20	10	70	100
C	MBE–C109	Personality Development and Professional Skills I	-	**2**	-	2	-	-	50	50
						26	**TOTAL**			**850**
Semester–II										
C	MBE–C201	Business Environment	**3**	-	-	3	20	10	70	100
C	MBE–C202	Management Science	**3**	-	-	3	20	10	70	100
C	MBE–C203	Research Methodology	**3**	-	-	3	20	10	70	100
C	MBE–C204	International Economics &ForeignTrade	**3**	-	-	3	20	10	70	100
C	MBE–C205	Financial System& Business Finance	**3**	-	-	3	20	10	70	100
C	MBE–C206	Managerial Perspective in Human Resource and Marketing	**3**	-	-	3	20	10	70	100
C	MBE–C207	Risk Management & Insurance	**3**	-	-	3	20	10	70	100
C	MBE–C208	Business Analytics	**3**	-	-	3	20	10	70	100
C	MBE–C209	Personality Development and Professional Skills II	-	**2**	-	2			50	50
						26	**TOTAL**			**850**
M.B.E.IIYear										
Semester–III										
C	MBE–C301	Summer Project(Viva)	-	**3**	-	3	20	10	70	100
C	MBE–C302	Universal Human Values and Indian Ethos	**3**	-	-	3	20	10	70	100
C	MBE–C303	Econometrics	**3**	-	-	3	20	10	70	100
C	MBE–C304	Strategic Management	**3**	-	-	3	20	10	70	100
C	MBE–C305	Soft Skills	**2**	-	-	2	10	10	30	50
DSE	MBE–E---	GroupIElectiveI	**3**	-	-	3	20	10	70	100
DSE	MBE–E---	GroupIElectiveII	**3**	-	-	3	20	10	70	100
DSE	MBE–E---	GroupIIElectiveI	**3**	-	-	3	20	10	70	100
DSE	MBE–E---	GroupIIElectiveII	**3**	-	-	3	20	10	70	100

						26	**TOTAL**			**850**
Semester–IV										
C	MBE–C401	Dissertation (Specialization)*		**6**	**-**	6	40	20	140	200
C	MBE–C402	Project Management	**3**		**-**	3	20	10	70	100
C	MBE–C403	Entrepreneurship Development	**3**	**-**	**-**	3	20	10	70	100
DSE	MBE-E---	GroupIElectiveIII	**3**	**-**	**-**	3	20	10	70	100
DSE	MBE-E---	GroupIIElectiveIII	**3**	**-**	**-**	3	20	10	70	100
						18	**TOTAL**			**400**
TOTALCREDITS						**96**	**G.TOTAL**			**2950**

L=Lecture P=Practical CS=Case Study CT=Class Test TA=Teacher Assessment ESE=End semester Examination C=Core Paper DSE=Discipline Specific Elective

LIST OF ELECTIVES III & IV SEMESTER

Note: Student can take any two of the following groups/specialization, each having two papers, with the condition that a minimum of 20 students are enrolled in a group.

Group: MARKETING

MBE – E301/401 Marketing of Services
MBE – E302/402 Retailing Management
MBE – E303/403 Event Management
MBE – E304/404 International Marketing Management
MBE – E305/405 Rural Marketing
MBE – E346/446 Marketing Analytics & Strategy

Group: FINANCE

MBE – E306/406 Management of Financial Services
MBE – E307/407 Taxation
MBE – E308/408 Investment Management and Financial Derivatives
MBE – E309/409 Working Capital Management
MBE – E310/410 Management of Banks
MBE – E347/447 Finance and Risk Analytics

Group: HUMAN RESOURCES

MBE – E311/411 Industrial Relations
MBE – E312/412 Human Resource Development
MBE – E313/413 Labour Law
MBE – E314/414 Competency Mapping and Development
MBE – E315/415 Diversity Equity and inclusion (DEI) in Organization
MBE – E348/448 HR Analytics and Strategy

Group: BUSINESS ANALYTICS AND AI

MBE – E316/416 Artificial Intelligence and Deep Learning
MBE – E317/417 Retail and E-commerce Analytics
MBE – E318/418 Python for Data Analysis
MBE – E319/419 Artificial Intelligence in Business
MBE – E320/420 Cloud Computing
MBE – E349/449 Enterprise Analytics

Group: APPLIED ECONOMICS

MBE – E321/421 Environmental Economics
MBE – E322/422 Health Economics
MBE – E323/423 Behavioral Economics
MBE – E324/424 Experimental Economics
MBE – E325/425 Economics of Education

MBE – E350/450 Industrial Economics

Group: INNOVATION AND ENTERPERNUERSHIP

MBE – E326/426 Start-Up Studies
MBE – E327/427 Small Business Environment & Management
MBE – E328/428 New Enterprise Management
MBE – E329/429 Ethics and Business Governance
MBE – E330/430 Legal Aspects of Business
MBE – E351/451 Entrepreneurship, Creativity and Innovation

Group: INTERNATIONAL BUSINESS

MBE – E331/431 International Trade Practices, Procedures and Documentation
MBE – E332/432 International Financial Management
MBE – E333/433 International Financial System and Markets
MBE – E334/434 India's Foreign Trade Policy
MBE – E335/435 International Brand Management
MBE – E352/452 International Supply Chain Analytics

Group: LIFE INSURANCE

MBE – E336/436 Practice of Life Insurance
MBE – E337/437 Legal Aspects of Life Insurance
MBE – E338/438 Life Insurance Underwriting
MBE – E339/439 Group Insurance and Retirement Schemes
MBE – E340/440 Health Insurance
MBE – E353/453 Digital Transformation & Insurtech in Life Insuarance

Group: GENERAL INSURANCE

MBE – E341/441 Practice of General Insurance
MBE – E342/442 Fire & Marine Insurance
MBE – E343/443 Motor & Miscellaneous Accident Insurance
MBE – E344/444 Principle & Practice of General Insurance and Survey & Loss Assessment
MBE – E345/445 General Insurance Accounts Preparation and Regulation of Investment
MBE – E354/454 Digital Transformation & Insurtech in General Insurance

MASTER OF BUSINESS ADMINISTRATION – BUSINESSECONOMICS(MBE)

The M.B.A. (B.E.) programme aims at providing inputs to the students relevant to business, industry, trade and the service sector so that they can function effectively in different organizations and face the challenges arising therefrom. The programme not only aims at providing knowledge and skills in different areas of management but also provides inputs necessary for the overall development of the personality of the students. The structure of the programme is designed in a way that students have to study the core courses from different functional areas of management which are made compulsory. Later on, specializations are offered in functional areas where the students can opt for any two specializations out of the seven offered, namely: Life Insurance, General Insurance, International Business, Innovation and Entrepreneurship, Marketing, Applied Economics , Business Analytics and AI, Human Resource Management and Finance. Right from the beginning of the programme, the focus is on providing relevant inputs through case discussions, case analysis, simulation exercises, role plays, presentations and other experiential learning methods, keeping in mind the current business scenario. Broadly, the programme is of two years duration divided into four semesters. The first and second semesters comprise core courses consisting of eight papers of 40 sessions each of one-hour duration. The third and fourth semesters contain a combination of core papers and discipline-specific elective papers.

There is a system of dual specialization. The students are required to opt for two functional areas of specialization and study four papers from each selected specialization, comprising two papers in the third semester and two papers in the fourth semester from Discipline Specific Elective Groups I and II. Summer Training of six to eight weeks duration is compulsory for every student pursuing the programme, which shall be undertaken between the second and third semesters. The Summer Training Project Report forms an integral component of the programme evaluation. In the fourth semester, students are required to undertake a Research Project/Dissertation under the supervision of a faculty member. The Dissertation and Viva-Voce Examination are integral parts of the programme and are intended to develop research aptitude, analytical ability and practical understanding of management concepts and applications.

EVALUATION OF PAPERS

Every paper/course shall carry a maximum of **100 marks**, consisting of **70 marks for the End Semester Examination** and **30 marks for Internal Assessment**, as per University rules. The Internal Assessment shall comprise two components: **(i) Class Test (20 Marks)** and **(ii) Teacher Assessment (10 Marks)**. The End Semester Examination question paper shall consist of **two sections, namely Section-A and Section-B**. **Section-A** shall contain **ten (10) short-answer type questions**, covering the entire syllabus. Students shall be required to answer **any five (5) questions**, each carrying **6 marks**, making a total of **30 marks**. **Section-B** shall contain **eight (8) long-answer type questions**, each carrying **10 marks**. Students shall be required to attempt **any four (4) questions**, making a total of **40 marks**. The examiner may set **one case study carrying 20 marks in lieu of two long-answer questions** in Section-B. In such cases, the case study shall be analytical and application-oriented in nature.The questions in both sections shall be uniformly distributed across the entire syllabus to ensure comprehensive coverage of the course contents. While setting the question paper, the examiner may use the previous year's question paper/model paper as a guideline; however, the prescribed syllabus shall be strictly followed.

SUMMER TRAINING AND ITS PROJECT REPORT

1. At the end of the Second Semester Examination, every student of MBA shall undergo industrial training in any manufacturing, service, financial organization or a Non-Profit Organization (NPO). The training shall be of **6 to 8 weeks duration**.

2. During the training, the student is expected to learn about the organization and analyze/suggest solutions to a live problem. The objective is to equip the student with the knowledge of the actual functioning of the organization and the problems faced by it, thereby enabling the student to explore feasible solutions and suggestions.
3. During the course of training, the organization where the student is undergoing training shall assign a problem/project to the student.
4. After completion of the training, the student shall submit a report to the Faculty/Department, which shall form a part of the Third Semester Examination. However, the report must be submitted latest by **31st August** during the Third Semester.
5. The report (based on the training and the problem/project studied) prepared by the student shall be known as the **Summer Training Project Report**. The report should ordinarily be based on primary data. It should reflect an in-depth study of a micro problem ordinarily assigned by the organization where the student undergoes training. Relevant tables and bibliography should support the report. One comprehensive chapter must be included about the organization where the student has undergone training. This chapter should deal with the brief history of the organization, its structure, performance, products/services and problems faced. This chapter shall form **Part-I** of the Report. **Part-II** of the Report shall contain the study of the micro research problem. The average size of the Report shall ordinarily be **70 to 100 typed pages** in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in hard-bound (paper-back) form, shall be submitted to the Faculty/Department for evaluation and another shall be retained by the student after getting both the reports duly forwarded by the Head and Dean of the Faculty.
6. The Report shall contain a certificate duly signed by the Reporting Officer of the organization where the student has undergone training. This certificate shall be countersigned/forwarded by the Head and Dean of the Faculty before submission to the Department.
7. Evaluation of the Report and Viva-Voce Examination shall be conducted by both External and Internal Examiners, with **External Evaluation of 70 marks** and **Internal Evaluation of 30 marks**.
8. A late fee of **Rs. 1,000/-** shall be paid by the student if he/she fails to submit the Report by **31st August**.

DISSERTATION AND ITS REPORT

In the Fourth Semester, candidates shall submit a **Research Project Report/Dissertation** on a problem/topic related to their area of specialization and assigned/approved by the Department under the supervision of a faculty member of the Department. The Research Project Report shall carry **200 marks**. Evaluation of the Research Project Report and Viva-Voce Examination shall be conducted jointly by External and Internal Examiners, with **External Evaluation of 140 marks** and **Internal Evaluation of 60 marks**. The Report shall contain the objectives of the study, scope of the study, significance of the study, review of relevant literature, research methodology, analysis and interpretation of data, results, conclusions and recommendations. The Report shall also contain relevant charts, diagrams, tables, references and bibliography. A certificate duly signed by the Supervisor and the Head of the Department certifying the authenticity of the work shall be attached with the Report. The student shall submit **three copies** of the Research Project Report to the Head of the Programme/Department. The average size of the Report shall ordinarily be **100–125 typed pages** in standard font size (12) and double spacing. One copy of the Report, duly typed on A-4 size paper in hard-bound (paper-back) form, shall be submitted to the Faculty/Department for evaluation, while the remaining copies shall be retained by the student after obtaining due forwarding by the Head and Dean of the Faculty.

NOTE:

1. Students securing **70% or more aggregate marks** in the previous semesters shall be eligible to undertake the Dissertation. Students having Job Offers, Internship/Training Offers, or Placement Offers from reputed organizations may also be permitted to undertake the Dissertation subject to approval by the Department.
2. Students opting for Dissertation shall study only **Two Core Subjects** during the Fourth Semester. Dissertation fieldwork shall commence after completion of the Core Subjects in the first month of the Fourth Semester and shall ordinarily begin latest by **28th February**.
3. Students not opting for Dissertation shall study **Four Papers**, comprising **Two Core Papers and Two Elective Papers**, as prescribed under the programmecurriculum.The Dissertation and Viva-Voce Examination shall form an integral part of the MBA Programme.

PROGRAM OUTCOMES (POs)–MBE

PO1: Develop students' knowledge, skills, attitudes and leadership capabilities to enable them to function effectively and responsibly in a dynamic global business environment.

PO2: Recognize, formulate, analyze and solve complex business and economic problems through the application of management theories, quantitative techniques, research methods and critical thinking.

PO3: Conduct independent research by identifying research problems, reviewing relevant literature, applying appropriate research methodologies, analyzing data and drawing meaningful conclusions for managerial decision-making.

PO4: Design and implement innovative and sustainable solutions for complex business, economic and organizational problems while considering legal, social, cultural, ethical and environmental dimensions.

PO5: Communicate effectively with business professionals, policy makers, academicians and other stakeholders through reports, presentations, documentation and professional interactions using appropriate communication skills and digital tools.

PO6: Apply ethical principles, professional values, corporate governance practices and social responsibility in managerial and entrepreneurial decision-making.

PO7: Demonstrate proficiency in the use of quantitative, analytical and technological tools, including statistics, econometrics, banking, insurance, financial analysis and business analytics for effective business management.

PO8: Develop entrepreneurial competencies, innovation orientation and strategic thinking required for creating, managing and sustaining business ventures in a competitive environment.

PO9: Function effectively as an individual, team member and leader in multidisciplinary and multicultural environments by exhibiting interpersonal skills, collaboration and managerial competence.

PO10: Recognize the need for lifelong learning and continuously upgrade knowledge and skills to adapt to changing business, technological and economic environments.

PO11: Analyze national and international economic, financial and business developments and assess their implications for organizations, industries and public policy.

PO12: Develop competent management professionals with strong business acumen and economic understanding, capable of contributing to organizational excellence, economic development and societal well-being in alignment with national priorities and global standards.

FIRST SEMESTER

MBEIYear	MBE-C101		Semester-I		
	Vedic Management & Indian Knowledge System				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	MarksAllotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcome	MappedProgram Outcomes
CO.1	Familiarity with Vedic management believe in scarifying ego, opinions and strongly held beliefs and achievepeacethroughselfishnessandcooperativeHuman behavior through dharma and yoga.	**PO.1,PO.2,PO.4,PO .5,PO.6**
CO.2	UnderstandingVedic value,culture,code of conduct and leadership style in ancient era and applying it in modern era	**PO.1,PO.2,PO.6,PO .7,PO.8**
CO.3	The differentiation of karma and Akaram Siddhant according ancient scripture and its implication inModern life	**PO.1,PO.2,PO.7and PO.8**
CO.4	To understand techniqueof Vedic Philosophy andGeeta for self motivation and its application in modern business	**PO.2,PO.3,PO.4,PO .5**

Course Code and Name: MBE-C101Vedic Management & Indian Knowledge System

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	2	2	1	1
CO2	2	2	1	1	1	2	2	2
CO3	2	2	1	1	1	1	2	2
CO4	1	2	2	2	2	1	1	1
CO5	2	2	1	1	1	2	2	2
CO6								
Average	1.8	2	1.2	1.4	1.4	1.6	1.6	1.6

OBJECTIVE:

To develop an understanding of Indian knowledge traditions, ethical values, leadership principles, self-management, and their application in contemporary management and organizational practices.

Introduction to Vedas, Manu Smriti: Code of Ideal Human Conduct, Management Practices from Kautilya's Arthashastra, Purusarthas (Absolute Attainments), Principles of Ramayana in Management Perspective. **(7 Hours)**

Leadership: An Indian Vision, Qualities of a Leader, Lessons Taught by Indian Scriptures, Self-Management, Management of Men and Motivation as Viewed in Vedic Philosophy, Managerial and Corporate Excellence. **Case Study 1:** Relevant Case Study. **(8 Hours)**

Business Ethics: Ethical Decision-Making, Value-Oriented Holistic Management, Corporate Ethics, Theory of Karma Siddhanta, Gita and the Art of Successful Management, Individual Discipline, Family and Social Discipline, National Discipline. **Case Study 2:** Relevant Case Study. **(8 Hours)**

The Concept of Non-Duality of Prakriti (Jad) and Purush (Chetana): Pancha-Mahabhutas, the Root of Sorrow and Suffering, Freedom from Sorrow, Eternal Peace, Truth (Vyavaharika Satya), Ultimate Truth, Differentiating Vidya and Avidya, Human Bondages, Higher and Lower Knowledge (Para Vidya & Apara Vidya). **(9 Hours)**

Fundamental Concept of Nitishastra: Satyanishtha and Abhiruchi (Ethics, Integrity & Aptitude), The True Nature of Self: *Shiksha Valli*, *Bhrigu Valli* (Concept of Atman–Brahman: Self, Soul), The True Constitution of Human: *Ananda Valli* (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). **Case Study 3:** Relevant Case Study. **(8 Hours)**

SUGGESTED READINGS:

11. Chakravarty, A. E. (2001). *The Geeta and the Art of Successful Management*. HarperCollins Publishers India Pvt. Ltd., New Delhi.
12. Dave, N. V. (2003). *Vedanta and Management*. Deep & Deep Publications Pvt. Ltd., New Delhi.
13. Dwivedi, R. S. (2000). *Corporate Excellence (The Eternal Quest).* Macmillan India Limited, New Delhi.
14. Ganeshdas, A. S. (1996). *Dharma Ratnam*. Sadhubela Foundation, Roop Nagar, New Delhi.
15. Murthy, C. S. V. (2006). *Business Ethics (Text and Cases)*. Himalaya Publishing House, New Delhi.
16. Pandey, M., & Pandey, K. (2024). *Vedic Management* (1st ed.). BFC Publications, Lucknow.
17. Ranganathananda, Swami. (2000). *Human Values in Management* (3rd ed.). Bharatiya Vidya Bhavan, Mumbai.
18. Sharma, R. N. (1998). *Manusmriti*. Chaukhamba Sanskrit Pratishthan, New Delhi.
19. Sherlekar, S. A. (1998). *Ethics in Management*. Himalaya Publishing House, New Delhi.
20. Vaidya, C. V. (2005). *History of Sanskrit Literature*. Parimal Publications, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

	Managerial Economics				
Time Allotted For End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the circular flow of economic activity	**PO.1,PO.2,PO.3,PO .4,PO.6**
CO.2	Explain the determinants of market demand at firm and industry level	**PO.4**
CO.3	Define the price-output decision in multi-plant and multi-product firms	**PO.2,PO.3,PO.4**
CO.4	Explain the Cost Volume Profit Analysis	**PO.5,PO.6**
CO.5	Define the important terms/agencies/approaches/practices related to National Income	**PO.5,PO.6**

Course Code and Name: MBE-C102 Managerial Economics

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	1	1	1
CO2	1	1	1	3	1	1
CO3	1	2	2	2	1	1
CO4	1	1	1	1	2	2
CO5	1	1	1	1	2	2
CO6						
Average	1	1.2	1.4	1.6	1.4	1.4

OBJECTIVE:

The objective of this course is to provide students with an understanding of economic principles and analytical tools used in managerial decision-making and business strategy formulation.

Unit I: Concepts and Techniques of Managerial Economics

Concepts and Techniques of Managerial Economics, Nature of Business Decision Making, Marginal Analysis. Foundational Concepts, Intelligent Agents, and the Role of AI in Processing Large Datasets for Economic Modeling. **(8 Hours)**

Unit II: Theory of Demand

Theory of Demand: Demand Function, Income and Substitution Effects, Revealed Preference Approach and Demand Forecasts, Production and Cost, Returns to Scale, Cost Curves and Break-Even Analysis. Using Machine Learning Models to Analyze Consumer Behavior, Estimate Demand Elasticity, and Forecast Sales. **(8 Hours)**

Unit III: Theory of Firm

Theory of Firm, Profit Maximization, Sales Maximization, Market Structure, Perfect Competition, Monopoly, Oligopoly and Non-Price Competition. **(8 Hours)**

Unit IV: Macroeconomics

Macroeconomics: Aggregates and Concepts, GNP and GDP, Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation. **(8 Hours)**

Unit V: National Income and Economic Policies

Balance of Payments, Money Supply, Monetary Policy, Fiscal Policy, Concept and Measurement of National Income, Determination of National Income. **(8 Hours)**

SUGGESTED READINGS:

1. Adhikary, M. (2001). *Business Economics*. Excel Books, New Delhi.
2. Peters, Lewis, & Jain. (2008). *Managerial Economics*. Prentice Hall, New Delhi.
3. Dwivedi, D. N. (2009). *Managerial Economics*. Vikas Publishing House Pvt. Ltd., New Delhi.
4. Gupta, G. S. (2001). *Managerial Economics*. Tata McGraw Hill Education, New Delhi.
5. Keat, P., & Young, P. K. (2008). *Managerial Economics*. Prentice Hall, New Delhi.
6. McGuigan, J. R., & Moyer, R. C. (2007). *Managerial Economics: Applications, Strategies and Tactics*. South-Western College Publication, USA.
7. Case Study 1: Kvedaravičienė, I., &Vilkanciene, L. (2013). *Shopping Centre Europa – When Threats Become Opportunities*. Emerald Emerging Markets Case Studies, 3(6), 1–5.
8. Permanent Link: https://doi.org/10.1108/EEMCS-06-2013-0076
9. Case Study 2: Jain, P. (2013). *Economics Behind the Internationalization of Biocon India Ltd.* Emerald Emerging Markets Case Studies, 3(7), 1–20.
10. Permanent Link: https://doi.org/10.1108/EEMCS-08-2013-0163

NOTE: The list of cases, specific references, books including recent articles, will be announced in the class by the concerned teachers from time to time.

MBE-IYear	MBE-C103		Semester-I		
	Business Law				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Appraise law in general and real-life situation to apply the acquired knowledge andSkills in the functional areas	**PO1,PO3**
CO.2	To explain the concept and prevailing laws'sales of goods act'inthecountyPropose ways to interconnect the different functional areas of management.	**PO7**
CO.3	To develop and equip the students with proper knowledge of Negotiable InstrumentsAct to suggest the organization relevant changes for ethical practices with the help of acquired knowledge	**PO3,PO5**
CO.4	To analyze and suggest the innovative ideas as the solution for the businessProblems and Express or communicate ideas with clarity (oral and written)	**PO2,PO6**
CO.5	Able to recognize the need for independent and life-long learning to apply company laws in developing successful entrepreneurs and develop the minds to think out ofbox.	**PO2,PO7,PO8**

Course Code and Name: MBE-C103 Business Law

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	1
CO2	1	1	1	2	1	1	3	1
CO3	1	1	2	1	2	1	1	1
CO4	1	2	1	1	1	2	1	1
CO5	1	2	1	1	1	1	2	2
CO6								
Average	1.2	1.4	1.4	1.2	1.2	1.2	1.6	1.2

OBJECTIVE:

This course is designed to provide students with a comprehensive understanding of business laws governing commercial transactions, partnerships, sale of goods, negotiable instruments, and companies. The course also introduces contemporary legal, ethical, and regulatory challenges associated with Artificial Intelligence (AI) in business organizations.

Unit 1:Contract Act, 1872: Definition of a Contract and its Essentials, Formation of a Valid Contract-Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of Object, Discharge of a Contract by Performance, Impossibility and Frustration, Breach, Damages for Breach of a Contract, Quasi Contracts, Contract of Indemnity and Guarantee, Ethical, Legal & Regulatory Challenges of AI. **Case Study 1:** Relevant Case Study. **(8 Hours)**

Unit 2:Partnership Act, 1932: Definition of Partnership and its Essentials, Rights and Duties of Partners, Types of Partners, Minor as a Partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of Firms. **Sale of Goods Act, 1930:** Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Rights of Unpaid Seller against the Goods, Remedies for Breach. **Case Study 2:** Relevant Case Study. **(8 Hours)**

Unit 3:Negotiable Instruments Act, 1881 & IPR Act: Definition and Characteristics, Kinds of Negotiable Instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in Due Course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques. **IPR:** Meaning, Nature & Significance, Various Forms of Intellectual Property: Copyright, Patents, Trademark. **Case Study 3:** Relevant Case Study. **(8 Hours)**

Unit 4:The Companies Act, 2013: Meaning and Types, Incorporation, Memorandum & Articles of Association, Prospectus, Issue of Shares and Bonus Shares, Rights Issue, Sweat Equity, Role of Directors, Share Qualification, Company Meetings. **The Limited Liability Partnership Act, 2008:** Meaning and Nature of Limited Liability Partnership, Formation, Partners and their Relations, Extent and Limitation of Liability. **AI in Business Organizations:** Partnerships & Companies. **Case Study 4:** Relevant Case Study. **(8 Hours)**

Unit 5:RTI Act, 2005 & Cyber Law: RTI Act, 2005-Meaning, Features of the Act, Procedure for Requesting Information. **Cyber Space & Cyber Law:** Introduction, IPR in Cyber Space: Copyright & Trademarks in Digital Environment, Introduction to Cybercrimes & Cyber Forensics. **Digital Personal Data Protection Act, 2023:** Types of Data, Privacy Concerns of Cyberspace. **Case Study 5:** Relevant Case Study. **(8 Hours)**

SUGGESTED READINGS:

1. Aggarawal, Rohini. (2022). *Taxmann's Mercantile & Commercial Laws – Comprehensive and Authentic Textbook for Indian Contract Act, Sale of Goods Act, Partnership Act, Negotiable Instruments Act, etc. with Case Laws*. Taxmann Publications Private Limited.
2. Nabi, M. K. (2022). *Taxmann's Legal Aspects of Business: Text & Cases*. Taxmann Publications Pvt. Ltd.
3. Raychaudhuri, Priyanka. (2021). *Business Law: Complete Understanding of Commercial Law, Corporate Law, Industrial Law.* Notion Press.
4. Sheth, Tejpal. (Third Edition). *Business Law.* Pearson Education India.
5. Kapoor, N. D. (2020). *Elements of Mercantile Law* (38th ed.). Sultan Chand & Sons.
6. Kapoor, G. K., & Dhamija, Sanjay. (2019). *Business Law.* Sultan Chand & Sons.
7. Bhalla, S. (2016). *Company Law in India: Part-I (Vol. 1).* Law Mystery.in.
8. Gulshan, J. J. (2014). *Business Law Including Company Law.* New Age International Publisher, New Delhi.
9. Kuchhal, M. C. (2014). *Business Law.* Vikas Publication, New Delhi.
10. Singh, Avtar. (2012). *Principles of Mercantile Law*. Eastern Book Company, Lucknow.
11. Kumar, S. (2023). *Cyber Laws & Cyber Crimes: A Guide to Cyber Laws & the Information Technology Act, Rules, Regulations and Notifications along with Latest Case Laws* (2nd ed.). Whitesmann.
12. Ryder, R. D., & Naren, N. (2020). *Internet Law: Regulating Cyberspace and Emerging Technologies*. Bloomsbury.
13. Rastogi, A. (2014). *Cyber Law: Law of Information Technology and Internet.*
14. Rattan, J. (2026). *Right to Information Act, 2005* (7th ed.). Bharat Law House.
15. Reddy, G. B. (2024). *Intellectual Property Rights* (5th ed.). Gogia Law Agency.
16. Myneni, S. R. (2023). *Law of Intellectual Property*. Asia Law House.
17. Mitra, S. C., & Kataria, R. P. (2023). *Law Relating to Right to Information* (3rd ed.). Orient Publishing.

MBEI Year	MBE-C104		Semester-I		
	Management Process And Organizational Behaviour				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	MappedProgram Outcomes
CO.1	To Enumerate the concepts, theories and principles that have evolved in Specific historical contexts and informed both academic thinking and practicesRelated to the field of management.	**PO.1,PO.6, PO.7, PO.8**
CO.2	To Identify the roles of managers at different levels of the organization andClassify the skills necessary for effective performance of their functions.	**PO.1,PO.2,PO.5, P0.7,PO.6,PO.8**
CO.3	To discover and understand the concept of organizational behaviourand Individual decision-making behaviour in an organization effectively and Efficiently.	**PO.1,PO.2, P0.6, PO.7**
CO.4	To study Individual behaviour in groups and dynamic so groups developing aBetter awareness of how they can be better decision makers for building effective teams as leaders themselves.	**PO.1,PO.2, PO.6,**
CO.5	To Evaluate the concepts of leadership,organizational structure &design, Work life and their impact on organizational behaviour.	**PO.1,PO.2, P0.76 PO.7, PO.8**

Course Code and Name: **MBE-C104 Management Process and Organizational Behavior**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	2	2	2
CO2	2	2	1	1	2	2	2	2
CO3	2	2	1	1	1	2	2	1
CO4	2	2	1	1	1	2	2	1
CO5	2	2	1	1	1	2	2	2
CO6								
Average	2	1.8	1	1	1.2	2	2	1.6

OBJECTIVE:

To develop an understanding of management thought, organizational behavior, individual and group dynamics, leadership processes, organizational design, and stress management for effective managerial performance.

Unit I: Evolution of Management Thought

Evolution of Management Thought, Systems and Contingency Approach for Understanding Organizations. **(8 Hours)**

Unit II: Managerial Processes

Managerial Processes, Skills and Roles in an Organisation, Social Responsibility of Business. **(8 Hours)**

Unit III: Individual Behaviour in Organisations

Understanding and Managing Individual Behavior-Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual Decision Making and Problem Solving.

Case Study 1:*Equity in Academia.***(8 Hours)**

Unit IV: Group Behaviour in Organisations

Understanding and Managing Group Processes-Interpersonal and Group Dynamics, Group Decision Making.

Case Study 2:*Group Dynamics: A Difficult Task Force.***(8 Hours)**

Unit V: Leadership and Organisational Effectiveness

Leadership and Influence Process, Understanding and Managing Organisational System, Organisational Design and Structure, Work Stress and Stress Management.

Case Study 3:*Managing Stress and Work-Life Balance, "Technostress": Managing the Specific Psychological Stress Caused by Constant Connectivity, Information Overload, and Fear of AI Displacement.***(8 Hours)**

SUGGESTED READINGS:

1. Koontz, H., Weihrich, H., &Cannice, M. V. (2020). *Management: A Global, Innovative, and Entrepreneurial Perspective* (15th ed.). McGraw Hill.
2. Luthans, F., Luthans, B. C., & Luthans, K. W. (2020). *Organizational Behavior: An Evidence-Based Approach* (14th ed.). Information Age Publishing.
3. Robbins, S. P., Coulter, M. A., & Long, L. (2024). *Management* (16th ed.). Pearson.
4. Robbins, S. P., Judge, T. A., & Vohra, N. (2023/2024). *Organizational Behavior* (19th Global ed. / 18th Indian Subcontinent ed.). Pearson.
5. Singh, Dalip. (2015). *Emotional Intelligence at Work: A Professional Guide* (4th ed.). SAGE Publications.
6. Staw, B. M. (2004). *Psychological Dimensions of Organizational Behavior* (3rd ed.). Pearson/Prentice Hall.
7. Stoner, J. F., Freeman, R. E., & Gilbert, D. R. (2018 reprint). *Management* (6th ed.). Pearson Education.
8. Udupa, K. N. (2000/2011 Reprint). *Stress and Its Management by Yoga* (2nd revised ed.). Motilal Banarsidass Publishers.
9. Case Study 1: Aithal, P. S. (2016–2017). *Organization Behaviour*. Chapter 8, Case 6, *Equity in Academia*. *Organizational Change and Development: Spooked by Computers*. Institute of Management Studies, Mangalore-575001, pp. 17–18.
10. CaseStudy2:http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html
11. CaseStudy3:http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html.

MBEIYear	MBE-C105		Semester-I		
	Quantitative Methods				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination	Maximum Marks (MM)	Total Credits	Maximum Hours

		(ESE)			
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To understand the basics of decision theory concepts and its application in Business problems.	**PO.1, PO.2**
CO.2	To apply the concepts of hypothesis testing to complex business research problems.	**PO.1,PO.2,PO.5,PO.6,PO.7,PO.8**
CO.3	To formulate the equations using regression, correlation and simplex methods.	**PO.6,PO.7,PO.8**
CO.4	To employ probability methods in likelihood estimation problems.	**PO.1,PO.2, PO.5,PO.6,PO.7**
CO.5	To elucidate the data through various forecasting methods	**PO.4,PO.5,PO.6,PO.7,PO.8**

Course Code and Name: **MBE-C105 Quantitative Methods**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	2	2	2	2
CO3	1	1	1	1	1	2	2	2
CO4	2	2	1	1	2	2	2	1
CO5	1	1	1	2	2	2	2	2
CO6								
Average	1.6	1.6	1	1.2	1.6	1.8	1.8	1.6

OBJECTIVE

The objective of this paper is to make the students familiar with some basic statistical tools and linear programming techniques. The main focus, however, is on their applications in business decision making.

Unit I: Mathematical Basis of Managerial Decision

Mathematical Basis of Managerial Decision-Concepts, Steps in Decision Theory, Matrices-Addition, Subtraction, Multiplication, Inverse of Matrices by Cramer's Rules, Frequency Distribution and their Analysis. **(7 Hours)**

Unit II: Probability Theory and Probability Distributions

Probability Theory and Probability Distributions-Binomial, Poisson, Normal Distribution. **(6 Hours)**

Unit III: Correlation and Regression Analysis

Correlation and Regression Analysis-Karl Pearson's Coefficient of Correlation, Rank Correlation, Simple Regression, Test of Hypothesis-t, Z and Chi-Square Tests, F-Test.

Case Study 1:*Statistics at Work - Love Land Computers (Simple Regression and Correlation Related Regression).***(12 Hours)**

Unit IV: Analysis of Time Series

Analysis of Time Series: Components of a Time Series, Determination of Secular Trend and Seasonal Variations in Business Data, Least Squares Method as a Tool for Forecasting.

Case Study 2:*Statistics at Work - Love Land Computers (Time Series).***(8 Hours)**

Unit V: Linear Programming

Linear Programming-Basic Concepts, Formulation, Graphical Methods, Simplex Methods. **(7 Hours)**

SUGGESTED READINGS:

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2013). *Quantitative Methods for Business*. Cengage Learning, New Delhi.
2. Beri, G. C. (2005). *Business Statistics*. Tata McGraw Hill, New Delhi.
3. Brandimarte, P. (2012). *Quantitative Methods: An Introduction for Business Management*. John Wiley & Sons, USA.
4. Curwin, J., & Slater, R. (2008). *Quantitative Methods for Business Decisions*. Thomson Learning, London.
5. Dewhurst, F. (2006). *Quantitative Methods for Business and Management*. McGraw Hill, New Delhi.
6. Curwin, J., & Slater, R. (2004). *Quantitative Methods: A Short Course*. Thomson Learning, London.
7. Keller, G. (2009). *Introduction to Statistics*. Cengage Learning, New Delhi.
8. Levine, D. M., Krehbiel, T. C., Berenson, M., & Vishwanath, P. K. (2011). *Basic Statistics: A First Course*. Pearson Education, New Delhi.
9. Levin, R. I., & Rubin, D. S. (2009). *Statistics for Management*. Pearson Education Inc., New Delhi.
10. Sharma, J. K. (2007). *Business Statistics*. Pearson Education, New Delhi.
11. Sharma, J. K. (2009). *Quantitative Techniques for Managerial Decisions*. Macmillan Publishers India Ltd., New Delhi.
12. **Case Study 1:** Richard I. Levin and David S. Rubin (1995). *Statistics for Management* (Sixth Edition). Hall of India Private Limited, New Delhi.
13. **Case Study 2:** Richard I. Levin and David S. Rubin (1995). *Statistics for Management* (Sixth Edition). Hall of India Private Limited, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by the concerned teachers from time to time.

MBEIYear	**MBE-C106**		**Semester-I**		
	Business Communication				
Time Allotted for End Semester Examination	Marks Allotted For Internal Assessment	Marks Allotted For End Semester Examination	Maximum Marks(MM)	Total Credits	Maximum Hours

		(ESE)			
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand and recall the fundamentals of business communication	**PO.1,PO.2PO8**
CO.2	Apply key communication concepts to manage business.	**PO.1,PO.2,PO.3,PO.7, PO.8**
CO.3	Demonstrate professional speaking, reading, and writing skills required to Communicate in a business.	**PO.3,PO.4,PO.5,PO.6**
CO.4	Recall and apply modern business communication tools to be effective and efficient in business governance.	**PO.3,PO.5,PO.6,PO7**
CO.5	Design his authentic communication style to create impact in the businessWorlds.	**PO5,PO.6,PO7,PO8**

Course Code and Name: **MBE-C106 Business Communication**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	1	2
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	2	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.6	1.2	1.6	1.6	1.6	1.6

OBJECTIVE:

This course is designed to develop effective business communication skills among students by enhancing their verbal, non-verbal, written, digital, and professional communication competencies required in modern organizations. The course also introduces emerging AI-powered communication tools and their applications in business environments.

Unit I: Introduction to Business Communication

Introduction to Business Communication, Importance, Role and Process of Business Communication, Verbal and Non-Verbal Communication, Effective Communication, Directions of Communication and Barriers to Communication, AI-Powered Communication Tools.

Case Study 1:*Profile of an Effective Communicator / Relevant Case Study.***(8 Hours)**

Unit II: Individual and Group Communication

Individual Communication, Letters and Memos, Group Communication, Circulars and Notices, The Process of Writing Commercial Letters, Routine Requests and Replies, Claim and Adjustment Letter. **(8 Hours)**

Unit III: Meetings and Public Communication

Meetings, Agenda and Notice, Press Release, Seminars and Conferences, Group Discussions, Public Speaking, Legal Issues in Communication, Public Relations. **(8 Hours)**

Unit IV: Professional Communication Skills

Negotiation Skills, Presentation Skills, Writing a Business Report, Resume, Curriculum Vitae (CV) and Job Application Letter, The Job Interview.

Case Study 2:*The Presentation Effect / Relevant Case Study.***(8 Hours)**

Unit V: Electronic Communication

Electronic Communication, Fax, E-mail, Internet and Multimedia, AI in Electronic Communication, Office Administration and Management, Business Etiquette. **(8 Hours)**

SUGGESTED READINGS:

1. Chaturvedi, P. D. (2011). *Business Communication: Concepts, Cases, and Applications*. Pearson Education India.
2. Guffey, M. E., & Loewy, D. (2013). *Essentials of Business Communication*. South-Western Cengage Learning.
3. Dwyer, J., & Hopwood, N. (2019). *The Business Communication Handbook*. Cengage AU.
4. Gibson, R. (2002). *Intercultural Business Communication: An Introduction to the Theory and Practice of Intercultural Business Communication for Teachers, Language Trainers, and Business People*. Oxford University Press.
5. Guffey, M. E., Loewy, D., & Griffin, E. (2021). *Business Communication: Process and Product* (Brief Edition). Cengage Canada.
6. Sehgal, M. K., & Khetarpal, V. (2008). *Business Communication*. Excel Books India.
7. Cornelissen, J. P. (2023). *Corporate Communication: A Guide to Theory and Practice*.
8. Turan, N., & Verma, V. (2025). *Business Communication: e-Book for MBA, 1st Semester, Haryana NEP*. Thakur Publication Private Limited.
9. Getchell, K. M., Carradini, S., Cardon, P. W., Fleischmann, C., Ma, H., Aritz, J., & Stapp, J. (2022). "Artificial Intelligence in Business Communication: The Changing Landscape of Research and Teaching." *Business and Professional Communication Quarterly*, 85(1), 7–33.
10. Mayfield, J., & Mayfield, M. (2024). *Book Review: Positive Communication for Leaders: Proven Strategies for Inspiring Unity and Effecting Change.*
11. Iaia, L., Nespoli, C., Vicentini, F., Pironti, M., &Genovino, C. (2024). "Supporting the Implementation of AI in Business Communication: The Role of Knowledge Management." *Journal of Knowledge Management*, 28(1), 85–95.
12. Gershon, R. A. (2024). *Digital Media and Innovation: Management and Design Strategies in Communication*. Routledge.
13. Dos Reis, F. L., Pimentel, H., &Soutelinho, T. (2024). "Business Communication Barriers: Generation Y's Perspective." *Economic and Social Development in Period of Global Instability (Book of Proceedings)*, Special Issue, 95.

MBEIYear	MBE-C107		Semester-I		
	Accounting for Managers				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours

3 Hrs.	30(20+10)	70	100	03	40

	Course Outcomes:	MappedProgram Outcomes
CO.1	Students will be able to identify the accounting concepts, principles, conventions & Accounting Standards (AS), developing specific skillsRequired in Financial and Management Accountingarea	**PO.1, PO.2**
CO.2	Students will be able to design Financial Statements and other books of accounts as per Accounting Standards and Accounting Norms following all the necessary rules of accounting and procedures withCritical examination and investigation as a qualified Accountant or Auditor.	**PO.1, PO.2, PO.5,PO.6, PO.7,PO.8**
CO.3	Students will be able to analyze the Financial Statements using all managerial tools as Cash Flow Statements and Funds Flow Statements etc. for Decision Making purpose and computing theexcess /deficiency of funds or cash,if any in the business with evaluating the process on the basis of critical thinking & outcomes to satisfy the Organizational Goals	**PO.6,PO.7,PO.8**
CO.4	Students will be able to implement the Cost Concept factors after critically analyzing the Cost Accounting concepts with Financial Accounting, in identifying the impact of the same on Management Decision keeping in mind all the Ethical Values and CostEffectiveness	**PO.1,PO.2,PO.5,PO.6,PO.7**
CO.5	Students will be able to examine the different Planning & Controlling Tools as Break-Even Analysis (BEP), P/V Ratio, and Budgetary Control etc. in taking effective Management Decisions and Control over the emerging changes in the technology forsurviving in the NewTrendof Industry for long time perseverance usingall Entrepreneurial & Management Skills.	**PO.4,PO.5,PO.6,PO.7,PO.8**

Course Code and Name:MBE-C107 Accounting for Managers

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	2	1	2	1
CO3	1	1	2	1	2	1	2	1
CO4	1	1	1	1	1	2	2	1
CO5								
CO6								
Average	1.5	1.5	1.25	1	1.5	1.25	1.75	1

OBJECTIVE:

To provide students with a comprehensive understanding of financial accounting, management accounting, financial statement analysis, budgeting, international accounting standards, and emerging technologies in accounting.

Unit I: Financial Accounting

Financial Accounting: Concept, Importance and Scope, Generally Accepted Accounting Principles, Recording of Financial Transactions, Journals, Ledger, Cash Book, Subsidiary Books, Trial Balance, Adjustments and Rectification of Errors. **(8 Hours)**

Unit II: Revenue Recognition and Financial Statements

Revenue Recognition and Measurement, Matching of Revenue and Expenses, Inventory Pricing and Valuation, Long-Term Assets and Depreciation Accounting, Preparation of Financial Statements: Profit and Loss Account, Balance Sheet and Related Concepts. **(8 Hours)**

Unit III: Management Accounting

Management Accounting: Concept, Need, Importance and Scope, Accounting Ratios: Meaning, Significance and Limitation, Classification, Computation and Interpretation of Liquidity Ratios, Leverage Ratios, Activity/Turnover Ratios and Profitability Ratios.

Relevant Case Study.(8 Hours)

Unit IV: Techniques of Financial Analysis

Techniques of Financial Analysis: Meaning and Need, Preparation and Interpretation, Cash Flow Analysis: Concept, Preparation and Interpretation, Budget and Budgetary Control, Zero Base Budgeting.

Relevant Case Study.(8 Hours)

Unit V: International Accounting Standards

International Accounting Standards: Basics of IFRS, Accounting Information System, Introduction to Accounting Software, Applications of AI in Accounting. **(8 Hours)**

SUGGESTED READINGS:

1. Goyal, D. K. (2022). *Financial Accounting*. Avichal Publishing Company, New Delhi.
2. Gulhane et al. (2023). *Advanced Management Accounting*. Pearson, New Delhi.
3. Lucey, T. (2024). *Artificial Intelligence in Accounting, Auditing and Finance*. Springer Nature, Cham, Switzerland.
4. Madegowda, J., & Gowda, I. P. M. (2024). *Strategic Cost Management*. Himalaya Publishing House, New Delhi.
5. Sharma, I. (2024). *Accounting for Managers*. Mahavir Publication, New Delhi.
6. Garg, K. (2025). *Ind AS & IFRS*. Bharat Law House, New Delhi.

NOTE: The list of cases, specific references, books including recent articles will be announced in the class by the concerned teacher from time to time.

MBEIYear	MBE-C108		Semester-I		
	Computer Applications in Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand various aspects of hardware and software in a Computer system.	**PO.1, PO.2.**
CO.2	To describe classification of modern age computing and compare with traditional methods.	**PO.2, PO.3**
CO.3	To employ various tools requiredto develop computing skills such as MS excel, PowerPoint and others.	**PO.3,PO.4,PO.5,PO.6,PO .7,PO.8**
CO.4	To illustrate contemporary methods of computer technology.	**PO2,PO.3,PO.4**
CO.5	To understand the web networking process required for implementation of online applications.	**PO.1, PO.2,PO.3,PO.5**

Course Code and Name: **MBE-C108 Computer Applications in Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	1	2	2	1	1	1	1	1
CO3	1	1	2	2	2	2	2	2
CO4	1	2	2	2	1	1	1	1
CO5	2	2	2	1	2	1	1	1
CO6								
Average	1.4	1.8	1.8	1.4	1.4	1.2	1.2	1.2

OBJECTIVE:

The purpose of this paper is to develop a basic understanding of computers and Management Information Systems (MIS) and their use in business organizations. The students are required to know only the basics of hardware and software.

Evolution of Computers: Computer Generations, Basic Computer Organization, Classification of Computers. **Introduction to Artificial Intelligence (AI):** Meaning, Evolution, Applications in Business and Daily Life, Difference between Human Intelligence and AI.**Lab (1 Hour)(7 Hours)**

Processor and Memory Hierarchy: CPU Architecture and Functions, RAM, ROM and Cache Memory, CPU–Memory Interaction, Types of Secondary Storage Devices (HDD, SSD, Cloud Storage), Universal Serial Bus (USB) and Portable Storage Devices. **Microsoft Excel (Advanced):** Workbook Management, Cell Referencing, Formatting, Data Validation, Conditional Formatting, Formulae and Functions (Mathematical, Logical, Text, Date & Time, Lookup Functions), Sorting, Filtering, Advanced Filter, Text to Columns, Flash Fill, Pivot Tables, Pivot Charts, Slicers, Timelines, Dashboards, Charts and Graphs. **Introduction to Data Visualization:** Principles of Data Visualization, Power BI Basics, Tableau Basics,

Interactive Dashboards. **Role of AI in Data Analytics:** AI-Assisted Data Cleaning, AI-Generated Charts, AI-Powered Excel Features, Business Analytics.**Lab (1 Hour)(7 Hours)**

Computer Software: Application Software Packages, Basics of Word Processing Package (MS Word), Spreadsheet Package (MS Excel), Presentation Graphics Package (MS PowerPoint), Introduction to Canva, Basics of CorelDRAW, Adobe Photoshop. **AI-Based Software Tools:** Use of AI in Document Creation, Data Analysis, Presentations, Introduction to Generative AI Tools (ChatGPT, Microsoft Copilot, Google Gemini, Gamma AI, CanvaAI).**Lab (1 Hour)(7 Hours)**

Business Data Processing: Definition, Data Storage, Data Hierarchy, Standard Methods of Organizing Data, Database Management System (DBMS), Computer Networks (LAN and WAN), Cloud Storage. **Computer Security:** Malware, Cryptography, Digital Signature, Firewall, User Identification and Authentication, Multi-Factor Authentication, Data Backup and Recovery. **Role of AI in Data Processing and Security:** AI in Data Analysis, Fraud Detection, Cybersecurity, Predictive Analytics, Ethical Issues of AI (Privacy, Bias, Data Protection).**Lab (1 Hour)(7 Hours)**

Internet: Brief History, Web Page, Website, Browsers, URL, Hypertext, Web Server, E-mail, Instant Messaging, Internet Telephony, Video Conferencing, Cloud Services. **Role of IT in Business, Information Systems:** Introduction, Definition and Categories, Management Information Systems (MIS). **Role of AI in Internet and Business:** AI in E-commerce, Chatbots, Recommendation Systems, Digital Marketing, Customer Relationship Management (CRM), AI in MIS, Business Intelligence, Future Trends of AI.**Lab (1 Hour)(7 Hours)**

SUGGESTED READINGS:

1. Goel, A. (2010). *Computer Fundamentals*. Pearson Education, New Delhi.
2. Leon, A., & Leon, M. (2005). *Principles of IT*. Vikas Publishing House Pvt. Ltd., New Delhi.
3. Madan, S. (2011). *Student's Guide to IT*. Taxmann Allied Services Pvt. Ltd., New Delhi.
4. Madan, S. (2006). *Introduction to Essential Tools*. Mayur Paperbacks, Noida.
5. Murthy, C. S. V. (2001). *Management Information Systems: Text & Applications*. Himalaya Publishing House, New Delhi.
6. McLeod, R., Schell, G. P., & George, P. (2007). *Management Information System* (10th ed.). Pearson Education Inc., USA.
7. Prasad, L. M., & Prasad, U. (2010). *Management Information Systems*. Sultan Chand & Sons, New Delhi.
8. Rainer, R., Turban, E., & Potter, R. (2005). *Introduction to Information Technology*. John Wiley & Sons Inc., USA.
9. Sinha, P. K., & Sinha, U. (2004). *Computer Fundamentals* (3rd ed.). BPB Publications, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by the concerned teacher from time to time.

MBE I Year	MBE-C109		Semester- I		
	Personality Development and Professional Skills I				
TimeAllottedforEnd Semester Examination	Marks Allotted ForInternal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	**-**	**50**	**50**	**02**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Develop self-awareness, confidence, and a positive personality.	**PO.1, PO.2**
CO.2	Apply SWOT analysis, goal setting, and self-management techniques.	**PO.2, PO.3**
CO.3	Demonstrate effective verbal and non-verbal communication skills.	**PO.2, PO.4, PO.5**
CO.4	Improve vocabulary, pronunciation, listening, and reading skills.	**PO.2, PO.3, PO.5, PO.6**
CO.5	Deliver structured presentations with confidence and professionalism.	**PO.4, PO.5, PO.6, PO.7**

Course Code and Name: **MBE-C109 Personality Development and Professional Skills I**

CourseOutcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	
CO2	1	2	2	1	1	1	1	
CO3	1	1	1	2	2	1	1	
CO4	1	2	2	1	2	2	1	
CO5	1	1	1	2	2	2	2	
CO6								
Average	1.2	1.6	1.4	1.4	1.6	1.4	1.2	

Unit 1: Personality Development and Self-Awareness *(6 Hours)*

Understanding Personality, Self-Awareness, SWOT Analysis, Pos**itive Thinking, Growth Mindset, Confidence Building**.
Practical Activities: Self-Introduction, SWOT Analysis, Personality Assessment, Confidence Exercises.

Unit 2: Goal Setting and Professional Grooming *(6 Hours)*

Goal Setting, Career Planning, Time Management Basics, Professional Grooming, Business Etiquette.
Practical Activities: Career Goal Sheet, Dress Code Demonstration, Etiquette Practice.

Unit 3: Communication Skills *(6 Hours)*

Verbal Communication, Non-Verbal Communication, Active Listening, Reading Comprehension.
Practical Activities: Role Plays, Listening Activities, Reading Exercises.

Unit 4: Vocabulary and Business English *(6 Hours)*

Vocabulary Building, Pronunciation, Fluency Development, Business English Basics. Practical Activities: Daily Vocabulary Practice, Storytelling, Extempore Speaking.

Unit 5: Presentation and Public Speaking *(6 Hours)*

Presentation Planning, PPT Design, Stage Confidence, Public Speaking, Persuasive Communication.
Practical Activities: Individual Presentation, Group Presentation, Seminar Presentation.

SUGGESTED READINGS:

1. Adams, G. M. (2020). *You Can*. Fingerprint! Publishing.
2. Arora, D. (2025). *The Ultimate Interview Preparation Guide* (1st ed.). Invincible Publication Pvt. Ltd.
3. Bliven, A. (2023). *Business Communication Essentials You Always Wanted to Know: Effective Communication Strategies, Audience Analysis, Tools, and Crisis Management for Success*. Vibrant Publishers.
4. Carnegie, D. (2016). *Develop Self-Confidence, Improve Public Speaking*. Rupa.
5. Chaturvedi, P. D., & Chaturvedi, M. (2024). *The Art and Science of Business Communication: Skills, Concepts, Cases, and Applications* (5th ed.). Pearson Education.
6. Kingsley, T. (2023). *How to Prepare for Job Interviews: 7 Easy Steps to Master Interviewing Skills, Job Interview Questions & Answers*. Career Development.
7. Palan, C. S. (2024). *Interview Ready for Finance Jobs: Resume, Finance Interview Questions, Salary Negotiation* (1st ed.). ZebraLearn.
8. Reed, J. (2017). *Why You? 101 Interview Questions You'll Never Fear Again*. Portfolio Penguin.
9. Sabharwal, D. (2021). *Personality Development Handbook*. Fingerprint! Publishing.
10. Sinha, K., & Mohindra, R. S. (2023). *Taxmann's Business Communication: Comprehensive Guide Featuring Lucid Presentation, Real-Life Situation-Based Examples, Leading Case Studies, etc., for Managerial Students* (5th ed.). Taxmann Publications Private Limited.
11. Winter, S. (2020). *Job Interview Preparation and Conversation Skills 2-in-1: Learn How to Crush Your Next Job Interview and Develop a Magnetic Charisma to Enhance Your Communication Skills*. Native Publisher.
12. Yeung, R. (2015). *Smart Answers to Tricky Interview Questions*. Robinson.

SECOND SEMESTER

MBEIYear	MBE-C201		Semester-II		
	Business Environment				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To give students understanding about the various Constituents of business environment.	**PO.1,PO.2,PO.3,PO.7**
CO.2	To examine how different factors and trends in the external environment are likely to impact upon a proposed business venture.	**PO.1,PO.2,PO.3,PO.4,PO.5, PO.7**
CO.3	To assess the business environment of an organization using selected strategic tools.	**PO.1,PO.2,PO.3,PO.4,PO.5, PO.7**
CO.4	To analyze the environment of a business from the legal &regulatory, macro economic, cultural, political, Technological and natural perspectives.	**PO.1,PO.2,PO.3,PO.4, PO.5,PO.6,PO.7,PO.8**
CO.5	To Construct and present scenarios that synthesizes Business environment information.	**PO.1,PO.2,PO.3,PO.4, PO.5,PO.6,O.7,PO.8**

Course Code and Name: MBE-C201Business Environment

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	1	2	2	2	2	1	2	1
CO3	2	1	2	2	2	1	2	1
CO4	2	2	1	2	1	2	1	2
CO5	1	1	1	1	1	2	1	2
CO6								
Average	1.6	1.6	1.6	1.6	1.4	1,4	1.6	1.4

OBJECTIVE:

The primary objective of this course is to acquaint the students with emerging global trends in the business environment.

Unit I: Economic Systems

Economic Systems: Globalization of Indian Economy, Aspects of Human Development, Introduction to International Business, Modes of International Business, Absolute Advantage, Comparative Advantage, Theory of Country Size. **(8 Hours)**

Unit II: The Business Environment

The Business Environment: The Economic and Political Environment, The Human and Cultural Environment, Trade and Investment-Governmental Influence on Trade and Investment, Determination of Trading Partner's Independence, Interdependence and Dependence, Country Evaluation and Selection, Scanning for Alternatives, Country

Comparison Considerations, Tools for Comparing Countries, Diversification vs. Concentration Strategies, Investment Proposal Evaluation.

Case Study 1:*Industrial Relations in Botswana – Workplace Conflict: Behind the Diamond Sparkle.***(8 Hours)**

Unit III: Marketing and Finance

Marketing: Market Size Analysis, Product Policy, Pricing, Promotion and Distribution.

Finance: Internal Sources of Funds, Global Cash Management, Financing International Trade, Risk Management and Financial Aspects of the Investment Decisions, Multinational Accounting and Tax Functions: Factors Influencing the Development of Accounting, Transactions in Foreign Currency, Translating of Foreign Currency, Financial Statements, Taxation of Foreign Source Income, Double Tax Treaties. **(8 Hours)**

Unit IV: Human Resource Management and Production

Human Resource Management: Management Qualifications and Characteristics, International Managerial Transfers, Management Recruitment and Selection, International Development of Managers, Training, Market Differences.

Production: Production and Export Strategies, Forms of Foreign Involvement. **(8 Hours)**

Unit V: Regional Blocks

Regional Blocks: Cross-National Cooperation and Agreement, GATT and UNCTAD, Trading Blocks-EC, NAFTA, East Asia, Special Trading Arrangements of Trading Blocks with Developing Countries, Monetary Block, International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection, Multilateral Settlements, Consortium Approaches, External Relations Approach. **(8 Hours)**

SUGGESTED READINGS:

1. Alworth, & Julian, S. (1988). *The Finance, Investment & Taxation Decisions of Multinationals*. Basil & Blackwell, London.
2. Bhalla, V. K. (1990). *World Economy in 90's: A Portfolio Approach*. Anmol Publication, New Delhi.
3. Daniel, J. D., & Rudabaugh. (2001). *International Business*. Addison Wesley, New York, USA.
4. Eiteman, D. K., & Stonehill, A. I. (1992). *Multinational Business Finance*. Addison Wesley, New York, USA.
5. Kreinin, Mordechai E. H. (1979). *International Economics*. Harcourt Brace, USA.
6. Rugman, A. M. (1979). *International Diversification & the Multinational*. Lexington Books, Toronto.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBE I Year	MBE-C202		Semester-II		
	Management Science				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the basic concepts of management science and its application in decision making and model building.	**PO.1,PO.2,PO.3,PO.4,PO.5**
CO.2	Familiarity with model basic concept of model building for Solving business problems and its uses in daily life.	**PO.1,PO.2,PO.3,PO.4,PO.5**
CO.3	To help students aware and learn inventory management skills Knowledge and technique and its practical implication in business filed	**PO.1,PO.2,PO.3,PO.8**
CO.4	To make understand the decision model development skills and Analysis for decision making skills in adverse situation of life.	**PO.1,PO.2,PO.3**

Course Code and Name: **MBE-C202 Management Science**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	2	1
CO2	2	1	2	1	2	1	1	1
CO3	1	2	2	1	1	2	1	2
CO4	1	1	1	1	1	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.75	1.25	1.5	1.25	1.25	1.25

OBJECTIVE: The objective of this paper is to familiarize the students with the principles and practice of Management Science.

Management Science: Basic Concepts and its role in decision making, Applications of Management Science in Business Organizations, Introduction of sensitivity in linear programming Non-Linear Programming, Duality in linear Programming.**Case Study1:** Kiwanis Pancake Day– a service operations management. **(8Hours)**

Assignment Models: Mathematical Formulation of Assignment Fundamental theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem. **(8Hours)**

Mathematical Formulation, Metric form Transportation Problem, Feasible Solution, Basic Feasible Solution and Optimum Solution, Moving towards Optimum Solution, Solution by N.W. Corner Rule, Least Cost Method & Vogel's Approximation Method. **Case Study2:** Bharat Tobacco: vendor selection and vendor rating. **(8Hours)**

Simulation: Definition, Types, Uses, Limitations &Phases of Simulation, Even Type, Monte Carlo Simulation, Application of Simulation, Decision Theory: Types, Components of Decision Making, Decision Models, Decision Making under Uncertainty, Decision Tree Analysis**. Case Study3:** Customer asset management at DHL in Asia. **(8Hours)**

Queuing Theory: Waiting Line Models, Inventory Management, Job Sequencing, Project

Management by PERT and CPM, Game theory: Characteristic of Game Theory, Minimax Criterion & Optimal Strategy. Theoretical Introduction to Gamification. **(8Hours)**

SUGGESTED READINGS:

1. Barry, Render, Ralph, M. & Michael, E., Hanna(2011), Quantitative Analysis, PHI, New Delhi.
2. Budnik, Frank, S., Dennis, McElvaney& Richard, Mojena (2003). Principles of Operations Research. All India
3. TravelerBookseller, New Delhi,
4. Evans, J. R. (2023). *Business analytics* (3rd ed.). Pearson.
5. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to operations research* (11th ed.). McGraw-Hill.
6. Winston, W. L. (2022). *Operations research: Applications and algorithms* (5th ed.). Cengage Learning.
7. Stevenson, W. J. (2023). *Operations management* (14th ed.). McGraw-Hill.
8. Levin, R. I., & Rubin, D. S. (2021). *Quantitative approaches to management* (12th ed.). McGraw-Hill.
9. Taha, H. A. (2022). *Operations research: An introduction* (10th ed.). Pearson.
10. Law, A. M. (2023). *Simulation modeling and analysis* (6th ed.). McGraw-Hill.
11. Sharma, J. K. (2023). *Operations research: Theory and applications* (6th ed.). Macmillan India.
12. Robertson, P. W. (2022). *Supply chain analytics: Using data to optimise supply chains*. Kogan Page.
13. Gibbons, R. (2023). *Game theory for applied economists* (updated ed.). Princeton University Press.
14. Gupta, R. K. (2010), Operation Research. Krishna Prakash Media, Meerut.
15. Sharma, J. K.(2009). Operations Research, Theories and Applications. Macmillian India Ltd., New Delhi.
16. Sharma, S. D.(2007). Operation Research. Kedarnath & Co. Meerut.
17. Taha, H. A.(2008). Operation Research, An Introduction. Mc.Millan, New York.
18. Andrew Tiger, Robert Howard, (2011) "Kiwanis Pancake Day – a service operations management case study", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 4, pp.1-5, https://doi.org/10.1108/20450621111186147
19. Monica Singhania, Gagan Gandhi, (2013) "Bharat Tobacco: vendor selection and vendor rating", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 2, pp.1-8, https://doi.org/10.1108/EEMCS-02-2013-0019
20. Jochen Wirtz, Indranil Sen, Singh Singh, (2011) "Customer asset management at DHL in Asia", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-6, https://doi.org/10.1108/20450621111117413
21. Case Study1: Kiwanis Pancake Day– a service operations management
22. Case Study2: Bharat Tobacco: vendor selection and vendor rating.
23. Case Study3: Customer asset management at DHL in Asia.
24. Case Study1: Kiwanis Pancake Day– a service operations management
25. Case Study2: Bharat Tobacco: vendor selection and vendor rating.
26. Case Study3: Customer asset management at DHL in Asia.

MBE I Year	MBE-C203		Semester-II		
	Research Methodology				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To develop understanding on various kinds of research, research process and research designs.	**PO.1, PO.2, PO.3.**
CO.2	To understand the theories and assertions of sampling methods.	**PO.1, PO.2, PO.3**
CO.3	To apply the concepts of various qualitative and quantitative research techniques.	**PO.1,PO.2,PO.3,PO .7, PO.8**
CO.4	To formulate tools for data collection, data analysis and interpretation of results.	**PO.4,PO.5,PO.6,PO .7, PO.8**
CO.5	To validate the various univariate, bivariate and multivariate techniques through mathematical understanding.	**PO.4, PO.5, PO.6, PO.7, PO.8**

Course Code and Name: MBE-C203 Research Methodology

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	1	1	2	2
CO4	1	1	1	2	2	2	2	2
CO5	1	1	1	2	2	2	1	2
CO6								
Average	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.6

OBJECTIVE:

The objective of this course is to develop the research skills of the students in investigating business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports.

Unit I: Research in Management

Research in Management: Definitions, Meaning, Scope and Objectives of Research, Different Approaches to Research-Scientific Methods and Non-scientific Methods, Types of Business Research, The Research Process, Ethics in Business Research, Ethical Issues in AI Use (Plagiarism, Accuracy, and Proper Referencing). **(8 Hours)**

Unit II: Research Problem and Research Design

Formulation and Definition of Business Research Problem, Literature Review (Traditional and Artificial Intelligence Using Tools), Research Gap, Research Objectives, Formulation of Research Hypotheses, Business Research Design-Meaning and Formulation, Research Design Classification-Exploratory Research Design (Secondary Data & Qualitative Research),

Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation). **(8 Hours)**

Unit III: Sampling and Measurement

The Sampling Design Process, Types of Sample Design-Probability and Non-probability Sampling Designs, Size of Sample, Sampling Errors, Measurement Scales-Nominal, Ordinal, Interval, Ratio, Rating and Ranking Scales, Thurstone, Likert and Semantic Differential Scaling, Paired Comparison.

Case Study 1:*Attitudes Towards Technology and Lifestyle.***(8 Hours)**

Unit IV: Data Collection and Processing

Questionnaires and Observation Forms, Questionnaire Design Process, Collecting Primary Data through Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire, Artificial Intelligence Tools in Questionnaire Design, Processing of Research Data-Editing, Coding, Classification and Tabulation.

Case Study 2:*Telephonic Survey in South India.***(8 Hours)**

Unit V: Data Analysis and Report Writing

Basic Data Analysis-Overview of Univariate, Bivariate and Multivariate Analysis, Descriptive Statistics, Univariate Statistics-Hypotheses Testing, Bivariate Analysis-Test of Differences and Measures of Association, Multivariate Analysis, Artificial Intelligence Tools in Data Analysis, Importance of the Report & Presentation, Business Report Format, Report Writing, Citations and Bibliography-Meaning, Importance and Styles (APA, MLA, Chicago), Reference Management Using Tools like Zotero and Mendeley, AI-assisted Citation and Bibliography Generation and Annexure in Report. **(8 Hours)**

SUGGESTED READINGS:

1. Bell, E., Bryman, A., & Harley, B. (2018). *Business Research Methods*. Oxford University Press.
2. Chawla, D., & Sodhi, N. (2016). *Research Methodology: Concepts and Cases*. Vikas Publishing House.
3. Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods*. Tata McGraw Hill.
4. Field, A. (2016). *Discovering Statistics Using IBM SPSS Statistics*. Sage Publications.
5. Kothari, C. R., & Garg, G. (2025). *Research Methodology*. New Age International.
6. Kumar, R. (2014). *Research Methodology: A Step-by-Step Guide for Beginners*. Pearson Education.
7. Levin, R. I., & Rubin, D. S. (2013). *Statistics for Management*. Pearson Education.
8. Malhotra, N. K. (2010). *Marketing Research: An Applied Orientation*. Pearson Education.
9. Negash, B., & Mekonen, B. (2025). *AI-Driven Quantitative Research: Advanced Methods for Business Insights and Innovation (AI-Driven Research Methods, Book 2)*. Amazon.

10. Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students*. Pearson Education.
11. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). *Business Research Methods* (7th ed.). Thomson/South-Western.

	MBE-C204				
MBEIYear	**International Economics & Foreign Trade**		**Semester-II**		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for EndSemester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain Background for International Business Economics	**PO.1**
CO.2	Elaborate The International Trade Theory	**PO.2,PO.3**
CO.3	Explain International Trade Policy and Foreign Exchange	**PO.5,PO.6**
CO.4	Explain World Financial Environment	**PO.3**
CO.5	Elaborate International Banking: Reserves, Debt and Risk	**PO.5**

Course Code and Name: **MBE-C204 International Economics & Foreign Trade**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	1	1	1
CO2	1	2	2	1	1	1
CO3	1	1	1	1	2	2
CO4	1	1	2	1	1	1
CO5	1	1	1	1	2	1
CO6						
Average	1.2	1.2	1.4	1	1.4	1.2

OBJECTIVE:

The purpose of this course is to offer a broad overview of the structure of International Economics and Foreign Trade.

Unit I: Introduction to International Economics

Introduction to International Economics: Theories of Inter and Intra-Industry Trade, Comparative Advantage, Classical Model, Heckscher-Ohlin Model, Technology Difference, Intra-Industry Trade. **(7 Hours)**

Unit II: International Trade Policy

International Trade Policy: The Partial Equilibrium Analysis, The General Equilibrium Analysis, Trade Policy & Imperfect Competition and Theory of Customs Union. **(7 Hours)**

Unit III: GATT and WTO

The GATT and WTO: Trade Policy and Less Developed Countries, Import Substitution vs. Export Promotion, Empirical Studies of Trade Policy, International Factor Movements, Direct Investments & Multinational Enterprise. **(8 Hours)**

Unit IV: Balance of Payments and Foreign Exchange Markets

Balance of Payments & Foreign Exchange Markets: Foreign Trade & National Income, Capital Account. **(8 Hours)**

Unit V: Determination of Exchange Rate

Determination of Exchange Rate: Determination of Floating Exchange Rate, Fixed & Pegged Exchange Rates and International Monetary System, Devaluation, Exchange Rate Systems & Policy Coordination. **(10 Hours)**

SUGGESTED READINGS:

1. *International Economics*. B. O. Södersten& Geoffrey Reed. Macmillan Press Ltd.
2. Kierzkowski, H. *Competition in International Trade*. Oxford University Press.
3. Bhagwati, J. N. *International Trade: Selected Readings*. MIT Press, Cambridge.
4. Lindert, P. H. *International Economics*. Richard D. Irwin, U.S.A.
5. Sharan, V. *International Financial Management*. PHI.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBEIYear	MBE-C205		Semester-II		
	Financial System and Business Finance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the functioning of central bank, methods of credit control, Commercial banks and the role in the economic development of country.	**PO.1,PO.2,PO.7,PO.8**
CO.2	Demonstrate an awareness of the functioning of Reserve Bank of India and credit control measures adopted by Reserve Bank of India.	**PO.1,PO.2,PO.3, PO.5, PO.7, PO.8**
CO.3	Develop In-depth knowledge and the practical implication of Finance theory including public finance and theory of maximum social advantage	**PO.1,PO.2,PO.4, PO.5, PO.7**
CO.4	Understand the taxation environment, analyze the effects of taxation on economic development of country and develop critical thinking in respectto incidence of tax.	**PO.1,PO.2,PO.3, PO.4, PO.5, PO.6, PO.8**
CO.5	Develop an understanding of the concepts like Leasing, Human ResourceAccounting, Budget and Budgetary Control along with emerging trends in Accounting and Finance.	**PO.1,PO.2,PO.4,PO.5,**

Course Code and Name:MBE-C205 Financial System and Business Finance

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	1	1	2	2	2	2	1	2
CO5	2	2	1	2	2	1	1	1
CO6								
Average	1.8	1.8	1.4	1.6	1.8	1.2	1.6	1.6

OBJECTIVE:

The objective of this course is to develop a basic understanding of banks and business finance in business organizations.

Unit I: Central Bank and Commercial Banks

Central Bank: Functions, Methods of Credit Control, Effectiveness of Credit Control in Economic Development, Commercial Banks—Functions and Role of Commercial Banks in the Economic Development of a Country, New Types of Banks (Payment Banks and Small Finance Banks). **(7 Hours)**

Unit II: Reserve Bank of India

Reserve Bank of India (RBI): Functions of RBI, Credit Control Measures Adopted by the RBI, Digital Rupee and Crypto currency-Concept of Central Bank Digital Currency (CBDC) (Digital Rupee) Issued by the Reserve Bank of India, Features, Uses and Regulatory Framework of Cryptocurrencies in India. **(7 Hours)**

Unit III: Business Finance

Finance: Finance Functions, Sources and Cost of Corporate Funds, Capital Structure Decisions, Public Finance, Theory of Maximum Social Advantage, ESG (Environmental, Social and Governance) and Sustainable Finance, Impact Investment and its Role in Achieving Social Advantage. **(8 Hours)**

Unit IV: Taxation and Public Expenditure

Progressive and Promotional Taxation: Direct and Indirect Taxes, Impact and Incidence of Tax, Effects of Taxation on Production and Distribution, Public and Private Expenditure, Factors Affecting Incidence of Tax. **(8 Hours)**

Unit V: Emerging Trends in Accounting and Finance

Emerging Trends in Accounting and Finance: Leasing, Operating Lease, Infrastructure Lease, Human Resource Accounting, Budget and Budgetary Control, Need and Importance of Budgets, Classification of Budgets. **(10 Hours)**

SUGGESTED READINGS:

1. Bhatia, H. L. (2022). *Public Finance* (31st ed.). New Delhi: S. Chand & Company Ltd.
2. Indian Institute of Banking & Finance. (2023). *Indian Economy & Indian Financial System: JAIIB Courseware* (1st ed.). New Delhi: Macmillan Education.
3. Pathak, B. (2024). *Indian Financial System, Markets, Institutions & Services: 75 Years of Policy Reforms* (6th ed.). New Delhi: Pearson Education.
4. Shanmugavelu, A. (2025). *Business Finance Demystified: A Guide for Entrepreneurs, Business Leaders, and Teams*. New Delhi: Notion Press.
5. Singh, A. K., & Shrivastav, R. K. (2025). *Finance for Everyone: Simplifying Core Finance Concepts through Simple Language, Practical Examples and Activities* (3rd ed.). New Delhi: Taxmann Publications.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

	MBE-C206	

MBEIYear	Managerial Perspective in Human Resource and Marketing		Semester-II		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Analyze the marketing environment and consumer behavior to formulate effective Segmentation, Targeting, and Positioning (STP) strategies for both consumer and industrial markets.	**PO.1, PO.2**
CO.2	Design and evaluate an integrated Marketing Mix (Product, Price, Place, and Promotion) strategy tailored to a product's lifecycle and market conditions.	**PO.2, PO.3**
CO.3	Apply the 7 Ps frameworks to service environments and assess the legal, ethical, and digital trends shaping modern marketing practices in India.	**PO.2, PO.4, PO.5**
CO.4	Understand basic concept of Human Resource Management, formulate talent acquisition strategies by aligning Human Resource Planning (HRP), job analysis, recruitment, selection, and employee movement processes with organizational goals.	**PO.2, PO.3, PO.5, PO.6**
CO.5	Develop and critique frameworks for employee performance appraisal, compensation, training, and conflict resolution to foster employee empowerment.	**PO.4, PO.5, PO.6, PO.7**

Course Code and Name: MBE-C206 Managerial Perspective in Human Resource and Marketing

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	
CO2	1	2	2	1	1	1	1	
CO3	1	1	1	1	2	1	1	
CO4	1	2	2	1	2	2	1	
CO5	1	1	1	1	2	2	2	
CO6								
Average	1.2	1.6	1.4	1.4	1.6	1.4	1.2	

OBJECTIVE:

The course aims to provide an understanding of the fundamental concepts and practices of Marketing and Human Resource Management, enabling students to develop competencies in customer-oriented marketing strategies and effective management of human resources in organizations.

Unit I: Fundamentals of Marketing (8 Hours)

Nature and Scope of Marketing, Marketing Environment, Customer Value, Holistic Marketing, Consumer and Industrial Markets, Demand Measurement and Forecasting, Market Segmentation, Targeting and Positioning.

Unit II: Marketing Mix (8 Hours)

Marketing Mix: Product, Price, Promotion and Place; Product Life Cycle, New Product Development, Branding, Packaging and Labelling; Pricing Methods and Strategies; Advertising, Personal Selling; Distribution Channels and Types of Intermediaries.

Unit III: Services Marketing (8 Hours)
Services Marketing: Characteristics, Growth of Services, 7 Ps of Services Marketing, E-Commerce, Digital Marketing, Green Marketing, Rural Marketing, Legal, Ethical and Social Aspects of Marketing.

Unit IV: Human Resource Management (8 Hours)
Concept of HRM; Human Resource Planning, Job Analysis, Recruitment, Selection, Induction, Transfer, Promotion, Demotion and Separation.

Unit V: Human Resource Development (8 Hours)
Training and Development, Performance Appraisal, Wage and Salary Administration, Grievance Management, Employee Counselling.

SUGGESTED READINGS:

1. Ashwathappa, K., & Dash, S. (2021). *Human Resource Management: Text and Cases* (9th ed.). Tata McGraw Hill, New Delhi.
2. Amos, T. (2023). *Human Resource Management* (6th ed.). Juta & Co. Ltd., Cape Town.
3. Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Strategic Human Resource Management* (8th ed.). Kogan Page Ltd., London.
4. Banfield, P., Kay, R., & Royles, D. (2018). *Introduction to Human Resource Management* (3rd ed.). Oxford University Press, New York.
5. Bhardwaj, R. (2019 Reprint). *Human Resource Management*. D.P.S. Publishing House, New Delhi.
6. Gupta, P., Aggarwal, A., Majra, H., & Jacob, I. (2024). *Marketing Management: Indian Cases* (2nd ed.). Pearson Education.
7. Kotler, P., Armstrong, G., Balasubramanian, S., & Agnihotri, P. (2023). *Principles of Marketing* (19th ed.). Pearson Education.
8. Kotler, P., Keller, K. L., Cerven, A., Sheth, J. N., &Shainesh, G. (2025). *Marketing Management* (17th ed.). Pearson Education.
9. Kumar, R. (2021). *Human Resource Management: Text & Cases* (2nd ed.). I.K. International Publishing House Pvt. Ltd., New Delhi.
10. Mukund, R. (2022). *Don't Make Them Sell, Make Them Buy: Upgrade Your Selling Skills*. Om Books International.
11. Neelamegham, S. (2012). *Marketing in India: Cases and Readings* (4th ed.). Vikas Publishing House.

MBEIYear	MBE-C207	Semester-II
	Risk Management &Insurance	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**MappedProgramOutcomes**
CO.1	Understand the principles and regulations of risk management and insurance.	**PO.1,PO.2,PO.3,PO.4,PO.7, PO.8,**
CO.2	Identification and analysis of risk involved in investment in various assets.	**PO.1,PO.2,PO.3,PO.5, PO.7, PO.8**
CO.3	Integrate the methods of risk management through risk control and risk financing techniques	**PO.1,PO.2,PO.4,PO.5, PO.7**
CO.4	Develop critical thinking in understanding Insurance, the principles of Insurance, history, reforms and structure of Insurance organizations.	**PO.1,PO.2,PO.3,PO.4, PO.5, PO.6, PO.8**
CO.5	Acquire in-depth knowledge of Legal framework of business in India and Taxation aspects of Insurance.	**PO.1,PO.2,PO.4,PO.5,**

Course Code and Name:MBE-C207 Risk Management & Insurance

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	2	2	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	1	1	2	2	1	2	1	2
CO5	1	2	1	2	2	1	1	1
CO6								
Average	1.6	1.8	1.6	1.8	1.6	1.2	1.6	1.6

OBJECTIVE:

The objective of this paper is to familiarize the students with the concepts and principles of insurance vis-à-vis the insurance industry.

Unit I: Risk Management and Insurance

Risk vs. Uncertainty, Types of Risks, Methods of Handling Risks, Risk Management Process, Risk Management Information System (RMIS), Mathematical Basis of Insurance, Theory of Probability and Law of Large Numbers. **Case Study 1:***Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation.***(8 Hours)**

Unit II: Concept of Insurance

Definition, Functions, Cost and Benefits of Insurance, Nature of Insurance Contracts, Classification of Insurance Business, Life and Non-Life Insurance, Alternative Classification of Insurance, Role of Insurance in Economic Development. **(9 Hours)**

Unit III: Principles of Insurance

Utmost Good Faith, Insurable Interest, Indemnity, Subrogation, Contribution, Proximate Cause and Arbitration. **Case Study 2:** *Gibson Insurance Company, Darden Business Publishing Cases.* **(7 Hours)**

Unit IV: Legal Framework of Insurance Business in India

The Insurance Act, 1938, the Insurance Regulatory and Development Authority (IRDA) Act, 1999, The Indian Contract Act, 1872, Tariff Advisory Committee, Accounting Principles for Preparation of Financial Statements, Taxation Aspects of Insurance. **(9 Hours)**

Unit V: Insurance Industry

History of Insurance Industry, Global Picture of Insurance, Insurance Industry in India, Insurance Sector Reforms, Insurance Players in India, Life Insurance in India, Non-Life Insurance in India, Types and Organizational Structure of Insurance Organizations, Insurance Intermediaries and Bancassurance, Reinsurance. **(7 Hours)**

SUGGESTED READINGS:

1. Baranoff, E. G. (2003). *Risk Management & Insurance*. John Wiley & Sons, USA.
2. Harrington, S. E. & Niehaus, G. E. (2004). *Risk Management & Insurance*. Tata McGraw Hill, New Delhi.
3. Misra, M. N. (2007). *Insurance: Principles and Practices*. Sultan Chand & Co. Ltd., New Delhi.
4. Rejda, G. E. (2011). *Principles of Risk Management & Insurance*. Pearson Education, New Delhi.
5. Wiening, E. A. (2010). *Foundation of Risk Management & Insurance*. American Institute for Chartered Property Casualty Underwriters/Insurance Institute of America, USA.
6. Skipper, H. D. & Kwon, W. J. (2008). *Risk Management & Insurance: Perspective in a Global Economy*. Blackwell Publishing, Wiley India Edition, New Delhi.
7. Trieschmann, J. &Gustauson, S. G. (2009). *Risk Management & Insurance*. South-Western, USA.
8. Vaughan, E. J. & Vaughan, T. M. (2002). *Essentials of Risk Management & Insurance*. Wiley, USA.
9. Williams, C. A., Smith, M. L. & Young, P. C. (1998). *Risk Management and Insurance*. Irwin/McGraw Hill, New Delhi.
10. Case Study 1: Persico, N. & Prieur, C. J. (2017). *Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation.* Kellogg School of Management Cases. https://doi.org/10.1108/case.kellogg.2016.000076
11. Case Study 2: Haskins, M. E., Lilly, K. & Smith, L. (2017). *Gibson Insurance Company*. Darden Business Publishing Cases. https://doi.org/10.1108/case.darden.2016.000134.

MBEIIYear	MBE-C208		Semester-II		
	Business Analytics				
Time Allotted For End	Marks Allotted for	Marks Allotted For End Semester	Maximum Marks(MM)	Total Credits	Maximum Hours

Semester Examination	Internal Assessment	Examination (ESE)			
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand the basic concepts of business analytics and managementScience.	**PO.1,PO.2,PO.3,PO .4,PO.5**
CO.2	Understand the nature of business analytics and management scienceand relate it to business and management practice.	**PO.1,PO.2,PO.3,PO .4,PO.5**
CO.3	Apply the basics of decision analysis to solve business analytics and Management science problems.	**PO.1,PO.2,PO.3, PO.8**
CO.4	Choose appropriate data sources and analytical tools to design a Sophisticated analytical study through practical cases.	**PO.1,PO.2,PO.3**
CO.5	Gain an over view of advances in business analytics and application of business analytics in various management functions like finance, human resource, marketing healthcare,supply chain analytics and Sport etc.	**PO.1,PO.2,PO.3,PO .4,PO.5**

Course Code and Name: **MBE-C208 Business Analytics**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	2	2	2	1	1	1
CO2	1	2	2	1	2	1	1	1
CO3	2	1	2	1	1	1	1	2
CO4	1	2	2	1	1	1	1	1
CO5	2	1	2	2	2	1	1	1
Average	1.6	1.6	2	1.4	1.6	1	1	1.2

OBJECTIVE:

Analytics is the scientific process of deriving business insights from raw data to support decision making. This course aims to provide a basic introduction to the use of analytical techniques to solve business problems, and how a business organization can create a competitive advantage by leveraging on data derived from its multiple business processes.

Business analytics: introduction, types of analytics, characteristics of analytics, business analytics, and business intelligence; business analytics process and its relationship with decision making process; Advantage of business analytics: informed decisions, creating competitive advantage, key attributes of analytical competitors, OLAP and OLTP. **Case Study 1:** Case study related to Business analytics **(8Hours)**

Analytical methods and models: Descriptive analytics-overview of its tools and techniques, role in business analytics process and its importance in business decision making. **Case Study 2:** Case study related to Methods and models of analysis **(8Hours)**

Business analytics in action: applicability and importance of business analytics in different areas financial analytics, human resource analytics, marketing analytics, CRM, health care analytics, supply chain analytics, sport analytics and analytics for Government and nonprofit organization. **Case Study 3:** Case study related to Business analytics in action **(8Hours)**

Developing analytics: kinds of statistics, statistical tests, big data and its analyst, important analytics software's, Job opportunities in business analytics, skills required for analytics, data

analytics for modern engineers and scientists, IoT. **Class Assignment:** ANOVA. **SPSS Assignment:** t-test and Chi-Square. **(8Hours)**

Predictive analytics: data modeling, types of data model, data modeling technique, basics of data mining and machine learning environment; **Prescriptive analytics:** basics of its tools and modeling, role in business analytics process, model-based decision making. **Case Study 4:** Case study related to Modeling techniques. **(8Hours)**

SUGGESTED READINGS:

1. Davenport, H., Harris, J.G. (2007). *Competing on Analytics: The New Science of Winning*. Harvard Business Review Press, USA.
2. Davenport, H., Harris, J.G. and Morison, R. (2010). *Analytics at Work: Smarter Decisions, Better Results*. Harvard Business Review Press, USA.
3. Schniederjans, M.J., Schniederjans, D.G. and Starkey, C.M. (2014). *Business Analytics Principles, Concepts, and Applications with SAS: What, Why, and How*. FT Press Analytics, New Jersey.
4. Provost, F., Fawcett, T. (2013). *Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking*. O'Reilly Media, Canada.
5. Siegel, E. (2013). *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*. Wiley, New Jersey.
6. Fitz-enz, J. and Mattox, J. (2014). *Predictive Analytics for Human Resources*. Wiley and SAS Business Series, New Jersey.
7. Maisel, L. and Gokins, G. (2014). *Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance*. Wiley, New Jersey.
8. Granville, V. (2014). *Developing Analytic Talent: Becoming a Data Scientist*. Wiley Publishers, Indiana.
9. Watson, M., Nelson, D. and Cacioppi, P. (2013). *Managerial Analytics: An Applied Guide to Principles, Methods, Tools, and Best Practices*. FT Press Analytics, New Jersey.
10. Prasad, R.N. and Acharya, S. (2018). *Fundamentals of Business Analytics*. Wiley Publishers, New Delhi.
11. Turban, E., Sharda, R., & Delen, D. (2014). *Business Intelligence and Analytics: Systems for Decision Support*. Pearson Higher Education, England.
12. **CaseStudy1:**https://www.chegg.com/homework-help/questions-and answers/application-case-11-sabrehelps-clients-dashboards-analytics-sabre-one-world-leaders-trave-q26618322
13. **CaseStudy2(Assignment 1):**https://www.coursehero.com/file/22692809/Nationwide-Insurance-UsedBI-to-Enhance-Customer-Service
14. **CaseStudy3:**https://www.chegg.com/homework-help/questions-and-answers/analyzing-athletic-injuriesathletic-activity-prone-injuries-inju-ries-handled-properly-te-q25624717
15. **Case Study 4:**https://www.chegg.com/homework-help/text-mining-patent-analysisa-patent-set-exclusiverights-gra-chapter-7.1ac-problem-2qd-solution-9780133868906-exc.

MBE I Year	MBE-C209		Semester- II		
	Personality Development and Professional Skills II				
Time Allotted for End	Marks Allotted	Marks Allotted	Maximum	Total	Maximum

Semester Examination	For Internal Assessment	For End Semester Examination (ESE)	Marks (MM)	Credits	Hours
2 Hrs.	**-**	**50**	**50**	**02**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Prepare professional resumes, CVs, and cover letters.	**PO.1, PO.2**
CO.2	Demonstrate interview, group discussion, and networking skills.	**PO.2, PO.3**
CO.3	Apply leadership and emotional intelligence in teams.	**PO.2, PO.4, PO.5**
CO.4	Develop conflict management, teamwork, and professional ethics.	**PO.2, PO.3, PO.5, PO.6**
CO.5	Build career readiness through employability and professional behaviour.	**PO.4, PO.5, PO.6, PO.7**

Course Code and Name: **MBE-C209 Personality Development and Professional Skills II**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	
CO2	1	2	2	1	1	1	1	
CO3	1	1	1	2	2	1	1	
CO4	1	2	2	1	2	2	1	
CO5	1	1	1	2	2	2	2	
CO6								
Average	1.2	1.6	1.4	1.4	1.6	1.4	1.2	

Unit 1: Resume Building and Professional Branding *(6 Hours)*

Resume Writing, CV Preparation, Cover Letter, LinkedIn Profile Development. **Practical Activities:** Resume Preparation, LinkedIn Profile Creation.

Unit 2: Interview Preparation *(6 Hours)*

HR Interview, Technical Interview Basics, Personal Interview, Interview Etiquette. **Practical Activities:** Mock Interviews, HR Interview Simulation.

Unit 3: Group Discussion and Employability Skills *(6 Hours)*

Group Discussion, Case Discussion, Corporate Communication, Networking Skills. **Practical Activities:** Mock GD, Case Discussion, Networking Exercises.

Unit 4: Leadership and Team Building *(6 Hours)*

Leadership Skills, Emotional Intelligence, Team Building, Conflict Management. **Practical Activities:** Leadership Games, Team Projects, Role Plays.

Unit 5: Career Readiness and Professional Excellence *(6 Hours)*

Corporate Ethics, Professional Behaviour, Advanced Time Management, Career DevelopmentPlanning.
Practical Activities: Career Development Plan, Professional Portfolio, Final Presentation.

SUGGESTED READINGS:

1. Adams, G. M. (2020). *You Can*. Fingerprint! Publishing.
2. Arora, D. (2025). *The Ultimate Interview Preparation Guide* (1st ed.). Invincible Publication Pvt. Ltd.
3. Bliven, A. (2023). *Business Communication Essentials You Always Wanted to Know: Effective Communication Strategies, Audience Analysis, Tools, and Crisis Management for Success*. Vibrant Publishers.
4. Carnegie, D. (2016). *Develop Self-Confidence, Improve Public Speaking*. Rupa.
5. Chaturvedi, P. D., & Chaturvedi, M. (2024). *The Art and Science of Business Communication: Skills, Concepts, Cases, and Applications* (5th ed.). Pearson Education.
6. Kingsley, T. (2023). *How to Prepare for Job Interviews: 7 Easy Steps to Master Interviewing Skills, Job Interview Questions & Answers*. Career Development.
7. Palan, C. S. (2024). *Interview Ready for Finance Jobs: Resume, Finance Interview Questions, Salary Negotiation* (1st ed.). ZebraLearn.
8. Reed, J. (2017). *Why You?: 101 Interview Questions You'll Never Fear Again*. Portfolio Penguin.
9. Sabharwal, D. (2021). *Personality Development Handbook*. Fingerprint! Publishing.
10. Sinha, K., & Mohindra, R. S. (2023). *Taxmann's Business Communication – Comprehensive Guide Featuring Lucid Presentation, Real-Life Situation-Based Examples, Leading Case Studies, etc., for Managerial Students* (5th ed.). Taxmann Publications Private Limited.
11. Winter, S. (2020). *Job Interview Preparation and Conversation Skills 2-in-1 Book: Learn How to Crush Your Next Job Interview and Develop a Magnetic Charisma to Enhance Your Communication Skills*. Native Publisher.
12. Yeung, R. (2015). *Smart Answers to Tricky Interview Questions*. Robinson.

NOTE: The list of cases, specific references, books including recent articles will be announced in the class by the concerned teachers from time to time.

THIRD SEMESTER

MBE-C301 SUMMER PROJECT

	Course Outcomes:	Mapped Program Outcomes
CO.1	To develop confidence for employment after graduation.	**PO.1,PO.2, PO.3,PO.7**
CO.2	To complete certain job functions previously unknown.	**PO.1, PO.2, PO.3,PO.4, PO.5, PO.7, PO.8**
CO.3	To apply knowledge to make decisions or alternativesWith in ascertainsituation.	**PO.1,PO.2,PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**
CO.4	To create yourself for employment after graduation.	**PO.1,PO.2,PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**

Course Code and Name: **MBE-C301 SUMMER PROJECT**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	1	2	2	2	1	2	2
CO3	2	2	1	2	2	2	2	2
CO4	2	1	2	1	2	1	2	1
CO5								
CO6								
Average	2	1.5	1.75	1.5	1.75	1.25	2	1.5

SUMMER TRAINING AND ITS PROJECT REPORT

1. At the end of Second Semester Examination, every student of MBA will undergo industrial training in any Manufacturing, Service, Financial Organization or a Non-Profit Organization (NPO). The training will be of **6 to 8 weeks duration**.
2. During the training, the student is expected to learn about the organization and analyse/suggest solutions to a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by it for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after completion of training, will submit a report to the Faculty/Department, which will form a part of the Third Semester Examination. However, the report must be submitted latest by **31st August** during the Third Semester.
5. The report (based on training and the problem/project studied) prepared by the student will be known as the **Summer Training Project Report**. The report should ordinarily be based on primary data. It should reflect an in-depth study of a micro problem, ordinarily assigned by the organization where the student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with the brief history of the organization, its structure, performance, products/services and problems faced. This chapter will form **Part I** of the Report.

   Part II of the Report will contain the study of the micro research problem. The average size of the Report ordinarily will be **70 to 100 typed pages** in standard font size (**12**) and double spacing.

One report, duly typed on **A-4 sized paper** in hardbound (paperback) form, is to be submitted to the Faculty/Department for evaluation and the other shall be retained by the student after getting both the reports duly forwarded by the Head and Dean of the Faculty.

6. The Report should have one certificate duly signed by the Reporting Officer of the organization where the student has undergone training and this certificate is to be countersigned/forwarded by the Head and Dean of the Faculty before submission in the Department.
7. Evaluation of the Report and Viva-Voce shall be conducted by both External and Internal Examiners with **External Evaluation of 70 marks** and **Internal Evaluation of 30 marks**.
8. A late fee of **Rs. 1000/-** will be paid by the student if he/she fails to submit the Report by **31st August**.

MBEI Year	MBE-C302		Semester-III		
	Universal Human Values and Indian Ethos				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (M M)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain Universal Human Values and their relevance in personal, professional and organizational life.	**PO.1,PO4,PO8**
CO.2	Analyze Indian philosophical traditions and their contribution to management thought and ethical leadership.	**PO.1,PO.2,PO.3**
CO.3	Apply value-based management, corporate governance and social responsibility principles.	**PO.2, PO.3**
CO.4	Evaluate harmony at the levels of self, family, society, and nature and existence, Develop ethical decision-making and leadership capabilities.	**PO.3, PO.5**
CO.5	Integrate Indian ethos and universal values in solving managerial and societal challenges.	

Course Code and Name: **MBE-C302 Universal Human Values and Indian Ethos**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5	1	2	2	1	1	1	1	1
CO6								
Average	1.4	1.6	1.8	1.2	1.2	1	1	1.2

OBJECTIVE:

The course aims to develop a holistic understanding of human values, ethical conduct, responsible leadership, and Indian ethos in management. It seeks to nurture socially responsible managers capable of making sustainable and value-based decisions in organizations and society.

Universal Human Values and Self-Exploration: Need and Content of Value Education, Human Aspirations, Happiness and Prosperity, Self-Exploration, Harmony in Self and Body, Right Understanding, Relationships and Physical Facilities, Human Consciousness and Ethical Behaviour, Professional Ethics and Personal Integrity. **(9 Hours)**

Indian Ethos and Foundations of Management Thought: Indian Ethos, Indian Knowledge System, Vedic and Upanishadic Perspectives, Karma and Nishkama Karma, Management Lessons from Bhagavad Gita, Ramayana and Mahabharata, Swami Vivekananda, Sri Aurobindo and Mahatma Gandhi. **Case Study 1:** Relevant Case Study. **(9 Hours)**

Human Values, Relationships and Social Harmony: Harmony in Family and Society, Trust and Respect, Value-Based Communication, Emotional Intelligence, Diversity and Inclusion,

Ethics in Public Life, Gandhian Trusteeship and Sarvodaya, Community Engagement and Nation Building. **(8 Hours)**

Ethical Leadership, Corporate Governance and Sustainability: Ethical Leadership, Corporate Governance, Corporate Social Responsibility (CSR), Environmental Ethics, Sustainable Development Goals (SDGs), Environmental, Social and Governance (ESG) Framework, Ethics in Digital Business and Artificial Intelligence (AI). **Case Study 2:** Relevant Case Study. **(8 Hours)**

Harmony with Nature, Professional Excellence and Future Organizations: Harmony with Nature, Sustainable Consumption, Work Ethos in Indian Tradition, Holistic Management, Spiritual Intelligence, Workplace Happiness, Value-Based Decision Making, Ethical Organizations. **Case Study 3:** Relevant Case Study. **(6 Hours)**

SUGGESTED READINGS:

1. Agarwal, T., & Chandorkar, N. (2018). *Indian Ethos in Management*. Himalaya Publishing House.
2. AICTE. (2023). *Student Handbook on Universal Human Values*. All India Council for Technical Education.
3. Chakraborty, S. K. (1987). *Managerial Effectiveness and Quality of Work Life: Indian Insights*. Tata McGraw-Hill.
4. Dave, N. V. (2002). *Vedanta and Management*. Deep & Deep Publications.
5. Fernando, A. C. (2022). *Business Ethics and Corporate Governance* (3rd ed.). Pearson Education.
6. Gaur, R. R., Sangal, R., &Bagaria, G. P. (2019). *A Foundation Course in Human Values and Professional Ethics*. Excel Books.
7. Ministry of Education. (2023). *Indian Knowledge Systems: An Introduction*. Government of India.
8. Bhatta, S. K. (2006). *Business Ethics and Managerial Value*. Deep & Deep Publications Pvt. Ltd., New Delhi.
9. Pandey, M. K. (2026). *Indian Knowledge System: Pathway to Self-Realisation, Social Harmony and Professional Excellence*. The Readers Paradise.
10. Sharma, R. K. (2021). *Indian Knowledge System: Concepts and Applications*. New Bharat Publications.
11. Vasishth, N., & Rajput, N. (2016). *Business Ethics and Values*. Taxmann Publications.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBEIIYear	MBE-C303		Semester-III		
	Econometrics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To analyze the general models of Time series and study their applicability in business problems.	**PO.2,PO.3,PO.4,PO.5**
CO.2	To estimate the various higher order statistical tools including Auto-regression and their application.	**PO.2, PO.3,PO.4**
CO.3	To create and interpret models based on classical linear regression model, ordinary least squares	**PO.5,PO.6,PO.7,PO.8**
CO.4	To apply various concepts of econometrics insolving complex business issues.	**PO.2,PO.3,PO.4,PO.5**
CO.5	To describe the core concepts and techniques in econometrics.	**PO.1, PO.2**

Course Code and Name: **MBE-C303 Econometrics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	2	1	1	1
CO2	1	2	2	2	1	1	1	1
CO3	1	1	1	1	2	2	2	2
CO4	1	2	2	2	2	1	1	1
CO5	2	2	1	1	1	1	1	1
CO6								
Average	1.2	1.8	1.6	1.6	1.6	1.2	1.2	1.2

OBJECTIVE:

The course introduces students to regression methods for analyzing data in economics and related areas. This course emphasizes both the theoretical and practical aspects of statistical analysis, focuses on techniques for estimating econometric models of various kinds and interpreting the estimates from such models. The objective is for the student to learn how to conduct-and how to critique-empirical studies in economics and related fields.

Unit I: Overview of Econometrics

Meaning, Definition and Scope of Econometrics, Goal of Econometrics, Division of Econometrics, Sources of Hypothesis Used in Econometrics, Economic Data: The Raw Material of Econometrics, Decision Trees, Random Forests, and Gradient Boosting (XGBoost/LightGBM) for Non-linear Relationships. **(7 Hours)**

Unit II: Econometric Groundwork

Random Variables, Estimation, Desirable Properties of Estimators, Probability, Distributions, Moments, Hypothesis Testing and Confidence Intervals, Statistical Inference, Double Machine Learning (DML) for Treatment Effect Estimation. **(7 Hours)**

Unit III: Methodology of Econometrics Research

Stage A: Specification of Model, Stage B: Estimation of the Model, Stage C: Evaluation of the Parameter Estimates, Stage D: Evaluation of the Forecasting Power of the Model, Desirable Properties of an Econometric Model, Predicting Economic Variables Using High-dimensional Datasets. **(8 Hours)**

Unit IV: Regression Methods

The Ordinary Least Square Method, Properties of the Least Square Estimates, Multiple Regression, Autocorrelation, Multicollinearity, Maximum Likelihood Method, Python (Scikit-learn, EconML, CausalML) or R (mlr3, caret). **(8 Hours)**

Unit V: Time Series Econometrics

Auto Regression, Moving Average Model, Auto Regressive and Moving Average Model, ARCH Models, GARCH Model, Theoretical Introduction to R and R Studio and E-Views, Applying AI for Time-Series Forecasting. **(10 Hours)**

SUGGESTED READINGS:

1. Gujarati, D. N. (2003). *Basic Econometrics* (4th ed.). McGraw-Hill Irwin.
2. Stock, J., & Watson, M. (2003). *Introduction to Econometrics*. Addison-Wesley.
3. Hamilton, L. (2003). *Statistics with STATA* (Updated for Version 8). Duxbury Press.
4. Pindyck, R. S., & Rubinfeld, D. L. *Econometric Models & Economic Forecasts*. McGraw-Hill, Singapore.
5. Greene, W. H. *Econometric Analysis*. MacMillan Publishing Company, New York.
6. Klein, L. R. *A Textbook of Econometrics*. PHI, New Delhi.
7. Kontsoyiannis, A. *Theory of Econometrics*. Palgrave, New York.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBEIIYear	MBE-C304		Semester-III		
	Strategic Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand and recall the fundamentals of strategic formulation and implementation.	**PO.1,PO.2PO8**
CO.2	Explain and apply key strategic management concepts used to improve organization profitability through improving competitive advantage.	**PO.1,PO.2,PO.3,PO.7, PO.8**
CO.3	Analyze and demonstrate understanding of contemporary strategic Management tools and techniques	**PO.3,PO.4,PO.5,PO.6**
CO.4	Apply contemporary strategic management tools and techniques to Improve business performance.	**PO.3,PO.5,PO.6,PO7**
CO.5	Evaluate key decisions taken in the past by organizations to improve their profitability through competitive advantage creation.	**PO5,PO.6,PO7,PO8**

Course Code and Name: **MBE-C304 Strategic Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	2
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	2	1	2	2	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.4	1.4	1.4	1.6	1.6	1.6

OBJECTIVE:

The objectives of this course are to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Unit I: Nature of Corporate Strategy

The Nature of Corporate Strategy, Value of Corporate Strategy, Levels of Strategy, Process of Strategic Management, Strategic Management in Different Contexts, Role of Different Strategists. **Case Study 1:***Nataliya A. Kravchenko & Svetlana A.***(8 Hours)**

Unit II: Corporate Mission and Governance

Defining the Company Mission, Corporate Philosophy, Corporate Governance and Strategy, Strategy and Ethics. **(8 Hours)**

Unit III: External Environment Analysis

The External Environment Analysis, Industry Analysis, Organizational Analysis During Industry Evolution, Globalization and Industry Structure. **(8 Hours)**

Unit IV: Strategy Formulation

Formulating Corporate Strategies, Business Level Strategies, Functional Strategies, Strategic Choice, Strategy in the Global Environment. **Case Study 2:***A Tough Choice*, Emerald Emerging Markets Case Studies. **(8 Hours)**

Unit V: Strategy Implementation

Implementing Strategy, Designing Organizational Structure, Designing Strategic Control System, Strategic Leadership, Structure and Control to Strategy, Implementing Strategic Change, Technology Strategy. **Case Study 3:***Satya Bharti School Program: The Kaizen Way*.**(8 Hours)**

SUGGESTED READINGS:

1. Hill, C. W. L. & Jones, G. R. (2012). *Strategic Management Theory: An Integrated Approach*. South-Western Cengage Publishing, USA.
2. David, F. R. (2012). *Strategic Management: A Competitive Advantage Approach – Concepts*. Prentice Hall, New Delhi.
3. Jayarathnam, M. (2007). *Business Policy and Strategic Management*. Himalaya Publishing House, Mumbai.
4. Johnson, G. & Scholes, K. (2009). *Exploring Corporate Strategy*. Prentice Hall of India, New Delhi.
5. Singh, S. P. (2004). *Corporate Strategy*. AITBS Publishers, New Delhi.
6. Srinivasan, R. (2007). *Strategic Management: The Indian Context*. Prentice Hall of India, New Delhi.
7. Case Study 1: Kravchenko, N. A. & Kuznetsova, S. A. (2012). *A Tough Choice*. Emerald Emerging Markets Case Studies, Vol. 2, Issue 7, pp. 1–10. Permanent Link: http://dx.doi.org/10.1108/20450621211284624
8. Case Study 2: Kainth, J. (2012). *Satya Bharti School Program: The Kaizen Way*. Emerald Emerging Markets Case Studies, Vol. 2, Issue 8, pp. 1–13. Permanent Link: http://dx.doi.org/10.1108/20450621211292382

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBEIIYear	MBE-C305		Semester-III		
	Soft Skills				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2Hrs.	**50(10+10)**	**30**	**50**	**02**	**20**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To know about various aspects of soft skills and learn ways to develop personality	**PO.1**
CO.2	Understand the importance and type of communication in personal and professional environment.	**PO.1,PO.2**
CO.3	To provide insight in too much needed-technical and non-technical qualities in career planning.	**PO.2,PO.3,PO.4**
CO.4	Learn about Leadership, team building, decision making and stress management	**PO.2,PO.4**

Course Code and Name: **MBE-C305 Soft Skills**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	2	2	1	1	1	1
CO3	2	2	1	2	1	1	2	1
CO4	2	2	2	2	2	1	2	1
CO5								
CO6								
Average	2	2	1.5	1.75	1.25	1	1.5	1

Unit 1: Introduction to Soft Skills and Personality Development *(5 Hours)*

Introduction to Soft Skills and Hard Skills; Personality Development: Knowing Yourself, Positive Thinking, Johari's Window, Communication Skills, Non-Verbal Communication, Etiquette and Mannerism: Introduction, Professional Etiquette, Technology Etiquette, Communication Today: Significance of Communication, GSC's 3M Model of Communication, Virtues of Listening, Fundamentals of Good Listening, Nature of Non-Verbal Communication, Need for Intercultural Communication, Communicating in the Digital World.

Unit 2: Academic Skills and Employment Communication *(5 Hours)*

Academic Skills; Employment Communication: Resume, Curriculum Vitae (CV), Developing an Impressive Resume, Formats of Resume, Job Application or Cover Letter, Professional Presentation: Nature of Oral Presentation, Planning a Presentation, Preparing the Presentation, Delivering the Presentation, Job Interviews: Background Information, Types of Interviews, Preparatory Steps for Job Interviews, Interview Skill Tips, Frequently Asked Questions (FAQs) During Interviews, Group Discussion.

Unit 3: Professional Skills and Ethical Values *(5 Hours)*

Professional Skills: Creativity at Workplace: Introduction, Current Workplaces, Creativity, Motivation, Nurturing Hobbies at Work, The Six Thinking Hat Method. **Ethical Values:** Ethics and Society, Correlation between Values and Behaviour.

Unit 4: Capacity Building, Leadership and Decision Making *(5 Hours)*

Capacity Building: Learn, Unlearn and Relearn, Elements of Capacity Building, Zones of Learning, Ideas for Learning, Strategies for Capacity Building. **Leadership and Team Building:** Leader and Leadership, Leadership Traits, Leadership Styles and Trends, Team Building, Types of Teams. **Decision Making and Negotiation:** Introduction to Decision Making, Steps for Decision Making, Decision-Making Techniques, Negotiation Fundamentals, Negotiation Styles.

SUGGESTED READINGS

1. Chauhan, G. S., & Sharma, S. *Soft Skills: An Integrated Approach to Maximise Personality*. Wiley India.
2. Mitra, B. K. *Personality Development and Soft Skills*. Oxford University Press.
3. Kalia, S., & Agrawal, S. *Business Communication*. Wiley India.
4. Rao, M. S. *Soft Skills – Enhancing Employability*. I. K. International.
5. Sherfield. *Cornerstone: Developing Soft Skills*. Pearson India.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

FOURTH SEMESTER

MBE-C401

DISSERTATION AND ITS REPORT

	Course Outcomes:	Mapped Program Outcomes
CO.1	Demonstrate advanced understanding of principles of academic research.	**PO.1,PO.2,PO.4**
CO.2	Locate, evaluate and critique existing studies.	**PO.5,PO.6,PO.7, PO.8**
CO.3	Identify the gap within the existing body of knowledge and research questions.	**PO.1,PO.2,PO.3,PO.4**
CO.4	Demonstrate advanced understanding of common research methods and tools forConstruction and civil projects related studies.	**PO.2,PO.3,PO.4,PO.5,PO.6**
CO.5	Develop a research proposal.	**PO.2,PO.3,PO.4, PO.5,PO.6**

Course Code and Name: **MBE-C401 DISSERTATION**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	1	1	1	1	2	2	2	2
CO3	2	2	2	2	1	1	1	1
CO4	1	2	2	2	2	2	1	1
CO5	2	1	2	1	2	2	1	1
CO6								
Average	1.6	1.6	1.6	1.6	1.6	1.6	1.2	1.2

RESEARCH PROJECT REPORT:

1. In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) assigned by the Department under the supervision of a faculty member of the Department.
2. The Research Project Report will carry 200 marks. Evaluation of the Report and Viva-Voce shall be conducted by both External and Internal Examiners with External Evaluation of 140 marks and Internal Evaluation of 60 marks.
3. The Report will contain the objectives, scope of the study, significance of the study, review of literature, research methodology, results, interpretation, conclusions and recommendations. It will also contain relevant tables, charts, diagrams and bibliography.
4. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the Report shall be attached therewith.
5. The student will submit three copies of the Report to the Head of the Programme.
6. The average size of the Report ordinarily will be 100–125 typed pages in standard font size (12) and double spacing.
7. One report, duly typed on A-4 sized paper in the hard bound (paperback) form, is to be submitted to the Faculty/Department for evaluation and the others shall be retained by the student after getting all the reports duly forwarded by the Head and Dean of the Faculty.

MBEIVYear	MBE-C402	Semester–IV

	Project Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with basic concepts, skills and knowledge and Developing project management skills among students	**PO.1,PO.2,PO.3,**
CO.2	Familiarity withmodel building skills in project developments.	**PO.1,PO.2,PO.3,PO.4, PO.5**
CO.3	To help students learn about project developments tools and Technique and its benefits in daily life.	**PO.1,PO.2, PO.3**
CO.4	To make familiar with resource management, project finance and Project implication and monitoring skills.	**PO.1,PO.2,PO.3,PO.4**

Course Code and Name: **MBE-C402 Project Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	1	1	1	1
CO2	1	1	1	1	2	2	1	1
CO3	2	2	2	1	1	1	1	1
CO4	2	1	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.5	1.5	1.25	1.25	1.25	1	1

OBJECTIVE:

Project management is about systematically incorporating the voice of the customer, working concurrently on all aspects of the project with multi-functional teams and implementation of specific tools and techniques. This course aims to provide learning to address issues of project management including strategic, financial, design, and feasibility with a holistic approach by interfacing other relevant subjects that helps in completion of a project.

Introduction: Definitions, Classification, Need and Importance of Project Management, Project Risk, Concepts and Characteristics of Project, Project Plan, Tools and Techniques of Project Management, Project Management Life Cycles and Uncertainty. Project Planning: Project Planning, Need of Project Planning, Roles, Responsibility and Team Work, Risk Management, Cost Benefit Analysis, Feasibility Study, Project Planning Process, Work Breakdown Structure (WBS). **Case Study 1:** Case study related to Project Management. **(9Hours)**

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts. **Case Study 2:** Case study related to Project Organisation. **(9Hours)**

Project Financing: Project Cost Estimation, Sources of Finance, Resource Allocation, Cost Forecasts, Multiple Projects and Constraints, Project Closure. **Case Study 3:** Case study related to Cost Estimation. **(6Hours)**

Project Implementation and Monitoring: Project Resource Requirements, Type of Resources, Multi-project Resource Scheduling, Resource Allocation Method, Project Monitoring and Control, Project Network Techniques (PERT and CPM), Planning for Monitoring and Evaluation, Project Management Information System, Project Scheduling, Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews. **Case Study 4:** Case study related to Project Implementation and Monitoring. **(9Hours)**

Dilemma Project Direction and Control: Project Direction, Project Execution, Project Termination, Termination Procedure and Strategies, Project Control Process, Features of Future Indian Projects. **Case Study 5:** Case study related to Project Direction and Control. **(7Hours)**

SUGGESTED READINGS:

1. Stevenson, W. J. (2024). *Operations Management* (15th ed.). McGraw Hill.
2. Cachon, G., &Terwiesch, C. (2025). *Operations Management*. McGraw Hill.
3. Beenet, P. L., & Kathyn. (1995). *Project Management for 21st Century*. Pearson Education, New Delhi.
4. Cleland, D. I. (1999). *Project Management*. McGraw Hill International Edition, USA.
5. Lock, D. (2001). *The Essentials of Project Management*. Gower Publishing, USA.
6. Gray, C., & Larson, E. (2010). *Project Management*. Tata McGraw Hill, New Delhi.
7. Gopalakrishnan, P. (1993). *Project Management*. McMillan India Ltd., New Delhi.
8. Naylor, H. (1987). *Project Management*. Pearson Publications, New Delhi.
9. Prasanna, C. (2008). *Project Management*. Tata McGraw Hill, New Delhi.
10. Desai, V. (2018). *Project Management*. Himalaya Publishing House Pvt. Ltd., Mumbai.
11. Nagarajan, K. (2005). *Elements of Project Management*. New Age International Publications, New Delhi.
12. Gray, C. F., Larson, E. W., & Desai, G. V. (2014). *Project Management: The Managerial Process*. McGraw Hill (Indian) Education, New Delhi.
13. Nagarajan, K. (2017). *Project Management*. New Age International Publishers.
14. Chandra, P. (2014). *Projects*. McGraw Hill Education (India) Private Ltd.
15. Bhavesh, P. (2010). *Project Management*. Vikas Publishing House Pvt. Ltd., Noida.
16. **Case Study 1 (Assignment 1B):**https://www.scribd.com/doc/100384582/Case-Sharp-Printing-Assignment
17. **Case Study 2:**https://www.bartleby.com/essay/Case-Study-of-Franklin-Equipment-Ltd-PKBFPPBZRFA
18. **Case Study 3:**https://www.ugllimited.com/en/case-studies/current/aurora
19. **CaseStudy4:**https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Politics%2C+Institutions+and+Project+Finance%3A+The+Dabhol+Power+Project+Case+Study
20. **CaseStudy5(Assignment):**https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=The+Dabhol+Power+Project+Case+Study

MBEIIYear	MBE-C403		Semester–IV		
	Entrepreneurship Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To be able to employ entrepreneurial schemes, family business concepts and schemes such as Annapurna Yojna and their necessity.	**PO.2, PO.4**
CO.2	To assimilate the entrepreneurial leadership and management style.	**PO.5,PO.6,PO.7, PO.8**
CO.3	To utilize the methods required to create entrepreneurial venture.	**PO.1,PO.2,PO.3,PO .4**
CO.4	To identify the entrepreneurial opportunities and assessing the scope of development.	**PO.2,PO.3,PO.4,PO .5,PO.6**
CO.5	To understand the nature and function of entrepreneurship.	**PO.1**

Course Code and Name: **MBE-C403 Entrepreneurship Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	1	2	1	1	1	1
CO2	1	1	1	1	2	2	2	2
CO3	2	2	2	2	1	1	1	1
CO4	1	2	2	2	2	2	1	1
CO5	2	1	1	1	1	1	1	1
CO6								
Average	1.4	1.6	1.4	1.6	1.4	1.4	1.2	1.2

OBJECTIVE:

This course is designed to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Unit I: Introduction to Entrepreneurship

Introduction: Meaning, Nature and Process of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneurship, Characteristics and Skills of Entrepreneurs, Factors Affecting Entrepreneurship, Tools of Entrepreneurship, Role of Entrepreneurs in Entrepreneurship. **(7 Hours)**

Unit II: Entrepreneurship Development

Types of Entrepreneurs, Functions of Entrepreneurs, Competing Theories of Entrepreneurship, Role of Government, Role of Central Government and State Government in Promoting Entrepreneurship, MSME Policy in India, Support and Objectives, Causes of Entrepreneurial Failure, Social Entrepreneurship. **Case Study 1:** Relevant Case Study. **(6 Hours)**

Unit III: Entrepreneurial Environment

Government Policy towards SSI's, Entrepreneurial Behaviour and Motivation, Difference between Owner, Manager and Entrepreneur, Entrepreneur vs. Administrator, Entrepreneur vs. Entrepreneurship, Ethics and Social Responsibilities of Entrepreneurs, Agencies for Policy Formulation and Implementation-District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship and Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). **(7 Hours)**

Unit IV: Women Entrepreneurship and Innovation

Women Entrepreneurship, Constraints for the Development of Women Entrepreneurship, Barriers to Women Entrepreneurs, Importance of Women Entrepreneurship, Process of Women Entrepreneurship Development, Important Women Entrepreneurs of India, Schemes for Women Entrepreneurs, Family Business, Entrepreneurial Success in Rural Areas, Innovation and Entrepreneurship, Establishing Entrepreneurial System: Search for Business Idea, Sources of Ideas, Idea Processing, Input Requirements. **Case Study 2:** Case Study Related to Women Entrepreneurship or Family Business. **(6 Hours)**

Unit V: Small Business and Business Planning

Characteristics of Small-Scale Business, Scope and Objectives of Small-Scale Business, Classification and Types, Agencies for Financial Support-Role of Commercial Banks and Financial Institutions like SIDBI, NABARD, SFCs and other NBFCs, Business Plan Development, Raising Funds, Registering SSI Unit, Business Plan: Meaning, Objectives and Benefits, Business Planning Process, Technical Assistance, Marketing Assistance, Sickness of Units and Remedial Assistance. **Case Study 3:** Relevant Case Study. **(7 Hours)**

Unit VI: AI and Entrepreneurship

Understanding AI Fundamentals for Business: Key AI Technologies in Business; The Entrepreneur's AI Toolkit: Introduction to AI/ML Tools like ChatGPT, Google's AI Offerings, CRM/ERP Systems with Built-in AI; AI in Business Model and Strategy: Developing AI-Centric Value Propositions, AI for Optimization and Efficiency, Data Strategy for AI Startups, AI in Idea Generation and Market Research. **Case Study 4:** Relevant Case Study. **(7 Hours)**

SUGGESTED READINGS:

1. Agarwal, R. G. (2022). *Family Business Management.*
2. Chatly, P. (2016). *Small Scale Industries & Entrepreneurial Development: Role of Commercial Banks in SSI Financing.*
3. Dashora, S. P. &Dashora, P. (2009). *Women Entrepreneurs: Role Performance and Psychological Profile.*
4. Drucker, P. F. (2006). *Innovation and Entrepreneurship.* Harper Collins.
5. Fad, I. (2025). *Social Entrepreneurship and Innovation Management: A Handbook for Business Leaders.*
6. Ghuman, K. & Makkar, C. S. (2024). *How to Raise Startup Funding in India.*
7. Gupta, R. K. & Gupta, R. (2024). *Fundamentals of Entrepreneurship and MSME Management.* Academic Guru Publishing House.

8. Kuratko, D. F. (2023). *Entrepreneurship: Theory, Process and Practice.*
9. Madan, P. (2017). "Social Entrepreneurship with Vedic Wisdom." *The CASE Journal,* 13(4), 528–545.
10. Malhotra, K. (2024). *AI Entrepreneur's Handbook: Build a Profitable Business and Make Money by Unleashing the Power of ChatGPT and Artificial Intelligence.*
11. Pallen, P. (2025). *AI for Small Business: From Marketing and Sales to HR and Operations, How to Employ the Power of Artificial Intelligence for Small Business Success.* Simon & Schuster.
12. Sharma, S., Suhail, M. T., Gupta, A. & Das, T. (2022). *Entrepreneurial Finance: A Complete Guide for Entrepreneurs.* AG Publishing House (AGPH Books).

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

DESCIPLINE SPECIFICELECTIVES GROUP

GROUP: MARKETING

MBEIIYear	MBE-E301/401		Semester-III/IV		
	Marketing of Services				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the concept of service and intagibles	**PO1**
CO.2	Discuss the relevancies of the Service Industry to Industry	**PO1, PO2**
CO.3	Examine the characteristics of Service Industry and its way of working	**PO1,PO2,PO3,PO4**
CO.4	Analyze the role and relevance of Quality in Services.	**PO1**
CO.5	Visualize future changes in the service industry	**PO7**

Course Code and Name: **MBE-E301/401Marketing of Services**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	2	2	2	2	1	1	2	1
CO4	2	1	1	1	1	1	1	1
CO5	1	1	1	1	1	1	2	1
CO6								
Average	1.8	1.4	1.2	1.2	1	1	1.4	1

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of service marketing concepts, strategies, and practices in the contemporary business environment. The course aims to develop students' ability to design, market, and manage service offerings by focusing on customer satisfaction, service quality, relationship marketing, and customer experience. It also introduces the application of Artificial Intelligence (AI) and digital technologies in service marketing to enhance customer engagement, service delivery, and business performance.

Unit I: Introduction to Service Marketing (8 Hours)

Concept, nature and scope of service marketing; characteristics of services; service marketing versus goods marketing; significance of service marketing; service classification; service encounters; consumer satisfaction; service quality; customer expectations; trends in service marketing; Management Information Systems (MIS) in service marketing; digital transformation in service industries.

Unit II: Designing Service Marketing Strategies (8 Hours)

Service mission; market segmentation, targeting and positioning (STP); service marketing mix (7Ps); service design and blueprinting; branding of services; service pricing strategies; distribution of services; physical evidence; people and process; competitive differentiation; competitive advantage; value chain analysis; **Case Study 1: Relevant Case Study.**

Unit III: Marketing of Financial and Healthcare Services (8 Hours)

Marketing of banking and financial services; insurance marketing; event management; healthcare and hospital marketing; Information Technology Enabled Services (ITES); customer relationship management (CRM); service quality measurement (SERVQUAL); customer complaints and service recovery; customer retention strategies; **Case Study 2: Relevant Case Study.**

Unit IV: Marketing of Professional and Emerging Services (8 Hours)

Professional service marketing; marketing of public utility services; educational service marketing; hotel and hospitality marketing; tourism marketing; consultancy marketing; marketing mix for professional services; contemporary issues in service marketing; sustainability in service industries.

Unit V: Artificial Intelligence in Service Marketing (8 Hours)

AI in customer experience management; AI-enabled customer acquisition; personalized marketing; chatbots and virtual assistants; recommendation systems; predictive analytics; AI-driven CRM; automated complaint resolution; service automation; ethical issues in AI; data privacy; AI for customer engagement and future trends in service marketing.

SUGGESTED READINGS:

1. Balaji, B. (2010). *Services Marketing and Management*. S. Chand Publishing.
2. Kapoor, R., Paul, J., & Halder, P. (2010). *Services Marketing: Concepts and Practices*. McGraw Hill.
3. Lovelock, C., Wirtz, J., & Chatterjee, J. (Latest Edition). *Services Marketing: People, Technology, Strategy*. Pearson.
4. Rao, K. R. (2013). *Service Marketing*. Pearson India.
5. Srinivasan, R. (2014). *Services Marketing: The Indian Context*. PHI Learning.
6. Verma, H. V. (2012). *Marketing of Services*. Pearson India.
7. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (Latest Edition). *Services Marketing: Integrating Customer Focus Across the Firm*. McGraw Hill.
8. Fisk, R. P., Grove, S. J., & John, J. (2008). *Interactive Services Marketing*. Houghton Mifflin.
9. Grönroos, C. (Latest Edition). *Service Management and Marketing: Managing the Service Profit Logic*. Wiley.
10. Lemon, K. N., & Verhoef, P. C. (Latest Edition). *Customer Experience Management*. Wiley.

MBEIIYear	MBE-E302/402		Semester-III/IV		
	Retailing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the design, implementation, and assessment of retailing Strategies based on consumer needs and market changes.	**PO.2, PO.4**
CO.2	Explain how factors of culture, economics, legal requirements, political activity, technology, the internet and the news media affect the operation of retail organizations.	**PO.5,PO.6,PO.7, PO.8**
CO.3	Understand the key elements and actions of retail store operations toEffectively and efficiently manages to reoperations, administration.	**PO.1,PO.2,PO.3,PO.4**
CO.4	Understand the ways that retailers use marketing tools and techniquesTo interact with their customers.	**PO.2,PO.3,PO.4,PO.5,PO.6**
CO.5	Understand and analyze the role responsibilities of store manager to Achieve stated purpose and goals.	**PO.1**

Course Code and Name: **MBE-E302/402 Retailing Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	1	2	1	1	1	1
CO2	1	1	1	1	2	2	2	2
CO3	2	2	2	2	1	1	1	1
CO4	1	2	2	2	2	2	1	1
CO5	3	1	1	1	1	1	1	1
CO6								
Average	1.6	1.6	1.4	1.6	1.4	1.4	1.2	1.2

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of strategic retail management and the dynamic retail business environment. The course aims to develop knowledge and skills related to retail strategy, consumer behaviour, retail operations, merchandising, customer relationship management, store planning, and retail performance. It also introduces students to emerging trends in digital retailing, retail analytics, omnichannel retailing, sustainability, and Artificial Intelligence (AI) applications in retail management.

Unit I: Introduction to Strategic Retailing (8 Hours)

Meaning, nature and scope of retailing; evolution of retailing; functions of retailing; retail environment; building and sustaining customer relationships; strategic planning in retailing; retailing in India; organized and unorganized retailing; omnichannel retailing; digital transformation; emerging trends in retail business; AI applications in retail management.

Unit II: Retail Institutions and Consumer Behaviour (8 Hours)

Retail institutions by ownership; retail formats and classification; identifying and understanding customers; consumer buying behaviour; information gathering and processing; customer relationship management (CRM); customer lifetime value; retail analytics;

personalization in retailing; AI-driven customer insights and recommendation systems. **Case Study 1:***Fragra Aroma – Accord in Business, Concord in Family.*

Unit III: Retail Location Strategy and Store Planning (8 Hours)

Importance of retail location; trading area analysis; factors affecting store location decisions; site selection process; retail location theories; store layout and design; visual merchandising; atmosphere management; location-based competitive advantage; Geographic Information Systems (GIS) and AI-based location analytics.

Unit IV: Retail Operations and Performance Management (8 Hours)

Managing retail operations; retail organization structure; store operations; inventory management; supply chain coordination; financial and operational dimensions of retailing; human resource management in retailing; retail performance evaluation; key performance indicators (KPIs); AI-enabled inventory optimization and demand forecasting. **Case Study 2:***Al–Maha Mobile Shop.*

Unit V: Retail Merchandising and Strategic Retail Management (8 Hours)

Merchandise planning and management; merchandise buying and assortment planning; retail pricing strategies; retail promotion; integrated retail communication; digital retail merchandising; customer experience management; sustainability in retail strategy; retail analytics; AI-driven merchandising and pricing; global retail strategy perspectives; evaluation and control of retail strategy.

SUGGESTED READINGS:

1. Berman, B., & Evans, J. R. (Latest Edition). *Retail Management: A Strategic Approach*. Pearson.
2. Levy, M., Weitz, B. A., & Pandit, A. (2019). *Retailing Management* (10th ed.). McGraw-Hill Education.
3. Dunne, P. M., Lusch, R. F., & Carver, J. R. (2018). *Retailing* (9th ed.). Cengage Learning.
4. Gilbert, D. (Latest Edition). *Retail Marketing Management*. Pearson Education.
5. Nair, S. R. (Latest Edition). *Retail Management.* Himalaya Publishing House.
6. Newman, A. J., & Cullen, P. (Latest Edition). *Retailing: Environment and Operations*. Cengage Learning.
7. Kent, T., & Omar, O. (Latest Edition). *Retailing*. Palgrave Macmillan.
8. Gupta, N., Sharma, R. R., &Pardasani, R. (2013). *Fragra Aroma – Accord in Business, Concord in Family*. Emerald Emerging Markets Case Studies.
9. Katsioloudes, M., & Jabeen, F. (2011). *Al–Maha Mobile Shop*. Emerald Emerging Markets Case Studies.

NOTE: The list of case studies, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E303/403		Semester-III/IV		
	Event Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Students will become familiar with key concepts of managing anevent.	**PO1,PO2**
CO.2	Learn and understand various aspects of events and types of events	**PO2**
CO.3	Participate in National and International seminar and workshops toLearn the latest trends adopted.	**PO6**
CO.4	Understand the skills and challenges faced in managing an event.	**PO7**

Course Code and Name: **MBE-E303/403 Event Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	3	1	1	1	1	1	1	1
CO3	1	1	1	1	1	3	1	1
CO4	1	1	1	1	1	1	3	1
CO5								
CO6								
Average	1.75	1.25	1	1	1	1.5	1.5	1

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of event management concepts, planning processes, and operational practices required for organizing successful events. The course aims to develop competencies in event design, budgeting, marketing, logistics, crowd management, risk management, and evaluation while integrating Artificial Intelligence (AI), digital technologies, and data-driven decision-making to enhance event planning, execution, and customer experience.

Unit I: Introduction to Event Management (8 Hours)

Meaning, nature and scope of event management; classification and types of events; objectives and benefits of events; event concept and design; event life cycle; event management committee: structure, roles and responsibilities; market feasibility and predictive feasibility analysis; legal compliance; ethical issues; data privacy and data ethics in event management.

Unit II: Event Planning and Marketing (8 Hours)

Event planning process; event blueprint; event planning timeline; site selection and site planning; event budgeting and financial management; sponsorship management; event marketing and promotion; celebrity management; promotional tools; branding of events; risk management including cybersecurity and data security; **Case Study 1:** Relevant Case Study.

Unit III: Event Operations and Logistics Management (8 Hours)

Protocol management; stage management and virtual stage management; staffing, recruitment and training; contract management; vendor management; event logistics and scheduling; supply chain management for events; leadership and team management; communication and coordination; safety, security and emergency planning; virtual and hybrid event technologies; **Case Study 2:** Relevant Case Study.

Unit IV: Crowd Management, Event Control and Sustainability (8 Hours)

Crowd management principles; crowd behaviour; evacuation planning; food and accommodation management; parking and transportation planning; access control; emergency response systems; real-time monitoring; event execution and issue resolution; event evaluation; post-event analysis; managing event failures; sustainable and green event management; **Case Study 3:** Relevant Case Study.

Unit V: Artificial Intelligence and Digital Technologies in Event Management (8 Hours)

Artificial Intelligence in event planning and management; predictive analytics for event forecasting; AI chatbots for customer engagement; attendance management systems; facial recognition and digital ticketing; seating plan optimization; real-time crowd sensing; Internet of Things (IoT) applications; data analytics for event performance; customer experience management; future trends in AI-enabled event management; **Case Study 4:** Relevant Case Study.

SUGGESTED READINGS:

1. Bladen, C., Kennell, J., Abson, E., & Wilde, N. (2022). *Events Management: An Introduction*. Routledge.
2. Dowson, R., Albert, B., & Lomax, D. (2022). *Event Planning and Management: Principles, Planning and Practice*. Kogan Page.
3. Feliciani, C., Shimura, K., & Nishinari, K. (2023). *Introduction to Crowd Management: Managing Crowds in the Digital Era*. Springer.
4. Fuhler, L. (2017). *Secrets to Successful Events: How to Organize, Promote and Manage Exceptional Events and Festivals*.
5. Roth, E., Allender-Zivic, J., & McGlaughlin, K. (2021). *Stage Management Basics: A Primer for Performing Arts Stage Managers*.
6. Sharma, A., & Arora, S. (2018). *Event Management and Marketing: Theory, Practical Approaches and Planning*. Bharti Publications.
7. Singh, K. S. (2013). *Event Management: Principles and Methods*. Kaniska Publications.
8. Taylor, P. (2021). *AI and the Project Manager: How the Rise of Artificial Intelligence Will Change Your World*.
9. Silvers, J. R. (Latest Edition). *Professional Event Coordination*. Wiley.
10. Goldblatt, J. (Latest Edition). *Special Events: Creating and Sustaining a New World for Celebration*. Wiley.

MBEIIYear	MBE-E304/404		Semester-III/IV		
	International Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand major international marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.	**PO.1,PO.2,PO.3**
CO.2	Apply contemporary marketing theories to the demands of business and Management practice.	**PO.1,PO.2,PO.3,PO.7, PO.8**
CO.3	Demonstrate how as an international marketer you canuseyourknowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence that behaviour.	**PO.3,PO.4,PO.5,PO.6**
CO.4	Organize information and data to reveal patterns and themes, and manageTeams and implementing international marketing programs.	**PO.3,PO.5,PO.6**
CO.5	Understand the process of consumer protection, accounting for ethical, Social and cultural (ESC) issues.	**PO.5**

Course Code and Name: **MBE-E304/404 International Marketing Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	2	1	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.6	1.6	1.2	1.6	1.4	1.2	1.2

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of international marketing concepts, strategies, and practices in the global business environment. The course aims to develop knowledge of international market opportunities, global marketing environments, market entry strategies, international marketing research, and global marketing decision-making. It also emphasizes the role of digital technologies, Artificial Intelligence (AI), big data analytics, and emerging trends in international marketing for achieving sustainable competitive advantage.

Unit I: Introduction to International Marketing (8 Hours)

Meaning, nature and scope of international marketing; domestic marketing versus international marketing; international marketing environment; categories of international marketing involvement; international marketing tasks; characteristics of international marketing management; qualities and competencies of international marketing executives; globalization and international business; international influencer marketing; digital transformation in global marketing.

Unit II: International Marketing Environment and Foreign Market Selection (8 Hours)

Analysis of international marketing environment; political, legal and regulatory environment; cultural and social environment; economic development and geographical conditions; competitive environment; financial influences; international institutions and trade organizations including WTO, UNCTAD, IMF and World Bank; geopolitical risk analysis; country screening and foreign market selection; sustainability and ESG considerations in international markets.

Unit III: International Marketing Research and Market Intelligence (8 Hours)

International marketing intelligence; global market analysis; international marketing research process; sources of international marketing information; market opportunity assessment; research methods; consumer behaviour in international markets; cross-cultural research; big data analytics in international business; AI-enabled market intelligence and predictive analytics.

Unit IV: International Market Entry and Global Marketing Strategies (8 Hours)

International market entry strategies; exporting; licensing; franchising; strategic alliances; joint ventures; foreign direct investment (FDI); multinational operations; global branding; international product, pricing, promotion and distribution strategies; digital platforms for international business; AI-driven market entry and decision support systems; **Case Study 1:***Cilantro Café Goes Global: Reflections on Internationalization in Egypt.*

Unit V: Emerging Trends in International Marketing (8 Hours)

Digital international marketing; cross-border e-commerce; social media marketing; international influencer marketing; customer relationship management (CRM); artificial intelligence in international marketing; personalization and recommendation systems; ethical issues in international marketing; sustainable international marketing; future trends in global business; **Case Study 2:***Piping Hot Dogs: A Case of a Malaysian Franchise.*

SUGGESTED READINGS:

1. Brady, D. L. (2011). *Essentials of International Marketing*. Jaico Publishing House.
2. Cateora, P. R., Graham, J. L., & Gilly, M. C. (Latest Edition). *International Marketing*. McGraw-Hill Education.
3. Cherunilam, F. (Latest Edition). *International Marketing*. Himalaya Publishing House.
4. Ghauri, P., &Cateora, P. (Latest Edition). *International Marketing*. Tata McGraw-Hill.
5. Ilkka, A. R., &Czinkota, M. R. (Latest Edition). *International Marketing*. Cengage Learning.
6. Jain, S. C. (Latest Edition). *International Marketing Management*. CBS Publishers.
7. Keegan, W. J., & Green, M. C. (Latest Edition). *Global Marketing*. Pearson Education.
8. Darrag, M., & El Bassiouny, N. (2011). *Cilantro Café Goes Global: Reflections on Internationalization in Egypt 2.0*. Emerald Emerging Markets Case Studies.
9. June, S., & Abdul-Talib, A. N. (2011). *Piping Hot Dogs: A Case of a Malaysian Franchise*. Emerald Emerging Markets Case Studies.

MBEIIYear	MBE-E305/405	Semester-III/IV
	Rural Marketing	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Discuss rural market challenges and opportunities in a dynamicmarket	**PO1**
CO.2	Explain and interpret rural marketing evolution and structure.	**PO2,PO5**
CO.3	Apply the concepts relating to consumer buying behaviour.	**PO4,PO5**
CO.4	Differentiate and design marketing strategies forruralproduct	**PO1,PO2,PO3**
CO.5	Assess and interpret the relevance of pricing and distributionStrategies.	**PO1,PO3,PO6**

Course Code and Name: MBE-E305/405 Rural Marketing

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	3	1	1	1	1	1	1	1
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5	2	1	2	1	1	2	1	1
CO6								
Average	1.8	1.4	1.4	1.2	1.4	1.2	1	1

OBJECTIVE:

The objective of this course is to develop an understanding of rural markets, rural consumer behaviour, rural marketing strategies, distribution systems, and rural branding in the Indian context. The course also focuses on emerging digital technologies, sustainable rural development, rural entrepreneurship, and the role of Artificial Intelligence (AI) in transforming rural marketing and business practices.

Unit I: Introduction to Rural Marketing (8 Hours)

Meaning, nature, scope and evolution of rural marketing; characteristics of rural markets; understanding the Indian rural economy; rural marketing models; rural marketing versus urban marketing; parameters differentiating rural and urban markets; differences in consumer behaviour in rural and urban markets; emerging rural consumption trends; role of government policies in shaping rural demand; impact of globalization on rural markets; digital inclusion and rural transformation.

Unit II: Rural Market Research and Consumer Behaviour (8 Hours)

Sources of information for rural marketing; factors influencing rural consumer purchase behaviour; rural consumer lifestyle and buying patterns; approaches and tools of rural marketing research; rural business research; evolution of rural marketing research; primary and secondary data collection methods; digital tools for rural research; role of NGOs, cooperatives and self-help groups (SHGs) in rural market research; ethical issues in rural research practices;

AI-enabled rural market analytics. **Case Study 1:***Vina Milk – From Local Cooperatives to International Corporation.*

Unit III: Rural Marketing Mix and Product Strategies (8 Hours)

Rural marketing mix; additional Ps in rural marketing; 4 As of rural marketing (Acceptability, Affordability, Accessibility and Awareness); new product development for rural markets; product life cycle in rural markets; pricing strategies; packaging innovations for low-literacy consumers; branding strategies; distribution challenges in remote areas; digital payment adoption and rural e-commerce.

Unit IV: Rural Brand and Channel Management (8 Hours)

Brand loyalty in rural markets; regional versus national brands; rural retailing and channel management; Indian rural retail structure; role of haats, mandis, melas, cooperatives, Common Service Centres (CSCs), wholesalers and local retailers; innovative rural distribution models including Project Shakti and e-Choupal; last-mile delivery; rural logistics and transportation; **Case Study 2:***Aavaran – Creating Niche through Contemporary Traditional Textiles.*

Unit V: Applications and Emerging Trends in Rural Marketing (8 Hours)

Marketing of consumer products and services in rural areas; agricultural marketing; marketing of rural industry products; rural entrepreneurship; e-rural marketing; agricultural cooperative marketing; rural market mapping; corporate social responsibility (CSR); organized rural marketing; Information Technology (IT) for rural development; e-Governance initiatives; BharatNet; digital financial inclusion; WhatsApp and social commerce; Direct-to-Consumer (D2C) rural brands; green marketing; sustainable rural development; AI applications in rural marketing, precision agriculture, demand forecasting and customer engagement.

SUGGESTED READINGS:

1. Aggarwal, M. (2011). *Consumer Behaviour and Rural Marketing in India*. New Century Publications.
2. Dogra, B., & Ghuman, K. (Latest Edition). *Rural Marketing*. Tata McGraw-Hill.
3. Kashyap, P. (Latest Edition). *Rural Marketing*. Pearson India.
4. Krishnamacharyulu, C. G., & Ramakrishnan, L. (Latest Edition). *Rural Marketing: Text and Cases*. Pearson Education.
5. Minouti, Kamat, & Krishnamoorthy, R. (2013). *Co-operatives and Rural Markets*. Himalaya Publishing House.
6. Rahman, H. (Latest Edition). *Rural Marketing*. Himalaya Publishing House.
7. Velayudhan, S. K. (Latest Edition). *Rural Marketing*. SAGE Publications.
8. Gopalaswamy, T. P. (Latest Edition). *Rural Marketing: Environment, Problems and Strategies*. Vikas Publishing House.
9. Case Study 1: *Vina Milk – From Local Cooperatives to International Corporation*. Emerald Emerging Markets Case Studies.
10. Case Study 2: *Aavaran – Creating Niche through Contemporary Traditional Textiles*. Emerald Emerging Markets Case Studies.

MBE II Year	MBE-E346/446	Semester-III/IV
	Marketing Analytics and Strategy	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**MappedProgram Outcomes**
CO.1	Understand modern marketing analytics frameworks and strategic concepts.	**PO1, PO2, PO3**
CO.2	Interpret marketing data for effective managerial decision-making.	**PO2, PO4, PO5**
CO.3	Apply analytical tools for consumer insights and market forecasting.	**PO2, PO4, PO5**
CO.4	Evaluate digital marketing performance using web analytics tools.	**PO5, PO6**
CO.5	Understand emerging technologies such as AI, machine learning, and automation in marketing.	**PO5, PO7, PO8**

Course Code and Name: **MBE-E346/446 Marketing Analytics & Strategy**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	2	2
Average	1.4	1.6	1.6	1.4	1.8	1.4	1.4	1.4

OBJECTIVE:

The objective of this course is to develop students' understanding of marketing analytics concepts, tools, and techniques for data-driven decision-making. The course enables students to analyze customer behavior, evaluate marketing performance, optimize marketing strategies, and leverage digital analytics and emerging technologies to create sustainable competitive advantage.

UNIT I: Foundations of Marketing Analytics (8 Hours)

Introduction to marketing analytics; evolution of data-driven marketing; marketing information systems (MkIS); role of big data in marketing; marketing metrics and Key Performance Indicators (KPIs); market segmentation analytics; targeting and positioning models; market demand estimation; market share analysis; environmental scanning techniques; introduction to Artificial Intelligence (AI) and machine learning in marketing analytics.

UNIT II: Consumer and Market Insight Analytics (8 Hours)

Consumer behaviour analytics; customer journey mapping; behavioural, psychographic and demographic segmentation; customer lifetime value (CLV); customer acquisition cost (CAC); churn analysis; market basket analysis; predictive consumer analytics; sentiment analysis using

social media data; voice of customer (VoC) analytics. **Case Study 1:** *Netflix – Personalization through Customer Analytics* (or Relevant Case Study).

UNIT III: Strategic Marketing Decision Models (8 Hours)

Strategic marketing planning process; competitive intelligence systems; BCG matrix and product portfolio analysis; product life cycle analytics; pricing analytics and optimization; revenue forecasting models; sales forecasting techniques; marketing mix modeling; conjoint analysis; decision tree applications in marketing; AI-driven forecasting and recommendation systems.

UNIT IV: Digital Marketing and Web Analytics (8 Hours)

Digital marketing ecosystem; search engine optimization (SEO) analytics; search engine marketing (SEM) metrics; website traffic analytics; Google Analytics framework; social media analytics; campaign performance measurement; conversion funnel analysis; email campaign analytics; affiliate marketing analytics; influencer marketing analytics; AI-powered digital marketing automation. **Case Study 2:** *Amazon – Data-Driven Digital Marketing Strategy* (or Relevant Case Study).

UNIT V: CRM, Brand and Retail Analytics (8 Hours)

Customer relationship management (CRM) analytics; customer retention models; loyalty program analytics; brand equity measurement; brand performance metrics; marketing return on investment (ROMI); retail analytics; distribution channel analytics; omnichannel customer analytics; dashboard development and visualization using business intelligence tools; future trends in AI-enabled marketing analytics.

SUGGESTED READINGS:

1. Grigsby, M. (2022). *Marketing Analytics* (3rd ed.). Kogan Page.
2. Jeffery, M. (2010). *Data-Driven Marketing*. John Wiley & Sons.
3. Farris, P. W., Bendle, N., Pfeifer, P., &Reibstein, D. (2015). *Marketing Metrics*. Pearson Education / Wharton School Publishing.
4. Hemann, C., &Burbary, K. (2018). *Digital Marketing Analytics*. Que Publishing.
5. Lilien, G. L., & Rangaswamy, A. (2004). *Marketing Engineering*. Pearson Education.
6. Kotler, P. (2012). *Kotler on Marketing*. Free Press.
7. Wedel, M., & Kannan, P. K. (2016). *Marketing Analytics for Data-Rich Environments*. Journal of Marketing.
8. Chaffey, D. (2023). *Digital Marketing: Strategy, Implementation and Practice*. Pearson.

GROUP: FINANCE

MBE II Year	MBE-E306/406	Semester-III/IV

	Management of Financial Services				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO1	Develop a comprehensive understanding of the origin, meaning, and need for merchant banking institutions in India, as well as their role in the global financial environment.	**PO1**
CO2	Analyze the functions and growth of merchant banking institutions, including steps involved in establishing such outfits. Understand the nature and scope of financial services and how they are influenced by legal, cultural, social, and environmental factors.	**PO2, PO3**
CO3	Develop a comprehensive understanding of merchant banking activities, including project counseling, appraisal, and financing.	**PO2, PO3**
CO4	Evaluate risk management strategies in financial services, especially within merchant banking activities. Demonstrate the ability to design and implement risk mitigation techniques.	**PO4, PO5**
CO5	Examine various financial services provided by Non-Banking Finance Companies (NBFCs), including debt securitization, leasing, hire purchase. Understanding various financial services like factoring, forfeiting, and bill discounting.	**PO6**
CO6	Understand the regulations and control mechanisms in banking, insurance, credit cards, venture capital, and Forex markets.	**PO7**

Course Code and Name: **MBE-E306/406 Management of Financial Services**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	1	2	2	1	1	1
CO5	1	1	1	1	1	3	1	1
CO6	1	1	1	1	1	1	3	1
Average	**1.33**	**1.33**	**1.33**	**1.16**	**1.16**	**1.33**	**1.33**	**1.00**

OBJECTIVE:

The objective of this course is to acquaint students with the concepts, functions, regulatory framework, and contemporary practices of Merchant Banking and Financial Services. The course emphasizes financial innovation, FinTech, AI-enabled financial services, risk management, sustainable finance, and digital transformation in the financial sector.

UNIT I: Merchant Banking and Financial Services Environment (8 Hours)

Origin, Meaning and Evolution of Merchant Banking; Growth of Merchant Banking in India; Functions of Merchant Bankers: Issue Management, Underwriting, Portfolio Management,

Corporate Advisory Services; Establishment of Merchant Banking Firms; Nature and Scope of Financial Services; Classification of Traditional and Modern Financial Services; Regulatory Framework: Securities and Exchange Board of India (Merchant Banker Regulations), Reserve Bank of India (NBFC Regulation and Financial System Oversight); Risk Management in Financial Services: Credit Risk, Market Risk, Operational Risk and Enterprise Risk Management (ERM); Basel Norms; FinTech Ecosystem; Digital Financial Services; Artificial Intelligence, Big Data and Data Analytics in Financial Decision Making.

UNIT II: Merchant Banking Activities and Corporate Financial Services (8 Hours)

Issue Management: Initial Public Offer (IPO), Follow-on Public Offer (FPO), Rights Issue and Private Placement; Underwriting; Portfolio Management; Corporate Advisory Services; Project Counselling; Project Appraisal: Technical, Financial, Commercial and Economic Feasibility; Project Financing; Loan Syndication; Book Building Process; Due Diligence; Corporate Restructuring; Mergers and Acquisitions Advisory; ESG Considerations in Project Finance and Sustainable Investments.

Case Study 1: *Relevant Case Study on Merchant Banking and IPO Management.*

UNIT III: NBFCs and Alternative Financing Systems (8 Hours)

Meaning and Classification of Non-Banking Financial Companies (NBFCs); Asset Finance Companies; Investment Companies; Infrastructure Finance Companies; Microfinance Institutions; Housing Finance Companies; Services Rendered by NBFCs; RBI Scale-Based Regulation; Prudential Norms; Liquidity Risk Management; Debt Securitization; Leasing; Hire Purchase; Venture Debt; Digital Lending Platforms; Peer-to-Peer (P2P) Lending; Buy Now Pay Later (BNPL); Embedded Finance; Open Finance Ecosystem.

UNIT IV: Specialized Financial Services (8 Hours)

Factoring; Forfaiting; Bill Discounting; Housing Finance; Housing Finance Companies; Credit Rating: Meaning, Importance and Credit Rating Agencies; Consumer Credit; Trade Credit; Institutional Credit; RBI Credit Control Measures; Digital Credit Monitoring; Artificial Intelligence in Credit Scoring and Risk Assessment; Alternative Data for Lending Decisions; Fraud Analytics; RegTech Applications in Credit Risk Management.

Case Study 2: *Relevant Case Study on Credit Rating or Digital Lending.*

UNIT V: Banking, Insurance and Emerging Financial Markets (8 Hours)

Retail Banking; Corporate Banking; Digital Banking: UPI, Mobile Banking, Internet Banking and Digital Payment Systems; Life and General Insurance; Role of Insurance in Risk Management; Credit Cards and Digital Payment Instruments; Venture Capital Financing; Startup Financing; Forex Markets; Exchange Rate Mechanism; FEMA Regulations; Role of Reserve Bank of India in Foreign Exchange Management; Cryptocurrency and Digital Assets: Regulatory Perspective; Central Bank Digital Currency (Digital Rupee); Green Finance; Sustainable Investing; RegTech and SupTech; Future Trends in Merchant Banking and Financial Services.

SUGGESTED READINGS:

1. Batra, G. S., & Bhatia, B. S. (2008). *Management of Financial Services*. Deep & Deep Publications.
2. Croft, L. (2009). *Management and Organization in Financial Services*. Ane Books India.
3. Gurusamy, S. (2009). *Financial Services.* Prentice Hall of India.
4. Padmalatha, S., & Justin, P. (2017). *Management of Banking and Financial Services*. Pearson Education.
5. Suresh, P., & Paul, J. (2010). *Management of Banking and Financial Services*. Dorling Kindersley (India).
6. Sharma, M. (2008). *Management of Financial Institutions with Emphasis on Bank and Risk Management*. Prentice Hall of India.
7. Rose, P. S., & Hudgins, S. C. (Latest Edition). *Bank Management and Financial Services*. McGraw-Hill.
8. Tripathy, N. P. (Latest Edition). *Financial Instruments and Services*. Prentice Hall of India.
9. Indian Institute of Banking & Finance. (2025). *IIBF x Taxmann's Banking & Finance Year Book* (4th ed.). Taxmann Publications.
10. Indian Institute of Banking & Finance. (2024). *IIBF x Taxmann's Digital Banking*. Taxmann Publications.
11. Hull, J. C. (Latest Edition). *Risk Management and Financial Institutions*. Wiley.
12. **Case Study 1:** Relevant Case Study on Merchant Banking and IPO Management.
13. **Case Study 2:** Relevant Case Study on Digital Lending, NBFCs or Credit Rating.

NOTE: The list of case studies, specific references, books, software applications, AI and FinTech tools, regulatory updates, datasets, and recent research articles will be announced in the class by the concerned teacher from time to time.

MBEIIYear	MBE-E307/407	Semester-III/IV
	TAXATION	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand the legitimate ways of tax planning under different Provisions of the income tax act, 1961.	**PO1,PO3,PO8**
CO.2	Apply critical thinking and problem-solving skills in Computing taxLiability of accompany	**PO2,PO5**
CO.3	Analyze and consider various tax planning and tax implications whileTaking business decisions or management decisions.	**PO4,PO5**
CO.4	Demonstrate and apply consistently the ethical principles related to taxPlanning and management and also assess impact of taxation on trade off of financial decisions	**PO1,PO2,PO3**
CO.5	Evaluate the difference between tax planning and tax avoidance provisions and taking different financial and managerial decision after Evaluating and reviewing the impact of direct and indirect tax laws	**PO1,PO3,PO6**

Course Code and Name: **MBE-E307/407 TAXATION**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	1	2	1	1	1	1	2
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5	2	1	2	1	1	2	1	1
CO6								
Average	1.6	1.4	1.6	1.2	1.4	1.2	1	1.2

OBJECTIVE:

The objective of this course is to acquaint students with the concepts, principles, and practices of direct and indirect taxation, tax planning, corporate taxation, Goods and Services Tax (GST), and digital tax administration. The course also focuses on AI-enabled tax compliance, e-filing systems, and emerging developments in taxation for effective financial decision-making.

UNIT I: Fundamentals of Taxation and Tax Planning (8 Hours)

Basic Concepts of the Income Tax Act and the New Direct Tax Code; Objectives and Structure of Direct Taxation; Tax Relief; Tax Refund; Tax Avoidance and Tax Evasion; Tax Planning, Tax Management and Tax Compliance; Significance and Limitations of Tax Planning; Recognized Methods of Tax Planning; Digitalization of Tax Systems in India; Faceless Assessment and Appeals; Artificial Intelligence and Automation in Tax Administration; PAN, TAN and Aadhaar Integration.

Case Study 1: *Relevant Case Study on Tax Planning and Compliance.*

UNIT II: Residential Status and Income under Different Heads (8 Hours)

Residential Status and Scope of Total Income; Incidence of Tax; Assessment Procedures; Income from Salaries; Income from House Property; Computation of Taxable Income under

Different Residential Categories; Deductions and Exemptions; Tax Planning for Individuals; Digital Documentation and Income Reporting.

UNIT III: Business Taxation and E-Filing Systems (8 Hours)

Profits and Gains of Business or Profession; Capital Gains; Income from Other Sources; Set-off and Carry Forward of Losses; E-Filing of Income Tax Returns; Mandatory Filing based on Specified Economic Criteria; Types of Income Tax Return (ITR) Forms; Online Assessment Procedures; AI-based Tax Planning and Compliance Optimization; Data Analytics in Tax Administration; Digital Tax Audit.

Case Study 2: *Relevant Case Study on E-Filing and Business Tax Planning.*

UNIT IV: Corporate Tax Planning and International Taxation (8 Hours)

Corporate Tax Planning; Tax Planning for New Business; Choice of Business Organization; Tax Planning for Business Location; Financial Structure Decisions; Capital Structure and Dividend Decisions; Tax Planning in Amalgamation, Merger and Corporate Restructuring; Double Taxation Avoidance Agreements (DTAA); Transfer Pricing (Introduction); AI-based Risk Profiling in Corporate Taxation; ESG and Sustainable Tax Practices.

UNIT V: Goods and Services Tax (GST) and Digital Taxation (8 Hours)

Concept of Direct and Indirect Taxes; Evolution of GST; Pre-GST Indirect Tax Structure in India; Constitutional Framework and GST Law; Supply as a Taxable Event; Consideration; Schedule I and Schedule II Activities; Types of Supply; Levy and Collection of GST; Inter-State and Intra-State Supply; GST Rates; Input Tax Credit (ITC); Composition Scheme; GST Exemptions; GST Returns; E-Invoicing; E-Way Bill System; GST Portal; AI-enabled GST Compliance, Fraud Detection and Digital Tax Administration.

SUGGESTED READINGS:

1. Ahuja, G. (2026). *Income Tax Rules 2026 (As per New Income Tax Rules 2025).* Commercial Law Publishers.
2. Bansal, A., &Chhajer, A. (2026). *Analysis of GST Returns* (3rd ed.). Bharat Law House.
3. Manoharan, T. N., & Hari, G. R. (2026). *Students' Handbook on Taxation: Includes Income Tax and GST (A.Y. 2026–27).* Snow White Publications.
4. Singhania, V. K. (2026). *Taxmann's Students' Guide to GST & Customs Law.*Taxmann Publications.
5. Singhania, V. K., & Singhania, M. (2026). *Taxmann's Students' Guide to Income Tax & GST (Assessment Year 2026–27).*Taxmann Publications.
6. Mehrotra, H. C., & Goyal, S. P. (Latest Edition). *Income Tax Law and Accounts.* Sahitya Bhawan Publications.
7. Datey, V. S. (Latest Edition). *GST Ready Reckoner.*Taxmann Publications.
8. **Case Study 1:** Relevant Case Study on Tax Planning and Compliance.
9. **Case Study 2:** Relevant Case Study on GST, E-Filing and Corporate Tax Planning.

MBEIIYear	MBE-E308/408		Semester-III/IV		
	Investment Management and Financial Derivatives				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To explain the recent developments in the Indian financial system	**PO.1,PO.2,PO.3,PO.4,PO.5, PO.7, PO.8**
CO.2	To Describe the trading mechanism in the stock market	**PO.1,PO.2,PO.3,PO.4, PO.5,PO.7, PO.8**
CO.3	To understand the basics of the derivatives instruments operating In the stockmarket along with their trading mechanism and regulations.	**PO.1,PO.2,PO3,PO.4, PO.5, PO.7, PO.8**
CO.4	To develop various pricing models of stock prices, trading, hedging of options and management of derivative exposure.	**PO.1,PO.2,PO.3,PO.4 ,PO.5, PO.7, PO.8**

Course Code and Name: **MBE-E308/408 Investment Management and Financial Derivatives**

CourseOutcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	2	2
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	1	1	1
CO4	2	1	2	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.75	1.75	1.75	1.5	1	1.5	1.5

OBJECTIVE:

The objective of this course is to acquaint students with the concepts, principles, and practices of investment management, securities markets, financial instruments, derivatives, portfolio management, and risk management. The course also emphasizes digital financial markets, AI-driven investment analytics, algorithmic trading, and sustainable investment strategies.

UNIT I: Investment Environment and Securities Market (8 Hours)

Introduction to Securities Market; Mobilization of Savings; Objectives of Investors; Investment Process; Investment Avenues; Financial Assets and Real Assets; Investment Media; Features of an Investment Programme; Difference between Investment, Speculation and Gambling; Risk and Return; Time Value of Money; Behavioural Finance; Digital Investment Platforms; Robo-Advisory Services; Artificial Intelligence in Investment Decision Making.

UNIT II: Financial Markets and Investment Institutions (8 Hours)

Development of the Financial System in India; Structure of Financial Markets; Financial Institutions; Money Market and Capital Market; New Developments in the Financial System;

Provident Funds; National Savings Schemes; Post Office Savings Schemes; Mutual Funds; Exchange Traded Funds (ETFs); Alternative Investment Funds (AIFs); Real Estate Investment Trusts (REITs); Infrastructure Investment Trusts (InvITs); ESG Investing; FinTech and Digital Investment Ecosystem.

UNIT III: Stock Markets and Security Trading (8 Hours)

Stock Markets in India; Primary and Secondary Markets; Role of New Issue Market; Mechanics of Security Trading; Stock Exchanges; Listing of Securities; SEBI Regulations; Trading Mechanisms; Types of Trading Activities; Margin Trading; Algorithmic Trading; High-Frequency Trading (HFT); Derivatives Market; Forward Contracts; Futures Contracts; Commodity and Currency Derivatives; Blockchain Applications in Securities Markets.

Case Study 1: *Relevant Case Study on Stock Market Trading and Portfolio Management.*

UNIT IV: Futures, Options and Risk Management (8 Hours)

Futures Market; Hedging using Futures; Interest Rate Futures; Options; European and American Options; Call and Put Options; Option Trading Strategies; Forward-Spot Parity; Put-Call Parity; Black-Scholes Option Pricing Model; Artificial Intelligence-Based Option Pricing; Portfolio Hedging; Value at Risk (VaR); Scenario Analysis; Stress Testing; Predictive Analytics for Investment Risk Management.

UNIT V: Swaps, Portfolio Analytics and Emerging Investment Trends (8 Hours)

Introduction to Swaps; Interest Rate Swaps; Currency Swaps; Commodity Swaps; Equity Swaps; Credit Default Swaps (CDS); Portfolio Performance Measurement; Portfolio Optimization; Modern Portfolio Theory; Capital Asset Pricing Model (CAPM); Artificial Intelligence and Machine Learning in Portfolio Management; Robo-Advisory Systems; Sustainable and Green Investments; Cryptocurrency and Digital Assets (Regulatory Perspective); Future Trends in Investment Management.

Case Study 2: *Relevant Case Study on AI-Based Investment Strategies or Derivatives Risk Management.*

SUGGESTED READINGS:

1. Dharmaraju, B. K. (2025). *AI for the Stock Market: A Beginner's Guide to Smart Investing.*
2. Hull, J. C., & Basu, S. (2022). *Options, Futures and Other Derivatives* (11th ed.). Pearson Education.
3. Indian Institute of Banking and Finance (IIBF). (2025). *Financial Planning and Tax Planning 2026: Certified Wealth Management Professional (CWMP) Course Book.* Macmillan Education.
4. Ladha, A., & Ladha, P. (2025). *The Indian Stock Market Simplified: A Beginner's Guide to Investing and Trading.* Penguin Business.
5. *Artificial Intelligence in Financial Markets: Cutting Edge Applications for Risk Management, Portfolio Optimization and Economics.* (2016). Palgrave Macmillan / Springer.

6. Vibrant Publishers. (2023). *Personal Finance Essentials You Always Wanted to Know: Budgeting, Investing, Retirement Planning, Home Ownership, Taxation and Managing Money Like a Pro.*
7. Bodie, Z., Kane, A., & Marcus, A. J. (Latest Edition). *Investments.* McGraw-Hill Education.
8. Reilly, F. K., & Brown, K. C. (Latest Edition). *Investment Analysis and Portfolio Management.* Cengage Learning.
9. Fabozzi, F. J. (Latest Edition). *The Handbook of Fixed Income Securities.* McGraw-Hill.
10. **Case Study 1:** Relevant Case Study on Stock Market Trading and Portfolio Management.
11. **Case Study 2:** Relevant Case Study on AI-Based Investment Strategies or Derivatives Risk Management.

NOTE: The list of case studies, specific references, books, datasets, AI-based investment platforms, financial software, regulatory updates, and recent research articles will be announced in the class by the concerned teacher from time to time.

MBEIIYear	MBE-E309/409		Semester-III/IV		
	Working Capital Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.	**PO1,PO3,PO8**
CO.2	Evaluate the importance of effective working capital management andits role in meeting the firm's strategic objectives and its impact in value creation.	**PO2,PO5**
CO.3	Investigate funds flow cycles and their impact on working capital management objectives.	**PO4,PO5**
CO.4	Formulate appropriate working capital management policies to achieve corporate objectives.	**PO1,PO2,PO3**

Course Code and Name: **MBE-E309/409 Working Capital Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	2
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.5	1.25	1.5	1	1	1.25

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of working capital management, including the management of cash, receivables, inventories, and short-term financing. The course emphasizes analytical techniques, digital financial tools, Artificial Intelligence (AI), and data-driven decision-making for optimizing working capital and improving organizational liquidity and profitability.

UNIT I: Introduction to Working Capital Management (8 Hours)

Nature, Scope and Definition of Working Capital; Concepts of Gross and Net Working Capital; Working Capital Cycle (Operating Cycle); Components of Working Capital; Assessment and Computation of Working Capital Requirements; Determinants of Working Capital; Objectives of Working Capital Management; Liquidity versus Profitability; Working Capital Policies (Conservative, Aggressive and Moderate); AI-based Demand Forecasting and Working Capital Optimization; FinTech Applications in Working Capital Management.

UNIT II: Cash and Marketable Securities Management (8 Hours)

Cash Management: Objectives and Importance; Cash Budget; Flexible Budget; Cash Forecasting Techniques; Cash Collection and Disbursement Systems; Baumol Model; Miller-Orr Model; Marketable Securities: Concept, Features and Types; Reasons for Holding Marketable Securities; Selection of Marketable Securities; Cash Management Practices in India; Digital Treasury Management; Artificial Intelligence in Cash Forecasting, Liquidity Management and Investment Decisions.

UNIT III: Receivables Management (8 Hours)

Nature and Objectives of Receivables Management; Cost of Maintaining Receivables; Credit Policy; Credit Standards; Credit Terms; Collection Policy; Factors Affecting Receivables; Credit Evaluation Techniques; Ageing Schedule Analysis; Receivables Monitoring; Factoring and Invoice Discounting; AI-enabled Credit Risk Assessment; Machine Learning Models for Customer Credit Scoring; Digital Receivables Management.

UNIT IV: Inventory Management (8 Hours)

Need for Inventory Monitoring and Control; Objectives of Inventory Management; Costs and Benefits of Holding Inventory; Risks Associated with Inventory; Inventory Classification; Economic Order Quantity (EOQ); Reorder Level; Safety Stock; ABC, VED and FSN Analysis; Just-in-Time (JIT); Inventory Turnover Analysis; AI-based Inventory Forecasting; Smart Warehousing; IoT-enabled Inventory Management; Supply Chain Analytics.

Case Study 1:*Relevant Case Study on Inventory Optimization.*

UNIT V: Working Capital Financing (8 Hours)

Need and Objectives of Working Capital Financing; Sources of Short-Term Finance; Bank Finance; Trade Credit; Commercial Paper; Factoring; Bill Discounting; Working Capital Financing Policies; Cost of Short-Term Financing; Analysis of Alternative Financing Strategies; Financing Pattern in India; FinTech-Based Working Capital Finance; Supply Chain Finance; AI Applications in Working Capital Financing, Credit Monitoring and Financial Decision Support Systems.

Case Study 2: *Relevant Case Study on Working Capital Financing.*

SUGGESTED READINGS:

1. Bhattacharya, H. (2021). *Working Capital Management: Strategies and Techniques.* PHI Learning, New Delhi.
2. Gupta, R. K., & Gupta, H. (2021). *Working Capital Management & Finance: A Handbook for Bankers and Finance Managers.* Notion Press, New Delhi.
3. Singh, P. (2021). *Managing Working Capital: A Comprehensive Handbook on Financial Management and Stability.* Notion Press, New Delhi.
4. Baker, H. K., Filbeck, G., & Barkley, T. (2023). *Working Capital Management: Concepts and Strategies.* World Scientific Publishing Company, Singapore.

5. Sharma, F. C., Ahmed, N., & Marandi, A. (2024). *NEP Inventory and Working Capital Management.* SBPD Publications, New Delhi.
6. Brigham, E. F., & Ehrhardt, M. C. (Latest Edition). *Financial Management: Theory and Practice.* Cengage Learning.
7. Pandey, I. M. (Latest Edition). *Financial Management.* Vikas Publishing House.
8. **Case Study 1:** Relevant Case Study on Inventory Optimization.
9. **Case Study 2:** Relevant Case Study on Working Capital Financing and Supply Chain Finance.

NOTE: The list of case studies, specific references, books, software applications, AI-enabled financial tools, datasets, and recent research articles will be announced in the class by the concerned teacher from time to time.

MBEIIYear	MBE-E310/410		Semester-III/IV		
	Management of Banks				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with concepts, functions, laws and its histories.	**PO.1,PO.2, PO.4**
CO.2	Familiarity with banking management skills and Practical Implications in future.	**PO.1,PO.2,PO.3,PO.8**
CO.3	To help students learn about banking management tools and Technique and its benefits in daily life.	**PO.1,PO.2, PO.3**
CO.4	To make familiar with banking resource management, financial Resource development its monitoring skills	**PO.1, PO.2,**

Course Code and Name: **MBE-E310/410 Management of Banks**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

OBJECTIVE:

The objective of this course is to acquaint students with the legal framework, regulatory environment, principles and practices of banking, along with recent developments in digital banking, financial technology (FinTech), Artificial Intelligence (AI), cybersecurity, and emerging issues in modern banking.

UNIT I: Evolution of Banking Law and Regulatory Framework (8 Hours)

Evolution of Banking Law; Meaning and Definition of Banks; Functions of Banks; Classification of Banks; Evolution of Commercial Banking in India; Importance of Nationalization of Commercial Banks; Banking Regulation Act, 1949; Reserve Bank of India Act, 1934; Capital Adequacy in Banks; Basel III Framework and Capital Requirements; Reserve Bank of India (RBI): Organization, Functions and Monetary Policy; Role of RBI in Financial Stability; Financial Inclusion, Digital India and Sustainable Banking Initiatives.

UNIT II: Bank Management and Banking Operations (8 Hours)

Management and Regulation of Banks; Basel Norms; Risk Management in Banking; Types of Bank Accounts; Know Your Customer (KYC); Anti-Money Laundering (AML); Non-Performing Assets (NPAs): Classification and Management; Pass Book; Cheques-Requisites of a Cheque, Crossing, Endorsement, Dishonour of Cheques; Protection to Paying Banker; Duties and Legal Protection of Collecting Banker; Digital Payment Systems-NEFT, RTGS,

IMPS, UPI and CBDC (Central Bank Digital Currency); Cybersecurity and Fraud Prevention in Banking.

UNIT III: Securities for Bank Advances and Credit Management (8 Hours)

Securities for Bank Advances; Forms of Securities and Precautions Taken by Banks; Charge, Lien, Pledge, Hypothecation and Mortgage; Contract of Guarantee and Contract of Indemnity; Guarantees as Banker's Security; Legal Decisions Relating to Guarantees; Letters of Credit; Bank Guarantees; Credit Appraisal; Loan Documentation; Credit Monitoring; Preparation of Reports on Bank Visits and Prevailing Banking Practices; AI-based Credit Risk Assessment and Loan Monitoring.

UNIT IV: Digital Banking, FinTech and Artificial Intelligence (8 Hours)

Introduction to Digital Banking; Evolution of Digital Banking; Internet Banking; Mobile Banking; Digital Wallets; Payment Banks and Small Finance Banks; FinTech Ecosystem; Open Banking; Blockchain Applications in Banking; Cryptocurrencies and Central Bank Digital Currency (CBDC); Artificial Intelligence in Banking: AI in Customer Service, Chatbots and Virtual Assistants; AI in Credit Assessment; AI in Fraud Detection; Machine Learning in Risk Management; Robotic Process Automation (RPA); Future of AI in Banking; Ethical and Regulatory Issues in AI-enabled Banking.

UNIT V: Banker-Customer Relationship and Contemporary Issues in Banking (8 Hours)

Banker-Customer Relationship; Rights and Duties of Banker and Customer; Special Customers including Minors, Joint Account Holders, Partnership Firms, Joint Stock Companies, Trusts, Executors and Administrators, Agents and Undischarged Bankrupts; Banking Ombudsman and Consumer Protection; Corporate Governance in Banks; ESG and Sustainable Banking; Green Banking; Financial Inclusion; Digital Financial Literacy; Contemporary Issues in Bank Management; Future Trends in Banking.

SUGGESTED READINGS:

1. Chavan, C., & Patankar, A. (2024). *Introduction to FinTech: Technology in Specific Financial Process and Cutting-Edge Technology* (1st ed.). Pearson Education.
2. Indian Institute of Banking & Finance (IIBF). (2023). *Central Banking*. Macmillan Education.
3. Indian Institute of Banking & Finance (IIBF). (2024). *Digital Banking*. Taxmann Publications.
4. Indian Institute of Banking & Finance (IIBF). (2024). *Emerging Technologies: Data Analytics, Big Data, Blockchain, Machine Learning and Artificial Intelligence in Banking*. Taxmann Publications.
5. Indian Institute of Banking & Finance (IIBF). (2026). *Principles and Practices of Banking*. Macmillan Education India Pvt. Ltd.
6. Prasad, N. K. (2018). *Banking Theory, Law and Practice*. Himalaya Publishing House.
7. Saxena, A., Mahajan, J., & Verma, S. (2024). *Generative AI in Banking, Financial Services and Insurance: A Guide to Use Cases, Approaches and Insights*. APress.
8. Tannan, M. L. (2024). *Banking Law and Practice in India*. LexisNexis.

9. Rose, P. S., & Hudgins, S. C. (Latest Edition). *Bank Management and Financial Services*. McGraw-Hill Education.
10. Mishkin, F. S., & Eakins, S. G. (Latest Edition). *Financial Markets and Institutions*. Pearson Education.

NOTE: The list of case studies, specific references, books, software applications, RBI circulars, Basel Committee publications, AI-enabled banking tools, and recent research articles will be announced in the class by the concerned teacher from time to time.

MBEIIYear	MBE-E347/447		Semester-III/IV		
	Finance and Risk Analytics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Demonstrate understanding of financial analytics, its importance, types, implementation, and challenges in corporate and investment contexts.	**PO1,PO2**
CO.2	Apply financial data analytics using financial, market, and business data with automation and time series techniques.	**PO3,PO4,PO5**
CO.3	Evaluate financial risk through measurement methods, Value at Risk, risk-return relationships, and managerial approaches.	**PO4, PO5,PO8**
CO.4	Develop credit risk models, quantify diverse risks, and apply effective mitigation techniques and Perform portfolio analysis using CAPM, Sharpe ratio, optimization, hedging strategies, and risk-return trade-offs.	**PO3,PO5,PO6,PO7**

Course Code and Name: MBE-E347/447 Finance and Risk Analytics

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

OBJECTIVE:

The objective of this course is to equip students with the concepts, tools, techniques and applications of Financial Analytics for data-driven financial decision-making, investment analysis, financial risk management, credit risk modeling, portfolio optimization, and the application of Artificial Intelligence (AI), Machine Learning (ML), Big Data and Financial Technologies (FinTech) in modern financial management.

UNIT I: Foundations of Financial Analytics (8 Hours)

Introduction to Financial Analytics: Meaning, Importance and Scope of Financial Analytics; Evolution of Financial Analytics; Types of Financial Analytics-Descriptive, Diagnostic, Predictive and Prescriptive Analytics; Components and Features of Financial Analytics; Fundamental Analysis; Technical Analysis; Corporate Financial Analytics; Investment Financial Analytics; Financial Performance Measurement; Financial Dashboards and Key Performance Indicators (KPIs); Applications of Financial Analytics in Corporate Decision Making; Financial Analytics for Fraud Detection, Risk Management, Profitability Analysis and Portfolio Management; Big Data, Artificial Intelligence and Machine Learning in Financial Analytics.

UNIT II: Financial Data Analytics and Forecasting (8 Hours)

Financial Data Analytics: Types of Financial Data-Structured, Unstructured and Alternative Data; Market Data, Business Data and Macroeconomic Data; Data Collection, Data Cleaning and Data Visualization; Process Automation using Robotic Process Automation (RPA); Risk and Security in Financial Data; AI Applications in Underwriting and Credit Scoring; Algorithmic and High-Frequency Trading; Time Series Analysis-Trend, Seasonality and Cyclical Behaviour; Forecasting Techniques: Moving Average, Exponential Smoothing, Single and Double Exponential Smoothing, Holt-Winters Method, ARIMA Models; Introduction to Python, R and Power BI for Financial Analytics.

UNIT III: Financial Risk Analytics (8 Hours)

Overview of Financial Risk Analytics: Meaning and Concept of Financial Risk; Types of Financial Risk-Market Risk, Credit Risk, Liquidity Risk, Operational Risk and Systemic Risk; Risk Measurement Techniques; Value at Risk (VaR); Expected Shortfall (Conditional VaR); Risk and Return Relationship; Methods of Return Calculation; Risk-adjusted Performance Measures; Exponential Weighting Models; Stress Testing and Scenario Analysis; ESG Risk Assessment; Climate Risk in Financial Markets; Role and Responsibilities of Financial Risk Manager (FRM); AI-driven Risk Prediction and Early Warning Systems.

UNIT IV: Credit Risk Modelling and Financial Decision Analytics (8 Hours)

Credit Risk: Meaning and Types of Credit Risk; Credit Default Risk; Counterparty Credit Risk; Concentration Risk; Credit Rating Models; Quantification of Credit Risk-Probability of Default (PD), Loss Given Default (LGD), Exposure at Default (EAD); Credit Scorecards; Credit Risk Modelling Techniques; AI and Machine Learning Models in Credit Scoring; Alternative Data for Credit Assessment; Methods of Credit Risk Mitigation-Risk-based Pricing, Netting, Collateral, Covenants, Guarantees, Credit Derivatives and Diversification; Explainable AI (XAI) in Credit Decision Making.

UNIT V: Portfolio Analytics and Investment Risk Management (8 Hours)

Portfolio Analysis and Portfolio Risk Management; Modern Portfolio Theory; Markowitz Mean-Variance Optimization Model; Capital Asset Pricing Model (CAPM); Sharpe Ratio, Treynor Ratio and Jensen's Alpha; Portfolio Diversification; Cluster Analysis for Portfolio Classification; Option Pricing Models; Black-Scholes Model; Arbitrage Pricing Theory (APT); Dynamic Hedging; Hedge Ratios; Value Investing and Quantitative Investing; Portfolio Optimization using AI and Machine Learning; Robo-Advisory Systems; ESG Portfolio Construction; Sustainable Investing; Financial Analytics for Wealth Management.

SUGGESTED READINGS

1. Apostolik, R. (2015). *Foundations of Financial Risk: An Overview of Financial Risk and Risk-Based Financial Regulation*. Wiley.
2. Baesens, B., Roesch, D., & Scheule, H. *Credit Risk Analytics: Measurement Techniques, Applications and Examples in SAS*. Wiley & SAS Business Series.
3. Bennett, M. J., & Hugen, D. L. *Financial Analytics with R*. Cambridge University Press.
4. Lemieux, V. (2013). *Financial Analysis and Risk Management*. Springer.

5. Saunders, A., & Allen, L. (2002). *Credit Risk Measurement: New Approaches to Value at Risk and Other Paradigms* (2nd ed.). John Wiley & Sons.
6. Skoglund, J., & Chen, W. (2015). *Financial Risk Management*. John Wiley & Sons.
7. Williams, E. E., &Dobelman, J. A. (2017). *Quantitative Financial Analytics: The Path to Investment Profits*.
8. Yan, Y. (2017). *Python for Finance*. Packt Publishing.
9. Weiming, J. M. (2015). *Mastering Python for Finance*. Packt Publishing.
10. Hilpisch, Y. J. (2020). *Python for Finance: Mastering Data-Driven Finance* (2nd ed.). O'Reilly Media.
11. López de Prado, M. (2018). *Advances in Financial Machine Learning*. Wiley.
12. Hull, J. C. (Latest Edition). *Risk Management and Financial Institutions*. Wiley.

NOTE: The list of case studies, datasets, software applications (Python, R, Power BI, Tableau, Excel, Bloomberg Terminal, Refinitiv, SAS), specific references, FinTech tools, and recent research articles will be announced in the class by the concerned teacher from time to time.

GROUP: HUMAN RESOURCE

MBEII Year	MBE-E311/411	Semester-III/IV
	Industrial Relations	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To sensitize the students with the basics of Industrial Relations And Employee Relations	**PO.1,PO.2,PO.4**
CO.2	To study the laws related to industrial relations and Industrial Disputes in India.	**PO.2,PO.4,PO.6,PO.7**
CO.3	To illustrate the Role of Trade Union in the Industrial Setup.	**PO.3,PO.4,PO.6,PO.7,PO .8**
CO.4	To examines the principles of Collective Bargaining and Workers Participation Role toward it	**PO.1,PO.2,PO.3,PO.4,PO .6,PO.7**
CO.5	To understand the concept of labour turn over and Grievance management	**PO.1,PO.2,PO.6,PO.7,PO .8**

Course Code and Name: **MBE-E311/411 Industrial Relations**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	2	1	1	1	1
CO2	1	2	1	2	1	2	2	1
CO3	1	1	2	2	1	2	2	2
CO4	2	2	2	2	1	2	2	1
CO5	2	1	1	1	1	1	1	2
CO6								
Average	1.2	1.6	1.2	1.8	1	1.6	1.6	1.4

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of Industrial Relations, Trade Unionism, Collective Bargaining, Labour Relations, and Employee Welfare in contemporary organizations. The course also emphasizes emerging issues such as digital transformation, Artificial Intelligence (AI), employee well-being, diversity and inclusion, ESG, labour reforms, and analytics-driven industrial relations.

UNIT I: Foundations of Industrial Relations (8 Hours)

Meaning, objectives, scope and significance of Industrial Relations; conditions for good industrial relations; causes and effects of poor industrial relations; measures for improving industrial relations; industrial relations in India; industrial relations in the public sector; evolution of the industrial system; essentials of the modern industrial system; impact of industrialization and globalization on industrial relations; cross-border industrial relations challenges; role of technology, automation, Artificial Intelligence (AI) and digital HR; employee engagement, employee happiness indices, cross-cultural industrial relations practices. **Case Study 1:***Anhui Xuanjiu Group: Creating Happiness for Employees.*

UNIT II: Industrial Disputes and Conflict Management (8 Hours)

Industrial disputes: meaning, forms and causes of industrial disputes; prevention and settlement of industrial disputes; collective conflict resolution mechanisms; grievance handling procedures; conciliation, arbitration and adjudication; emerging workplace conflicts including

moonlighting, cyberbullying, cyber-ostracism, technostress, AI adoption resistance, work-from-home conflicts, digital workplace monitoring, employee privacy, pay transparency disputes, burnout, mental health issues and employee well-being.

UNIT III: Trade Unionism and Employee Participation (8 Hours)

Trade unionism: nature, objectives and functions; growth and development of the trade union movement in India; problems of trade unions; recognition of trade unions; rights and responsibilities of recognized trade unions; essentials for successful trade unions; worker participation in management; modern worker participation models; diversity, equity and inclusion (DEI); employee happiness and well-being systems; digital transformation of trade unions through social media and online mobilization; global trends in union strategies for gig, hybrid and platform-based workplaces.

UNIT IV: Collective Bargaining and Labour Participation (8 Hours)

Collective bargaining: concept, structure and process; importance and benefits of collective bargaining; conditions for successful collective bargaining; collective bargaining in India; workers' participation in management; labour-management cooperation; negotiation strategies; dispute resolution mechanisms; AI-assisted negotiation support systems; digital labour relations. **Case Study 2:***Quota for the Employment of Disabled People in Russia: Strategies for Compliance.*

UNIT V: Contemporary Issues in Industrial Relations (8 Hours)

Absenteeism; labour turnover; grievance management systems; labour policy reforms and the impact of new Labour Codes in India; digital grievance redressal systems (e.g., Samadhan Portal); industrial relations in the hybrid work environment; work-from-home policies; employee monitoring and productivity; ethical HR practices; digital well-being; Corporate Social Responsibility (CSR) and industrial relations; Environmental, Social and Governance (ESG) practices; workforce diversity, equity and inclusion (DEI); employee happiness indices; predictive analytics for absenteeism, labour turnover and workforce planning; future trends in Industrial Relations.

SUGGESTED READINGS:

1. Gupta, P. (2023). *Industrial Relations &Labour Law for Managers* (2nd ed.). Taxmann Publications.
2. Monappa, A. (2024). *Industrial Relations and Labour Laws*. McGraw Hill Education.
3. Venkata Ratnam, C. S. (2023). *Industrial Relations*. Oxford University Press.
4. Mamoria, C. B., Mamoria, S., &Gankar, S. V. (2022). *Dynamics of Industrial Relations*. Himalaya Publishing House.
5. Singh, P. N., & Kumar, N. (2023). *Employee Relations Management*. Pearson Education.
6. Srivastava, S. C. (2024). *Industrial Relations and Labour Laws*. Vikas Publishing House.
7. Dessler, G. (2024). *Human Resource Management* (Latest ed.). Pearson.
8. Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice* (16th ed.). Kogan Page.

NOTE: The list of case studies, specific references, books, government reports, labour codes, and recent research articles will be announced in the class by the concerned teachers from time to time.

MBEII Year	MBE-E312/412		Semester-III/IV		
	Human Resource Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To recall the fundamentals of Human Resource Development	**PO.1,PO.2,PO.3**
CO.2	To understand the basic frame work for Human Resource Development	**PO.1,PO.2,PO.3**
CO.3	To recall, explain, evaluate and analyze important models in Human Resource Development	**PO.3,PO.4,PO.5,PO.6**
CO.4	To recall and apply different application of Human Resource Development for improving organization effectiveness and efficiency.	**PO.3,PO.5,PO.6**
CO.5	To analyze HRD issues and trends specific to Indian context	**PO.5, PO7**

Course Code and Name: **MBE-E312/412 Human Resource Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	2	1	2	1
CO6								
Average	1.4	1.4	1.6	1.2	1.6	1.4	1.2	1

OBJECTIVE:

The objective of this course is to develop students' understanding of Human Resource Development (HRD) concepts, processes, and practices for enhancing individual, team, and organizational effectiveness. The course emphasizes competency development, learning and development, talent management, organizational change, employee wellness, and the application of Artificial Intelligence (AI) and digital technologies in Human Resource Development.

UNIT I: Foundations of Human Resource Development (8 Hours)

Introduction to Human Resource Development (HRD); nature, objectives and scope of HRD; evolution of HRD; relationship between HRD and Human Resource Management (HRM); influence of HRD on employee behaviour; learning theories and organizational learning; employee performance and its determinants; competency mapping; knowledge management; learning organizations; introduction to Artificial Intelligence (AI) in Human Resource Development; digital learning ecosystems.

UNIT II: Human Resource Development Framework (8 Hours)

Human Resource Development needs assessment; identifying competency gaps; designing effective HRD programmes; implementation of HRD programmes; evaluation of HRD programmes; training effectiveness models; role of line managers in HRD; strategic HRD; talent management; succession planning; learning management systems (LMS); AI-enabled learning analytics. **Case Study 1:***Talent Management and Succession Planning in Emerging Asia* (or Relevant Case Study).

UNIT III: Human Resource Development Applications (8 Hours)

Employee socialization and orientation; induction programmes; skills and technical training; coaching; mentoring; performance management systems; multisource feedback systems (360-degree feedback); career development planning; AI in employee training and development; AI-enabled personalized learning; digital learning platforms; virtual reality (VR) and simulation-based training; learning and skill development analytics.

UNIT IV: Employee Development, Wellness and Organizational Change (8 Hours)

Employee counselling and wellness services; career management; management development programmes; leadership development; organizational development; organizational change and change management; diversity, equity and inclusion (DEI); employee engagement; work-life balance; psychological well-being; digital wellness initiatives; AI-supported employee assistance programmes (EAPs). **Case Study 2:***Global Outsourcing – USTC's Entry into India: HR Issues.*

UNIT V: Contemporary HRD Practices and Human Resource Audit (8 Hours)

HRD strategies and experiences of Indian organizations; HRD practices in healthcare, government and public sector organizations; Human Resource Audit; HRD scorecard; HR analytics; workforce analytics; ethics in HRD; future trends in Human Resource Development; AI-driven talent management; people analytics; continuous learning culture; digital transformation in HRD. **Case Study 3:***Relevant Case Study.*

SUGGESTED READINGS:

1. Carbery, R., & Cross, C. (2017). *Human Resource Development: A Concise Introduction*. Bloomsbury Publishing.
2. Gupta, S. (2008). *Human Resource Development: Concepts and Practices*. Deep and Deep Publications.
3. McGuire, D., & Jørgensen, K. M. (2010). *Human Resource Development: Theory and Practice*.
4. Mehta, M. C., & Kar, D. (2020). *Human Resource Development*. Bharti Publications.
5. Rani, A. S., Jain, S., Pant, A., Sarkar, S., & Das, P. (2024). *Human Resource Development*. Phoenix International Publication House.
6. Swanson, R. A., & Holton, E. F. (2022). *Foundations of Human Resource Development* (3rd ed.). Berrett-Koehler Publishers.
7. Wilson, J. P. (2014). *International Human Resource Development: Learning, Education and Training for Individuals and Organizations*. Kogan Page.

8. Noe, R. A. (2023). *Employee Training and Development* (9th ed.). McGraw-Hill Education.

MBEIIYear		MBE-E313/413		Semester-III/IV		
		Labour Laws				
Total Lectures	Time Allotted For End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
40	**3 Hrs.**	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To recall and remember the fundamentals of labourlaws	**PO.1,PO.2,PO.3**
CO.2	To understand the basic framework of labour laws in India.	**PO.1,PO.2,PO.3,PO.7,PO.8**
CO.3	To recall, explain, evaluate and analyze important labourlaws	**PO.3,PO.4,PO.5,PO.6**
CO.4	To analyze international framework of labourlaws	**PO.3,PO.5,PO.6**
CO.5	To compare and analyze labour issues and trends in India and overseas.	**PO.5,PO6,PO7,PO8**

Course Code and Name: **MBE-E313/413 Labour Laws**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	**1.40**	**1.40**	**1.60**	**1.20**	**1.60**	**1.60**	**1.40**	**1.40**

OBJECTIVE:

The objective of this course is to acquaint students with the legal framework governing labour and employment relations in India, including workers' rights, social security legislation, trade unionism, industrial relations, labour welfare measures, labour codes, and emerging challenges in the changing world of work. The course also focuses on digital transformation, Artificial Intelligence (AI), workplace ethics, and contemporary labour policy.

UNIT I: Constitutional Framework and Labour Welfare Legislation (8 Hours)

Introduction to Labour Laws; constitutional provisions relating to labour; Fundamental Rights and Directive Principles of State Policy; evolution and objectives of labour legislation in India; Factories Act, 1948; health, safety and welfare provisions; working hours; employment of women and young persons; occupational safety and industrial hygiene; Occupational Safety, Health and Working Conditions (OSH) Code, 2020; digital attendance systems and AI-enabled workforce management. **Case Study 1:***Automating Attendance Recording of Contingent Labours at a Large Construction Site.*

UNIT II: Wage and Social Security Legislations (8 Hours)

Payment of Wages Act, 1936; Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972; Code on Wages, 2019; Social Security Code, 2020; wage fixation and minimum wages; equal remuneration; provident fund; gratuity; employee benefits; digital wage payments; payroll automation; AI-enabled payroll management and compliance systems.

UNIT III: Trade Unions and Industrial Relations (8 Hours)

Trade Unions Act, 1926; Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Arbitration Act; recognition and registration of trade unions; collective bargaining; industrial disputes; grievance redressal; conciliation, arbitration and adjudication; Industrial Relations Code, 2020; digital labour relations; AI-assisted dispute resolution. **Case Study 2:***Maruti Manesar Lockout: The Flip Side of People Management.*

UNIT IV: Employee Compensation and Labour Welfare (8 Hours)

Employees' Compensation Act, 1923 (formerly Workmen's Compensation Act); Employees' State Insurance Act, 1948; Maternity Benefit Act, 1961 (with amendments); Employee welfare measures; labour welfare funds; workplace diversity and inclusion; employee health and well-being; gig and platform workers' social security; digital health monitoring; AI-supported employee welfare systems.

UNIT V: Labour Policy, International Labour Standards and Emerging Issues (8 Hours)

Labour Policy of the Government of India; International Labour Organization (ILO): structure, objectives and conventions; labour reforms and Labour Codes (2020); ethics in employment; AI-driven piece-rate pay systems; variable shift-bonus algorithms; platform economy and gig work; remote work regulations; workplace surveillance; data privacy; ESG and labour governance; future trends in labour legislation and employment relations.

SUGGESTED READINGS:

1. Cihon, P. J., &Castagnera, J. O. (2017). *Employment and Labor Law* (9th ed.). South-Western Cengage Learning.
2. Servais, J. M. (2024). *International Labour Law* (8th ed.). Kluwer Law International.
3. Blanpain, R., Hendrickx, F., & Engblom, S. (Eds.). (2019). *Comparative Labour Law and Industrial Relations in Industrialized Market Economies*. Kluwer Law International.
4. Hepple, B. (2014 Reprint). *Labour Law and Global Trade*. Hart Publishing.
5. Davis, A. C. L. (2009 Digital ed.). *Perspectives on Labour Law.* Cambridge University Press.
6. Blanpain, R. (Ed.). (2015 Print). *Labour Law, Human Rights and Social Justice*. Kluwer Law International.
7. Malik, P. L. (Latest Edition). *Handbook of Labour and Industrial Law.* Eastern Book Company.
8. Srivastava, S. C. (2024). *Industrial Relations and Labour Laws*. Vikas Publishing House.

MBEIIYear	MBE-E314/414		Semester-III/IV		
	Competency Mapping and Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the Concept Competency & Its Relationship with functional areas of business	**PO1,PO6**
CO.2	Understand the importance of HR's and their Effective Management in Organizations	**PO4,PO6**
CO.3	State the significance of employee benefits to both employers and employees	**PO2,**
CO.4	Analyze core issues, policies and surrounding Employee relations	**PO7**

Course Code and Name: **MBE-E314/414 Competency Mapping and Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	2	1	1
CO2	1	1	1	2	1	2	1	1
CO3	1	3	1	1	1	1	1	1
CO4	1	1	1	1	1	1	3	1
CO5	1	1	1	1	1	1	1	1
CO6								
Average	1.2	1.4	1	1.2	1	1.4	1.4	1

OBJECTIVE:

The objective of this course is to acquaint students with the concepts, models, techniques, and applications of competency mapping and development, enabling them to identify, assess, develop, and manage individual and organizational competencies for enhanced performance, leadership effectiveness, talent management, succession planning, and organizational excellence. The course also introduces Artificial Intelligence (AI), people analytics, and digital assessment tools in competency management.

UNIT I: Foundations of Competency Mapping (8 Hours)

Introduction to competency mapping; history and origin of competency; evolution of competency-based management; reasons for the popularity of competency mapping; views and criticisms of competency-based approaches; definitions and concepts of competency; characteristics of competencies; competency-based Human Resource Management (HRM); competency frameworks; role of competency mapping in organizational effectiveness; introduction to AI in competency assessment and workforce analytics.

UNIT II: Competency Models and Components (8 Hours)

Skill, knowledge, motive, trait and self-concept; Iceberg Model of Competency; behavioural indicators; competency clusters; emotional intelligence and competencies; core competencies; competency profiling; behavioural event interview (BEI); competency assessment techniques;

digital competency assessment tools. **Case Study 1:***Talent Management at Telekom Malaysia Berhad.*

UNIT III: Types of Competencies and Competency Frameworks (8 Hours)

Threshold competencies; differentiating competencies; generic or key competencies; functional or technical competencies; leadership and managerial competencies; behavioural competencies; future-ready competencies; digital competencies; AI literacy competencies; competency dictionaries; competency gap analysis; competency development plans.

UNIT IV: Competency Mapping Process and Implementation (8 Hours)

Determining objectives and scope of competency mapping; clarifying implementation goals and standards; creating competency mapping action plans; defining performance and effectiveness criteria; identifying criterion samples; competency data collection methods; behavioural interviews; observation techniques; psychometric assessments; interim competency models; validation of competency models; competency mapping software; AI-enabled competency analytics. **Case Study 2:** *The Perception of Employer Value Propositions and the Contrast between Dutch and Chinese Graduates: A Case Study of TNT.*

UNIT V: Leadership Competencies and Contemporary Applications (8 Hours)

Leadership and managerial competency models; Delphi Technique; competency indicators and behavioural anchors; competency-based performance management; 360-degree feedback; coaching and mentoring; succession planning; competency-based talent management; people analytics; AI telemetry as a diagnostic tool for coaching rather than a punitive tool for micro-management; ethical issues in AI-enabled competency assessment; future trends in competency management.

SUGGESTED READINGS:

1. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2021). *Human Resource Management* (14th ed.). John Wiley & Sons.
2. Schustack, M. W., Friedman, H. S., & Hall, C. S. (2024). *Theories of Personality* (8th ed.). Wiley.
3. McShane, S. L., Von Glinow, M. A., & Sharma, R. R. (2022). *Organizational Behavior* (9th ed.). McGraw Hill Education.
4. Pareek, U., & Khanna, S. (2019 Reprint). *Understanding Organizational Behaviour* (4th ed.). Oxford University Press.
5. Lynton, R. P., & Pareek, U. (2014 Print). *Training for Development* (3rd ed.). SAGE Publications.
6. Lussier, R. N. (2024). *Human Relations in Organizations: Applications and Skill Building* (12th ed.). McGraw Hill Education.
7. Robbins, S. P., & Hunsaker, P. L. (2020). *Training in Interpersonal Skills: Tips for Managing People at Work* (7th Global ed.). Pearson.
8. Whetten, D. A., & Cameron, K. S. (2024). *Developing Management Skills* (10th Global ed.). Pearson.
9. Spencer, L. M., & Spencer, S. M. (Latest Edition). *Competence at Work: Models for Superior Performance*. John Wiley & Sons.

MBEIIYear	MBE-E315/415		Semester-III/IV		
	Diversity Equity and inclusion (DEI) in Organization				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand how to apply some of the key concepts and tools organizational development and change leadership and Management.	**PO.1,PO.2,PO.3,PO.7**
CO.2	To discover some of the ethical issues associated with change and Organizational development.	**PO.1,PO.2,PO.3PO.4, PO.5, PO.7, PO.8**
CO.3	To develop a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.	**PO.1,PO.2,PO.3,PO.4, PO.5,PO.6,PO.7,PO.8**
CO.4	To formulate a change management process in an organization.	**PO.1,PO.2,PO.3,PO.4, PO.5,PO.6,PO.7,PO.8**

Course Code and Name: **MBE-E315/415Diversity Equity and inclusion (DEI) in Organization**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	2	1	2
CO4	2	1	2	2	2	2	2	1
CO5								
CO6								
Average	1.75	1.75	1.5	1.75	1.5	1.5	1.75	1.5

OBJECTIVE:

The objective of this course is to acquaint the students with the concepts, processes, techniques, and applications of Organizational Development (OD) for improving organizational effectiveness, managing organizational change, facilitating organizational transformation, and developing learning organizations in the era of digital transformation, Artificial Intelligence (AI), and sustainable business practices.

UNIT I: Foundations of Organizational Development (8 Hours)

Concept, Nature and Scope of Organizational Development; Evolution and Foundations of Organizational Development; Values and Assumptions of Organizational Development; Planned Organizational Change; Organizational Effectiveness; Organizational Renewal; Systems Approach to Organizational Development; Organizational Culture and Climate; Learning Organizations; Introduction to Digital Transformation and AI in Organizational Development.

UNIT II: Organizational Diagnosis and Improvement (8 Hours)

Organizational Diagnosis; Diagnostic Models and Techniques; Organizational Assessment; Feedback and Organizational Development; Data Collection and Analysis; Survey Feedback; Organizational Development Programmes; Action Research Model; Data-Driven Decision Making; AI-enabled Organizational Diagnostics and People Analytics.

Case Study 1:*ABC Development Organization.*

UNIT III: Organizational Development Interventions (8 Hours)

Team Building Interventions; Individual and Personal Interventions; Interpersonal Interventions; Group Process Interventions; Process Consultation; Sensitivity Training; Conflict Management; Employee Engagement; Appreciative Inquiry; Coaching and Mentoring; Design Thinking for Organizational Change; Conditions for Successful OD Interventions and their Evaluation.

UNIT IV: Organizational Transformation and Change Management (8 Hours)

Organizational Transformation; Strategic Change Management; Role and Skills of Organizational Development Consultant; Internal and External Change Agents; Values and Belief Systems of Change Agents; Resistance to Change; Strategies for Managing Change; Digital Change Management; Agile Organizations; AI-enabled Change Management; Leadership in Organizational Transformation.

Case Study 2: *AngloGold Ashanti: The Dawning of a New Age.*

UNIT V: Operational Components and Emerging Trends in Organizational Development (8 Hours)

Diagnostic Component; Action-Taking Component; Process Maintenance Component; Monitoring and Evaluation of Organizational Development Programmes; Learning Organizations; Knowledge Management; Organizational Agility; Employee Well-being and Psychological Safety; Diversity, Equity and Inclusion (DEI); ESG and Sustainable Organizations; Digital Transformation; Future of Organizational Development; Ethical Issues in AI-enabled Organizational Development.

SUGGESTED READINGS:

1. French, W. L., Bell, C. H., & Zawacki, R. A. (2006). *Organizational Development: Behavioral Science Interventions for Organization Improvement*. Prentice Hall.
2. Cummings, T. G., & Worley, C. G. (Latest Edition). *Organization Development and Change*. Cengage Learning.
3. Burton, R. M. (2004). *Strategic Organizational Diagnosis and Design: The Dynamics of Fit*. Kluwer Academic Publishers.
4. Clayton, A. P. (2011). *The Practice of Organizational Diagnosis: Theory and Methods*. Oxford University Press.
5. Lippitt, G. (2006). *Organization Renewal: Achieving Viability in a Changing World*. Appleton-Century-Crofts.

6. Rao, M. G., & Rao, V. S. P. (1999). *Organization Design, Change and Development*. Discovery Publishing House.
7. Singh, K. (2009). *Change Management*. Excel Books India.
8. Schein, E. H. (Latest Edition). *Organizational Culture and Leadership*. Wiley.
9. Hiatt, J. (Latest Edition). *ADKAR: A Model for Change in Business, Government and Our Community*. Prosci.
10. **Case Study 1:***ABC Development Organization.* Emerald Emerging Markets Case Studies.
11. **Case Study 2:***AngloGold Ashanti: The Dawning of a New Age.* Emerald Emerging Markets Case Studies.

MBE-III Year	MBE-348/448		Semester-III/IV		
	HR Analytics And Strategy				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	MarksAllotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcome:	Mapped Program Outcomes
CO.1	Understand the concepts, scope, significance, and strategic role of HR Analytics in enhancing organizational performance and sustainable competitive advantage.	PO1, PO2, PO7
CO.2	Analyze HR data, metrics, and workforce information using appropriate analytical methods and models for decision-making.	PO1, PO2, PO3, PO5
CO.3	Apply HR Analytics techniques using MS Excel and other analytical tools to improve key HR functions.	PO2, PO3, PO4, PO7
CO.4	Develop descriptive analytics dashboards and visualizations for effective workforce analysis and HR reporting.	PO3, PO4, PO5, PO7
CO5	Evaluate predictive and prescriptive analytics techniques for solving HR challenges and supporting strategic workforce planning.	PO4, PO5, PO6, PO8

Course Code and Name: **MBE-348/448HR Analytics & Strategy**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	2	2	2	1	2	1	1	1
CO3	1	2	2	2	1	1	2	1
CO4	1	1	2	2	2	1	2	1
CO5	1	1	1	2	2	2	1	2
Average	1.6	1.6	1.4	1.4	1.2	1.4	1.8	1.4

OBJECTIVE:

The objective of this course is to equip students with the knowledge and skills required to apply analytical techniques in Human Resource Management. The course focuses on understanding workforce data, HR metrics, descriptive, predictive and prescriptive analytics, and the application of Artificial Intelligence (AI), machine learning, and business intelligence tools for evidence-based HR decision-making and organizational effectiveness.

UNIT I: Introduction to HR Analytics (8 Hours)

History of Different HRM Perspectives; Transition from Human Resource Management (HRM) to Human Capital Management (HCM); Gaining Sustainable Competitive Advantage through Human Capital; HR Analytics and the Changing Role of HR Professionals; Importance, Scope and Significance of HR Analytics; Benefits of HR Analytics; Levels of HR Analytics (Descriptive, Diagnostic, Predictive and Prescriptive); Conducting HR Analytics; Key Influencers of the HR Analytics Process; Big Data in HR Analytics; HR Analytics and Business Outcomes; AI and Digital Transformation in Human Resource Management.

UNIT II: Understanding HR Analytics and Workforce Data (8 Hours)

Conducting HR/Workforce Analytics; Models of HR Analytics; HR Analytics Frameworks; Understanding HR Data; Importance of Data; Types and Scales of Data; Data Collection Methods; HRIS and People Analytics Systems; Data Cleaning, Examination and Purification; Data Quality and Governance; HR Metrics and Key Performance Indicators (KPIs); Workforce Planning Analytics; Ethical Issues in HR Analytics, Employee Privacy and Responsible AI.

UNIT III: Analytics for Key HR Functions Using MS Excel (8 Hours)

HR Analytics for Recruitment and Selection; Talent Acquisition Analytics; Training and Development Analytics; Learning Effectiveness; Performance Management Analytics; Compensation and Benefits Analytics; Employee Engagement Analytics; Talent Management Analytics; Succession Planning Analytics; Diversity, Equity and Inclusion (DEI) Analytics; Expatriate Management Analytics; HR Dashboards using MS Excel; AI-enabled Recruitment and Resume Screening.

Case Study 1:*Google People Analytics / Relevant Case Study.*

UNIT IV: Descriptive Analytics and HR Visualization (8 Hours)

Overview of HR Analytics Tools: MS Excel, SPSS, PSPP, Tableau, Power BI, Python and R; HR Dashboards; Pivot Tables; Data Visualization Techniques; Interactive HR Reports; Workforce Scorecards; Attrition Dashboards; Recruitment Dashboards; Learning Dashboards; HR Reporting and Storytelling with Data; Introduction to Generative AI Tools for HR Analytics and Reporting.

Case Study 2: *IBM Workforce Analytics / Relevant Case Study.*

UNIT V: Predictive and Prescriptive HR Analytics (8 Hours)

Predictive HR Analytics; Correlation Analysis; Linear and Multiple Regression; Factor Analysis; Cluster Analysis; Comparison of Means; Analysis of Variance (ANOVA); Attrition Prediction Models; Employee Performance Prediction; Prescriptive HR Analytics; Workforce Optimization; AI and Machine Learning Applications in HR; Predictive vs. Prescriptive Analytics; Explainable AI (XAI); Future Trends in HR Analytics, People Analytics and Intelligent Workforce Management.

SUGGESTED READINGS:

1. Yadav, R. S., & Maheshwari, S. (2021). *HR Analytics*. Wiley.
2. Banerjee, P., Pandey, J., & Gupta, M. (2019). *HR Analytics: Practical Applications of HR Analytics*. Sage Publications.
3. Bhattacharya, D. K. (2017). *HR Analytics*. Sage Publications.
4. Soundararajan, R., & Singh, K. (2017). *Winning on HR Analytics*. Sage Publications.
5. Uppal, N. (2021). *Human Resource Analytics*. Pearson Education.
6. Motwani, B. (2021). *HR Analytics: Practical Approach Using Python*. Wiley.
7. Fitz-enz, J., & Mattox, J. R. (Latest Edition). *Predictive Analytics for Human Resources*. Wiley.

8. Marler, J. H., & Boudreau, J. W. (Latest Edition). *Human Resource Management Review: People Analytics*.
9. Davenport, T. H., Harris, J., & Morison, R. (Latest Edition). *Analytics at Work*. Harvard Business Review Press.
10. **Case Study 1:** Google People Analytics / Relevant Case Study.
11. **Case Study 2:** IBM Workforce Analytics / Relevant Case Study.

NOTE: The list of case studies, datasets, software applications, AI tools, research papers, specific references, books, and recent articles will be announced in the class by the concerned teacher from time to time.

GROUP: BUSINESS ANALYTICS AND AI

MBEII Year	MBE-316/416		Semester-III/IV		
	Artificial Intelligence and Deep Learning				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the fundamentals, methodologies, and applications of Artificial Intelligence in business and industry.	**PO1,PO2, PO7**
CO.2	Explain Generative AI, Large Language Models (LLMs), prompt engineering, and their enterprise applications.	**PO1,PO2,PO3,PO7**
CO.3	Analyze deep learning concepts, neural networks, and AI-based decision-making approaches.	**PO2,PO3, PO5,PO7**
CO.4	Apply AI techniques to solve business problems and improve organizational efficiency.	**PO1, PO4,PO7,PO8**
CO.5	Evaluate ethical issues, data privacy concerns, and governance practices related to AI implementation.	**PO4,PO6,PO8**

Course Code and Name:MBE-316/416 Artificial Intelligence and Deep Learning

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	2	2	2	1	1	1	2	1
CO3	1	2	2	1	2	1	2	1
CO4	2	1	1	2	1	2	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.6	1.6	1.4	1.4	1.2	1.4	1.8	1.4

OBJECTIVE:

The objective of this course is to familiarize students with the fundamental concepts of Artificial Intelligence, Machine Learning, Deep Learning, Generative AI, and their applications in business environments. The course aims to develop students' ability to understand AI-based technologies, analyze intelligent systems, and apply AI techniques for solving managerial and organizational problems.

Unit I: Introduction to Artificial Intelligence

Introduction to Artificial Intelligence, Intelligent Agents, AI Applications in Business, Problem Solving Approaches, Search Techniques. **(9 Hours)**

Unit II: Machine Learning Fundamentals

Machine Learning Fundamentals, Supervised and Unsupervised Learning, Neural Networks, Deep Learning Models and Applications. **(10 Hours)**

Unit III: Generative AI

Generative AI, Large Language Models (LLMs), Prompt Engineering, AI Tools and Business Applications. **(8 Hours)**

Unit IV: AI-Based Decision Making

AI-Based Decision Making, Automation, AI Strategy, Challenges and Limitations.

Case Study: AI Implementation in Organizations. **(9 Hours)**

Unit V: Ethical Issues in Artificial Intelligence

Ethical Issues in AI, Data Privacy, Responsible AI, AI Governance and Future Trends. **(9 Hours)**

SUGGESTED READINGS:

1. Goodfellow, I., Bengio, Y., & Courville, A. (2016). *Deep Learning*. MIT Press.
2. Neapolitan, R. E., & Jiang, X. (2018). *Artificial Intelligence: With an Introduction to Machine Learning* (2nd ed.). Chapman and Hall/CRC.
3. Russell, S. J., & Norvig, P. (2015). *Artificial Intelligence: A Modern Approach* (3rd ed.). Pearson Education.
4. Mitchell, T. M. (1997). *Machine Learning*. McGraw-Hill Education.
5. Neapolitan, R. E., & Jiang, X. (2018). *Artificial Intelligence: With an Introduction to Machine Learning* (2nd ed.). Chapman and Hall/CRC.
6. Rose, D. (2018). *Artificial Intelligence for Business: What You Need to Know About Machine Learning and Neural Networks*. Pearson Education.
7. Russell, S. J., & Norvig, P. (2021). *Artificial Intelligence: A Modern Approach* (4th ed.). Pearson.
8. Chollet, F. (2021). *Deep Learning with Python* (2nd ed.). Manning Publications.

NOTE: The list of case studies, specific references, books, AI tools, software platforms, and recent research articles will be announced in the class by the concerned teacher from time to time.

MBEII Year	MBE-317/417		Semester-III/IV		
	Retail and E-Commerce Analytics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the role and importance of analytics in retail and e-commerce environments.	**PO1, PO2, PO7**
CO.2	Apply key performance indicators (KPIs) and analytical techniques for online business decision-making.	**PO2, PO3, PO7**
CO.3	Use e-commerce analytics tools for customer tracking, sales analysis, and conversion improvement	**PO1, PO2, PO5, PO7**
CO.4	Analyze customer behavior, market trends, and digital retail strategies using data analytics.	**PO1, PO4, PO7, PO8**
CO.5	Develop data-driven strategies to enhance customer experience and business performance.	**PO4, PO6, PO8**

Course Code and Name:**MBE-317/417 Retail and E-Commerce Analytics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	2	2	1	1	2	1	2	1
CO4	2	1	1	2	1	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.6	1.6	1.2	1.4	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to familiarize students with analytical techniques used in retail and e-commerce sectors. The course aims to develop students' understanding of customer behavior analysis, digital business models, online consumer trends, and data-driven decision-making practices.

Unit I: Introduction to Retail Analytics

Introduction to Retail Analytics, E-Commerce Ecosystem, Digital Retailing, Business Models and Analytics Framework. **(9 Hours)**

Unit II: Customer Analytics

Customer Analytics, Consumer Behaviour Analysis, Market Segmentation, Sales and Demand Forecasting. **(10 Hours)**

Unit III: Web Analytics

Web Analytics, E-Commerce Metrics, Customer Journey Analysis, Conversion Rate Optimization. **(9 Hours)**

Unit IV: Retail Data Analytics

Retail Data Analysis, Recommendation Systems, Personalization Strategies and Customer Relationship Management.
Case Study: Online Retail Analytics. **(9 Hours)**

Unit V: Future Trends in Retail Analytics

Future Trends in Retail Analytics, AI Applications, Digital Transformation and Strategic Decision Making. **(8 Hours)**

SUGGESTED READINGS:

1. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing: Strategy, Implementation and Practice* (8th ed.). Pearson.
2. Kaushik, A. (2020). *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity* (2nd ed.). Sybex.
3. Laudon, K. C., & Traver, C. G. (2024). *E-Commerce 2024–2025: Business, Technology, Society* (19th ed.). Pearson.
4. Sharda, R., Delen, D., & Turban, E. (2023). *Business Intelligence, Analytics, and Data Science: A Managerial Perspective* (5th ed.). Pearson.
5. Sorger, S. (2022). *Marketing Analytics: Strategic Models and Metrics* (2nd ed.). Kogan Page.

NOTE: The list of case studies, specific references, books, software tools, datasets, and recent research articles will be announced in the class by the concerned teacher from time to time.

	Python for Data Analysis				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand programming fundamentals, algorithms, and Python programming concepts.	**PO1, PO2, PO7**
CO.2	Develop Python programs using variables, data structures, functions, and control statements.	**PO2, PO3, PO7**
CO.3	Apply Python libraries and programming techniques for business data analysis.	**PO1, PO2, PO5, PO7**
CO.4	Implement error handling, debugging, and problem-solving approaches in Python applications.	**PO2, PO4, PO7, PO8**
CO.5	Create Python-based solutions to support business decision-making and automation.	**PO4, PO6, PO8**

Course Code and Name:MBE-318/418 Python for Data Analysis

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	3	2	1	1	2	1	2	1
CO4	1	2	1	2	1	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.6	1.8	1.2	1.4	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to provide students with practical knowledge of Python programming and its applications in business analytics. The course enables students to develop analytical skills, process business data, and create data-driven solutions for managerial decision-making.

Unit I: Introduction to Python Programming

Introduction to Python Programming, Variables, Data Types, Operators, Conditional Statements and Loops. **(9 Hours)**

Unit II: Python Functions

Python Functions, Data Structures, File Handling, Exception Handling and Problem-Solving Techniques. **(9 Hours)**

Unit III: Python Libraries for Business Analytics

Python Libraries for Business Analytics: NumPy, Pandas and Data Processing Techniques. **(10 Hours)**

Unit IV: Data Cleaning and Visualization

Data Cleaning, Data Visualization, Data Interpretation and Analytical Applications. **Case Study:** Business Data Analysis using Python. **(9 Hours)**

Unit V: Python Applications in Business Analytics

Python Applications in Business Analytics, Automation, Decision Support Systems and Future Scope. **(8 Hours)**

SUGGESTED READINGS:

1. Downey, A. B. (2015). *Think Python: How to Think Like a Computer Scientist* (2nd ed.). O'Reilly Media.
2. Matthes, E. (2023). *Python Crash Course: A Hands-On, Project-Based Introduction to Programming* (3rd ed.). No Starch Press.
3. Sweigart, A. (2020). *Automate the Boring Stuff with Python: Practical Programming for Total Beginners* (2nd ed.). No Starch Press.
4. McKinney, W. (2022). *Python for Data Analysis: Data Wrangling with Pandas, NumPy, and Jupyter* (3rd ed.). O'Reilly Media.
5. VanderPlas, J. (2023). *Python Data Science Handbook: Essential Tools for Working with Data* (2nd ed.). O'Reilly Media.

NOTE: The list of case studies, specific references, books, software tools, datasets, and recent research articles will be announced in the class by the concerned teacher from time to time.

	Artificial Intelligence in Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand AI concepts, intelligent agents, and their applications in business domains.	**PO1, PO2, PO7**
CO.2	Analyze AI problem-solving approaches and search techniques for business challenges.	**PO2, PO3, PO7**
CO.3	Apply machine learning and AI methods for improving business processes.	**PO1, PO4, PO7**
CO.4	Evaluate AI-based solutions for decision-making, forecasting, and optimization.	**PO2, PO5, PO7, PO8**
CO.5	Assess the impact, limitations, and future scope of AI in business organizations.	**PO4, PO6, PO8**

Course Code and Name:MBE-319/419 Artificial Intelligence in Business

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	2	1	1	2	2	1	2	1
CO4	1	2	1	1	1	2	2	2
CO5	1	1	1	2	1	1	1	2
CO6								
Average	1.4	1.6	1.2	1.4	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to develop students' understanding of Artificial Intelligence concepts and their practical applications in business decision-making. The course focuses on using AI techniques for improving organizational performance, innovation and competitive advantage.

Unit I: Introduction to AI in Business

Introduction to AI in Business, AI Technologies, Intelligent Systems and Business Applications. **(9 Hours)**

Unit II: AI-Based Decision Support Systems

AI-Based Decision Support Systems, Machine Learning Applications and Predictive Analytics. **(10 Hours)**

Unit III: AI Applications in Business

AI Applications in Marketing, Finance, Operations, Human Resource Management and Customer Services. **(9 Hours)**

Unit IV: AI Strategy and Organizational Transformation

AI Strategy Development, Implementation Challenges and Organizational Transformation. **Case Study:** AI Driven Business Models. **(9 Hours)**

Unit V: Ethical and Social Issues of AI

Ethical, Legal and Social Issues of AI, Responsible AI Practices and Future Business Trends. **(8 Hours)**

SUGGESTED READINGS:

1. Russell, S. J., & Norvig, P. (2021). *Artificial Intelligence: A Modern Approach* (4th ed.). Pearson.
2. Negnevitsky, M. (2011). *Artificial Intelligence: A Guide to Intelligent Systems* (3rd ed.). Pearson Education.
3. Luger, G. F. (2009). *Artificial Intelligence: Structures and Strategies for Complex Problem Solving* (6th ed.). Pearson Education.
4. Bratko, I. (2011). *Prolog Programming for Artificial Intelligence* (4th ed.). Addison-Wesley.
5. Wooldridge, M. (2009). *An Introduction to Multiagent Systems* (2nd ed.). Wiley.

NOTE: The list of case studies, specific references, books, software tools, and recent research articles will be announced in the class by the concerned teacher from time to time.

MBEII Year	MBE-320/420		Semester-III/IV		
	Cloud Computing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the evolution, concepts, and fundamentals of cloud computing.	**PO1, PO2, PO7**
CO.2	Explain cloud service models (IaaS, PaaS, SaaS) and cloud deployment models.	**PO2, PO3, PO7**
CO.3	Analyze virtualization technologies and cloud infrastructure management.	**PO1, PO4, PO7**
CO.4	Apply cloud computing concepts for scalable and cost-effective business solutions.	**PO2, PO5, PO7, PO8**
CO.5	Evaluate cloud security, privacy, and cost optimization strategies.	**PO4, PO6, PO8**

Course Code and Name: MBE-320/420 Cloud Computing

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	2	1	1	2	1	1	2	1
CO4	1	2	1	1	2	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.4	1.6	1.2	1.4	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to provide students with knowledge of cloud computing concepts, technologies, and applications in modern business organizations. The course enables students to understand cloud infrastructure, services, security and strategic implementation.

Unit I: Introduction to Cloud Computing

Introduction to Cloud Computing, Characteristics, Evolution, Cloud Architecture and Deployment Models. **(9 Hours)**

Unit II: Cloud Service Models

Cloud Service Models (IaaS, PaaS, SaaS), Virtualization and Cloud Infrastructure Management. **(10 Hours)**

Unit III: Cloud Applications in Business

Cloud Applications in Business, Cloud Storage, Data Management and Enterprise Solutions. **(9 Hours)**

Unit IV: Cloud Security and Risk Management

Cloud Security, Risk Management, Privacy Issues and Cost Optimization Strategies. **Case Study:** Cloud Implementation. **(9 Hours)**

Unit V: Future Trends in Cloud Computing

Future Trends in Cloud Computing, Hybrid Cloud, Edge Computing and Digital Transformation. **(8 Hours)**

SUGGESTED READINGS:

1. Holler, J., Tsiatsis, V., Mulligan, C., Avesand, S., Karnouskos, S., & Boyle, D. (2014). *From Machine-to-Machine to the Internet of Things: Introduction to a New Age of Intelligence*. Academic Press.
2. Hwang, K., Fox, G. C., & Dongarra, J. (2011). *Distributed and Cloud Computing: From Parallel Processing to the Internet of Things*. Morgan Kaufmann.
3. Rittinghouse, J. W., & Ransome, J. F. (2009). *Cloud Computing: Implementation, Management, and Security*. CRC Press.
4. Velte, T., Velte, A., & Elsenpeter, R. (2013). *Cloud Computing: A Practical Approach*. McGraw-Hill Education.
5. Madisetti, V., &Bahga, A. (2014). *Internet of Things: A Hands-on Approach*.

NOTE: The list of case studies, specific references, books, cloud platforms, and recent research articles will be announced in the class by the concerned teacher from time to time.

MBEII Year	MBE-349/449		Semester-III/IV		
	Enterprise Analytics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the concepts, architecture, and framework of Business Intelligence systems.	**PO1, PO2, PO7**
CO.2	Analyze BI tools, technologies, and applications for business decision-making.	**PO2, PO3, PO7**
CO.3	Apply data analysis techniques for generating business insights.	**PO1, PO4, PO5, PO7**
CO.4	Evaluate BI implementation strategies, governance, security, and privacy issues.	**PO1, PO4, PO7, PO8**
CO.5	Develop BI-based approaches to improve organizational performance and competitive advantage.	**PO4, PO6, PO8**

Course Code and Name: MBE-349/449 Enterprise Analytics

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	2	1	1	2	2	1	2	1
CO4	2	1	1	2	1	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.6	1.4	1.2	1.6	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to familiarize students with Business Intelligence concepts, tools and techniques used for effective managerial decision-making. The course aims to develop students' ability to convert business data into meaningful insights.

Unit I: Introduction to Business Intelligence

Introduction to Business Intelligence, BI Architecture, Data Warehousing and Data Integration. **(9 Hours)**

Unit II: Data Mining and Business Analytics

Data Mining Concepts, Business Analytics, Reporting Tools and Dashboard Development. **(10 Hours)**

Unit III: Applications of Business Intelligence

Application of BI in Marketing, Finance, Operations and Strategic Management. **(9 Hours)**

Unit IV: BI Implementation and Governance

BI Implementation, Data Governance, Security and Ethical Issues. **Case Study:** BI Applications in Organizations. **(9 Hours)**

Unit V: Future Trends in Business Intelligence

Future Trends in Business Intelligence, Artificial Intelligence Integration and Data-Driven Decision Making. **(8 Hours)**

SUGGESTED READINGS:

1. Turban, E., Sharda, R., Delen, D., & King, D. (2012). *Business Intelligence: A Managerial Approach*. Pearson Education, New Delhi.
2. Han, J., Kamber, M., & Pei, J. (2022). *Data Mining: Concepts and Techniques* (4th ed.). Morgan Kaufmann.
3. Kimball, R., & Ross, M. (2013). *The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling* (3rd ed.). Wiley.
4. Moss, L. T., & Atre, S. (2003). *Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications*. Addison-Wesley Professional.
5. Sharda, R., Delen, D., & Turban, E. (2023). *Business Intelligence, Analytics, and Data Science: A Managerial Perspective* (5th ed.). Pearson.
6. Srivastava, A. N., &Sahami, M. (Eds.). (2009). *Text Mining: Classification, Clustering, and Applications*. Chapman and Hall/CRC.
7. Turban, E., Sharda, R., Delen, D., & King, D. (2011). *Business Intelligence: A Managerial Approach* (2nd ed.). Pearson Education.

NOTE: The list of case studies, specific references, books, software tools, datasets, and recent research articles will be announced in the class by the concerned teacher from time to time.

GROUP: APPLIED ECONOMICS

MBEIIYear	MBE-E321/421		Semester-III/IV		
	Environmental Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Identify different approaches to achieving environmental sustainability and their applications.	**PO.1,PO.2, PO.4**
CO.2	Analyze the relationship between trade, pollution, and the environment.	**PO.1,PO.2,PO.3,PO.8**
CO.3	Apply methods of environmental valuation to assess the impact of economic activities on theenvironment.	**PO.1,PO.2, PO.3**
CO.4	Differentiate between market-based, non-market based, and hybrid approaches to controlenvironmental problems.	**PO.1, PO.2,**
CO.5	Describe the basics of global warming and climate change and their potential impact on theenvironment and society.	

Course Code and Name:MBE-E321/421Environmental Economics

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of the relationship between environmental sustainability and economic development. The course examines the economic causes and consequences of environmental degradation, valuation of environmental resources, pollution control mechanisms, and climate change policies. It aims to develop students' ability to evaluate environmental policies using economic principles and understand sustainable development strategies through market-based and regulatory approaches. The course also introduces emerging concepts such as the circular economy, green growth, carbon markets, ESG (Environmental, Social and Governance), and the role of Artificial Intelligence (AI) in environmental monitoring and sustainable resource management.

Unit I: Environmental Sustainability and Economic Development (8 Hours)

Nature and scope of environmental economics; environmental sustainability and sustainable development; approaches to environmental sustainability; sustainability, property rights and economic growth; environmental sustainability and consumption approach; relationship between environment and economic development; Environmental Kuznets Curve (EKC);

Trade–Environment Triangle; Pollution Haven Hypothesis; green growth and sustainable development goals (SDGs).

Unit II: Environmental Valuation (8 Hours)

Concept of environmental valuation; use value, option value and non-use value; valuation techniques; revealed preference and stated preference methods; hedonic pricing; household production function; travel cost method (zonal, individual and random utility models); contingent valuation method; ecosystem services valuation; AI and GIS applications in environmental valuation.

Unit III: Environmental Issues and Pollution Control (8 Hours)

Biodiversity loss; depletion of common property resources; deforestation; air, water and soil pollution; environmental externalities; Pigouvian Tax; Coase bargaining solution; market-based instruments including pollution charges, tradable permits and carbon pricing; command-and-control approach; hybrid policy instruments; liability rules; information disclosure; voluntary environmental actions; circular economy; waste management and resource efficiency.

Unit IV: Global Warming and Climate Change (8 Hours)

Global warming and climate change; natural and anthropogenic causes; ozone layer depletion; biodiversity conservation; climate adaptation and mitigation strategies; renewable energy and energy transition; sustainable agriculture and agroforestry; coastal ecosystem protection; carbon markets; ESG and climate finance; AI applications in climate modelling, environmental monitoring and disaster risk management.

SUGGESTED READINGS:

1. Bhanu Murthy, K. V., & Gambhir, S. (2017). *International Trade and Foreign Direct Investment: Empirical Testing of the Trade–Environment Triangle*. *Transnational Corporations Review*, 9(2), 122–134.
2. Jha, R., & Murthy, K. V. Bhanu. (1999). *Sustainability: Behavior, Property Rights and Economic Growth*. MacArthur Foundation Project on World Environmental Organization Working Paper No. 03.
3. Jha, R., & Murthy, K. V. Bhanu. (2006). *Environmental Sustainability: A Consumption Approach*. Routledge.
4. Mäler, K. G., & Vincent, J. R. (Eds.). (2005). *Handbook of Environmental Economics*. Elsevier.
5. Phaneuf, D. J., &Requate, T. (2017). *A Course in Environmental Economics: Theory, Policy and Practice*. Cambridge University Press.
6. Freeman, A. M., Herriges, J. A., & Kling, C. L. (2014). *The Measurement of Environmental and Resource Values: Theory and Methods* (3rd ed.). RFF Press/Routledge.
7. Baumol, W. J., & Oates, W. E. (1988). *The Theory of Environmental Policy*. Cambridge University Press.
8. Champ, P. A., Boyle, K. J., & Brown, T. C. (2003). *A Primer on Nonmarket Valuation*. Springer.

9. Dastidar, A. G., & Gupta, Y. (2016). *Contemporary Issues in Trade, Environment and Policy*. Ane Books.
10. Singh, N., & Thakur, A. K. (2016). *Climate Change and Environmental Issues*. TERI, New Delhi.

NOTE: The list of case studies, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E322/422		Semester-III/IV		
	Health Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Identify key economic concepts and theories used in health economics, such as demand andsupply, market failures, and incentives.	**PO.1,PO.2, PO.4**
CO.2	Predict and analyze the impact of health policies and interventions on healthcare markets and population health outcomes.	**PO.1,PO.2,PO.3,PO.8**
CO.3	Describe and justify the methods used in economic evaluation to inform health policy decision-making.	**PO.1,PO.2, PO.3**
CO.4	Analyze possible solutions to address current and emerging issues in health economics, suchas healthcare financing, insurance, and access to care.	**PO.1, PO.2,**

Course Code and Name: MBE-E322/422Health Economics

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of the economic principles underlying health, healthcare systems, and health policy. The course examines health and healthcare through the application of microeconomics, behavioural economics, game theory, and econometrics to analyze health outcomes, healthcare financing, insurance markets, and public health interventions. It aims to develop students' ability to evaluate health policies, understand healthcare market failures, and apply economic tools to contemporary issues in health management, healthcare financing, and sustainable health systems.

Unit I: Introduction to Health Economics (8 Hours)

Nature and scope of health economics; the economic approach to health and healthcare; health measurement and indicators; healthcare expenditure; determinants of health; long-run trends in health; health and socioeconomic status; health inequalities; health and economic development; healthcare systems in India and across the world.

Unit II: Economic Models of Health and Health Insurance (8 Hours)

Economic models of health; Grossman's health capital model; demand for healthcare; health insurance and risk pooling; moral hazard in health insurance; adverse selection; asymmetric

information; public and private health insurance; social health insurance in India and global healthcare financing models; Ayushman Bharat and Universal Health Coverage (UHC).

Unit III: Behavioural Economics of Health (8 Hours)

Behavioural economics in healthcare; unhealthy behaviour and lifestyle choices; behavioural biases in health decision-making; addiction economics; preventive healthcare; nudging for healthy behaviour; public health interventions; behavioural policy design; AI-driven health behaviour analytics and digital health interventions.

Unit IV: Health Valuation and Economic Evaluation (8 Hours)

Health valuation; valuation of mortality and morbidity risks; value of statistical life (VSL); static and life-cycle models; quality-adjusted life years (QALYs); disability-adjusted life years (DALYs); empirical models of health valuation; cost-effectiveness analysis; cost-benefit analysis; health technology assessment (HTA).

Unit V: Contemporary Issues in Health Economics (8 Hours)

Health policy and healthcare reforms; economics of pandemics and public health emergencies; ageing population and healthcare financing; digital health and telemedicine; AI applications in healthcare economics; health equity; sustainable healthcare systems; future challenges in global health economics.

SUGGESTED READINGS:

1. Bhattacharya, J., Hyde, T., & Tu, P. (2014). *Health Economics*. Palgrave Macmillan.
2. Grossman, M. (1972). "On the Concept of Health Capital and the Demand for Health." *Journal of Political Economy*, 80(2).
3. Case, A., Lubotsky, D., & Paxson, C. (2002). "Economic Status and Health in Childhood: The Origins of the Gradient." *American Economic Review*, 92(5), 1308–1334.
4. Becker, G. S., & Murphy, K. M. (1988). "A Theory of Rational Addiction." *Journal of Political Economy*, 96(4), 675–700.
5. Acemoglu, D., & Johnson, S. (2007). "Disease and Development: The Effect of Life Expectancy on Economic Growth." *Journal of Political Economy*, 115(6), 925–985.
6. Miguel, E., & Kremer, M. (2004). "Worms: Identifying Impacts on Education and Health in the Presence of Treatment Externalities." *Econometrica*, 72(1), 159–217.
7. Folland, S., Goodman, A. C., & Stano, M. (Latest Edition). *The Economics of Health and Health Care*. Routledge.
8. Phelps, C. E. (Latest Edition). *Health Economics*. Routledge.

NOTE: The list of case studies, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E323/423		Semester-III/IV		
	Behavioural Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Analyse evidence of systematic deviations from neoclassical economic behavior predictions, and evaluate psychological explanations for these anomalies.	**PO.1,PO.2, PO.4**
CO.2	Integrate psychologically-motivated assumptions into economic models and analyze theirimplications for economic behaviour.	**PO.1,PO.2,PO.3,PO.8**
CO.3	Examine how behavioural models alter predictions for equilibrium behaviour and welfare analysis, and evaluate their impact on optimal policy.	**PO.1,PO.2, PO.3**
CO.4	Differentiate between predictions of neoclassical and behavioural models.	**PO.1, PO.2,**

Course Code and Name:MBE-E323/423 Behavioural Economics

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of behavioural economics and its applications in analyzing economic decision-making at the individual, organizational, and policy levels. The course introduces psychological insights into economic behaviour by examining heuristics, biases, prospect theory, behavioural game theory, and behavioural finance. It aims to develop students' ability to critically evaluate traditional economic models, understand the influence of cognitive, emotional, and social factors on economic decisions, and apply behavioural principles to public policy, business strategy, and financial decision-making.

Unit I: Introduction to Behavioural Economics (8 Hours)

Nature and scope of behavioural economics; evolution and origins of behavioural economics; neo-classical versus behavioural approaches to economics; bounded rationality; heuristics and cognitive biases; behavioural anomalies; Nudge Theory; behavioural public policy; applications of behavioural economics in business and government.

Unit II: Microeconomic Foundations of Behavioural Economics (8 Hours)

Prospect Theory; decision-making under risk and uncertainty; expected utility theory versus prospect theory; reference dependence; loss aversion; framing effects; mental accounting; intertemporal decision-making; time inconsistency; present bias and self-control problems.

Unit III: Behavioural Game Theory (8 Hours)

Nature and foundations of behavioural game theory; mixed strategies; bargaining behaviour; social preferences; altruism; fairness and justice; envy; reciprocity; trust; cooperation; bounded rationality; limited strategic thinking; experimental evidence in behavioural games.

Unit IV: Applications of Behavioural Economics in Finance (8 Hours)

Behavioural finance and financial decision-making; money illusion and monetary policy; beliefs, heuristics and biases in financial markets; investor psychology; behavioural aspects of individual investing; behavioural corporate finance; market anomalies; financial bubbles and behavioural explanations.

Unit V: Behavioural Economics in Business and Public Policy (8 Hours)

Applications of behavioural economics in business strategy; consumer decision-making; behavioural marketing; behavioural insights for policy design; digital nudging; AI-driven behavioural analytics; ethical issues in behavioural interventions; behavioural economics and sustainable development; future trends in behavioural economics.

SUGGESTED READINGS:

1. Angner, E. (2012). *A Course in Behavioural Economics*. Palgrave Macmillan.
2. Thaler, R. H., & Sunstein, C. R. (2009). *Nudge: Improving Decisions about Health, Wealth and Happiness*. Penguin UK.
3. Forbes, W. (2009). *Behavioral Finance*. Wiley.
4. Wilkinson, N., & Hales, M. (2012). *An Introduction to Behavioural Economics* (2nd ed.). Palgrave Macmillan.
5. Bernheim, B. D., DellaVigna, S., &Laibson, D. (Eds.). (2018). *Handbook of Behavioral Economics* (Vol. 1). North-Holland.
6. Bernheim, B. D., DellaVigna, S., &Laibson, D. (Eds.). (2019). *Handbook of Behavioral Economics* (Vol. 2). North-Holland.
7. Camerer, C. (2003). *Behavioral Game Theory: Experiments in Strategic Interaction*. Princeton University Press.
8. Camerer, C., Loewenstein, G., & Rabin, M. (Eds.). (2004). *Advances in Behavioral Economics*. Princeton University Press.
9. Dhami, S. (2016). *The Foundations of Behavioural Economic Analysis*. Oxford University Press.

NOTE: The list of case studies, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E324/424		Semester-III/IV		
	Experimental Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Identify and explain the basic principles of experimental methods in economics.	**PO.1,PO.2, PO.4**
CO.2	Analyze the advantages and limitations of experimental methods in theory formulation, policy analysis, and empirical data collection and analysis.	**PO.1,PO.2,PO.3,PO.8**
CO.3	Compare the results of laboratory (also field/survey) experiments withnon-experimental data.	**PO.1,PO.2, PO.3**
CO.4	Design and generate experimental studies that test specific hypotheses related to economicbehaviour	**PO.1, PO.2,**

Course Code and Name: MBE-E324/424 Experimental Economics

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of experimental economics and its role in economic theory, policy formulation, and empirical research. The course introduces the principles, design, implementation, and analysis of laboratory and field experiments in economics. It aims to develop students' ability to design experiments, analyze experimental data, and critically evaluate research findings while integrating modern digital tools, behavioural insights, Artificial Intelligence (AI), and data analytics in experimental economic research.

Unit I: Introduction to Experimental Economics (8 Hours)

Nature and scope of experimental economics; economics as an experimental science; evolution and emergence of experimental economics; objectives, applications and limitations of economic experiments; laboratory experiments, field experiments and natural experiments; ethics in experimental research; behavioural economics and experimental methods; AI-assisted experimental research and digital experimentation platforms.

Unit II: Principles of Economic Experiments (8 Hours)

Realism and economic models; controlled economic environments; induced-value theory; parallelism; internal and external validity; incentives in experimental economics; replication

and reproducibility; experimental protocols; practical applications of economic experiments in policy and business decision-making; AI-based behavioural data collection and simulation.

Unit III: Experimental Design and Data Analysis (8 Hours)

Experimental design principles; direct experimental control; indirect control through randomization; treatment and control groups; between-subject and within-subject designs; subject recruitment and sample size determination; pilot experiments; laboratory setup; online and virtual experiments; collection, analysis and interpretation of experimental data; statistical reporting; use of statistical software (R, Python, SPSS, Stata); AI-assisted data analysis and visualization.

Unit IV: Applications of Experimental Economics (8 Hours)

Market experiments; auction experiments; game theory experiments; decision-making under risk and uncertainty; behavioural finance experiments; public goods and social preference experiments; field experiments and survey experiments; policy evaluation using randomized controlled trials (RCTs); applications in development economics, environmental economics and labour economics; AI and machine learning applications in experimental economics.

SUGGESTED READINGS:

1. Friedman, D., & Sunder, S. (1994). *Experimental Methods: A Primer for Economists*. Cambridge University Press.
2. Bowles, S. (2005). *Microeconomics: Behaviour, Institutions and Evolution*. Oxford University Press.
3. Kagel, J., & Roth, A. E. (Eds.). (1995). *The Handbook of Experimental Economics*. Princeton University Press.
4. Kahneman, D., & Tversky, A. (Eds.). (2000). *Choices, Values and Frames*. Cambridge University Press.
5. Gibbons, R. (1992). *Game Theory for Applied Economists*. Princeton University Press.
6. Camerer, C. F. (2003). *Behavioral Game Theory: Experiments in Strategic Interaction*. Princeton University Press.
7. List, J. A., & Price, M. K. (Eds.). (2013). *Handbook on Experimental Economics and the Environment*. Edward Elgar Publishing.
8. Angrist, J. D., & Pischke, J. S. (2015). *Mastering 'Metrics: The Path from Cause to Effect*. Princeton University Press.

NOTE: The list of case studies, specific references, books, software tools, datasets, and recent research articles will be announced in the class by the concerned teachers from time to time.

MBE IIYear	MBE-E325/425		Semester-III/IV		
	Economics of Education				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Identify key economic theories and concepts relevant to the study of education	**PO.1,PO.2, PO.4**
CO.2	Analyze the role of education in economic growth and development, and predict the implications of education policies for individuals and society.	**PO.1,PO.2,PO.3,PO.8**
CO.3	Describe the impact of educational inequality on economic outcomes and social mobility, and differentiate between the causes and consequences of such inequality	**PO.1,PO.2, PO.3**
CO.4	Construct and justify a research design for analyzing the effectiveness of education policies and programs	**PO.1, PO.2,**

Course Code and Name: MBE-E325/425 Economics of Education

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

OBJECTIVE:

The objective of this course is to develop students' understanding of the economic aspects of education by applying economic theory, empirical research, and econometric tools to educational policy and practice. The course examines education as an investment in human capital, analyzes the economics of school and higher education, explores financing and labour market outcomes, and evaluates educational inequality. It also introduces the role of Artificial Intelligence (AI), digital technologies, and data analytics in education, skill development, and evidence-based policymaking.

Unit I: The Role of Education in Human Development (8 Hours)

Nature and scope of the economics of education; education and economic development; human capital theory; returns to education; signalling and screening theory; education and labour market outcomes; private and social costs and benefits of education; education, productivity and economic growth; AI and digital transformation in education; learning analytics and AI-assisted personalized learning.

Unit II: Economics of School Education (8 Hours)

Educational interventions and learning outcomes; school attainment and educational quality; education financing; public and private expenditure on education; efficiency and equity in school education; standards, accountability and performance measurement; school choice and educational reforms; technology-enabled learning; AI-based educational assessment and adaptive learning systems.

Unit III: Higher Education, Skills and Labour Markets (8 Hours)

Higher education in India: structure, challenges and reforms; economics of higher education; employability and skill development; internships, apprenticeships and work-integrated learning; vocational education and lifelong learning; digital universities and online education; AI in higher education, curriculum design, skill assessment and career guidance; education policy and workforce development.

Unit IV: Education, Inequality and Public Policy (8 Hours)

Educational inequality in access and outcomes; socio-economic, gender, caste and regional disparities in education; affirmative action and reservation policies; inclusive education; educational mobility and social justice; impact evaluation of education policies using econometric methods; randomized controlled trials (RCTs) in education; AI for educational policy analysis and evidence-based decision-making.

SUGGESTED READINGS:

1. Hanushek, E. A., Machin, S. J., &Woessmann, L. (Eds.). (2016). *Handbook of the Economics of Education*. Elsevier.
2. Becker, G. S. (2009). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education* (3rd ed.). University of Chicago Press.
3. Bradley, S., & Green, C. (Eds.). (2020). *The Economics of Education: A Comprehensive Overview*. Academic Press.
4. Goldin, C., & Katz, L. F. (2010). *The Race Between Education and Technology*. Harvard University Press.
5. Ehrenberg, R. G., & Smith, R. S. (2021). *Modern Labor Economics: Theory and Public Policy* (14th ed.). Routledge.
6. Hanushek, E. A. (2005). *Economic Outcomes and School Quality*. International Academy of Education & International Institute for Educational Planning.
7. Banerjee, A., Cole, S., Duflo, E., & Linden, L. (2007). "Remedying Education: Evidence from Two Randomized Experiments in India." *Quarterly Journal of Economics*, 122(3), 1235–1264.
8. Kingdon, G. G. (2020). "The Private Schooling Phenomenon in India: A Review." *The Journal of Development Studies*, 56(10), 1795–1817.
9. Varughese, A. R., &Bairagya, I. (2021). "Interstate Variation in Household Spending on Education in India: Does it Influence Educational Status?" *Structural Change and Economic Dynamics*, 59, 405–415.
10. Silva, P., Lopes, B., Costa, M., Melo, A. I., Dias, G. P., Brito, E., & Seabra, D. (2018). "The Million-Dollar Question: Can Internships Boost Employment?" *Studies in Higher Education*, 43(1).

MBEIIYear	MBE-E350/450		Semester-III/IV		
	Industrial Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the concepts, scope, organization, and role of industries in economic development.	**PO.1,PO.2, PO.4**
CO.2	Analyze firm behavior, pricing strategies, investment decisions, and market structures in industrial sectors.	**PO.1,PO.2,PO.3,PO.8**
CO.3	Evaluate industrial concentration, mergers, diversification, and competitiveness in domestic and global markets.	**PO.1,PO.2, PO.3**
CO.4	Assess industrial finance, project appraisal techniques, and the role of financial institutions in industrial growth.	**PO.1, PO.2,**
CO.5	Examine industrial policy, sustainability challenges, environmental issues, and contemporary developments affecting industrial performance.	

Course Code and Name: MBE-E350/450 Industrial Economics

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

OBJECTIVE:

The objective of this course is to develop students' understanding of the structure, organization, conduct, and performance of industries in a market economy. The course familiarizes students with theories of firm behaviour, market structures, pricing, industrial growth, corporate strategies, and industrial policy. It also examines industrial finance, competition, labour, sustainability, and the impact of globalization, digital transformation, Artificial Intelligence (AI), and Industry 4.0 on modern industrial development.

Unit I: Introduction to Industrial Economics (8 Hours)

Nature, scope and significance of Industrial Economics; industrialization and economic development; organization of industry and forms of business ownership; objectives and behaviour of firms; industrial structure and industrial growth; industrialization in India: trends, challenges and opportunities; Industry 4.0 and digital transformation; AI applications in industrial planning and productivity analysis.

Unit II: Market Structure, Firm Behaviour and Pricing (8 Hours)

Market Structure-Conduct-Performance (SCP) paradigm; industrial concentration: meaning, measurement and effects; product differentiation and barriers to entry; profit maximization and alternative objectives of firms; pricing policies: cost-plus pricing, limit pricing and monopoly pricing; investment decisions under risk and uncertainty; AI-driven pricing strategies, demand forecasting and competitive intelligence.

Unit III: Industrial Growth and Corporate Strategies (8 Hours)

Growth of firms: theories and determinants; economies of scale and scope; diversification; vertical integration; strategic alliances; mergers, acquisitions and corporate restructuring; productivity, efficiency and capacity utilization; innovation, research and development (R&D); competition policy; digital manufacturing and smart industries. **Case Study:** Industrial Growth through Mergers and Strategic Alliances.

Unit IV: Industrial Policy, Labour and Sustainable Industrial Development (8 Hours)

Industrial policy in India: evolution and recent reforms; privatization, liberalization and globalization; industrial labour, industrial relations and labour reforms; industrial location and regional development; environmental issues in industrial development; sustainable industrial growth; ESG (Environmental, Social and Governance) practices; green manufacturing; circular economy; AI-enabled industrial sustainability and policy implementation. **Case Study:** Sustainable Industrial Development and ESG Practices in Indian Industry.

SUGGESTED READINGS:

1. Barthwal, R. R. *Industrial Economics*. New Age International Publishers.
2. Cherunilam, F. *Industrial Economics: Indian Perspective*. Himalaya Publishing House.
3. Desai, B. *Industrial Economy in India*. Himalaya Publishing House.
4. Hay, D., & Morris, D. *Industrial Economics: Theory and Evidence*. Oxford University Press.
5. Ahluwalia, I. J. *Industrial Growth in India*. Oxford University Press.
6. Mishra, S. K., & Puri, V. K. *Indian Economy*. Himalaya Publishing House.
7. Dhingra, I. C. *Indian Economy*. Sultan Chand & Sons.
8. Government of India. *Economic Survey* (Latest Edition).
9. Reserve Bank of India. *Report on Currency and Finance* (Latest Edition).
10. NITI Aayog, DPIIT & Ministry of Commerce and Industry. Recent policy reports on industrial development, manufacturing, Make in India, Industry 4.0, ESG and sustainable industrial growth.

NOTE: The list of case studies, specific references, government reports, policy documents, books, datasets, and recent research articles will be announced in the class by the concerned teacher from time to time.

GROUP: INNOVATION AND ENTERPERNUERSHIP

MBE II Year	MBE-E326/426		Semester-III/IV		
	Start-up Studies				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the structure, role, and policy framework of MSMEs in India	**PO.1, PO.2,PO.3,PO.7**
CO.2	Apply AI tools and digital technologies in small business decision-making	**PO.1,PO.2,PO.3,PO.4,PO.5,PO.7, PO.8**
CO.3	Analyze functional areas (finance, marketing, HR, operations) in SMEs	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**
CO.4	Evaluate growth strategies, support systems, and innovation models	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**
CO.5	Assess global opportunities, export potential, and future SME trends	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**

Course Code and Name: MBE-E326/426 Start-up Studies

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	2	2	2
CO4	1	1	2	1	1	1	1	2
CO5	2	1	1	2	2	1	1	1
CO6								
Average	**1.60**	**1.60**	**1.60**	**1.60**	**1.40**	**1.20**	**1.60**	**1.60**

OBJECTIVE:

The objective of this course is to develop students' understanding of small business management, entrepreneurship, and the evolving MSME ecosystem. The course aims to equip students with knowledge of business planning, technology adoption, Artificial Intelligence (AI), digital transformation, functional management, government support systems, globalization, and sustainable business practices, enabling them to establish, manage, and grow competitive small business enterprises in a dynamic global environment.

UNIT 1: Small Business Ecosystem (8 Hours)

- MSME Definitions and Classification
- Steps in Starting a Business (AI-assisted Ideation)
- Environmental Analysis (PESTLE and ESG Framework)
- Government Policies and Support Schemes (Startup India, MSME Schemes, ONDC)
- Data-driven Entrepreneurship

UNIT 2: Technology & AI in SMEs (8 Hours)

- Appropriate Technology and Productivity Tools
- AI Applications: Demand Forecasting, Business Automation and Chatbots
- Industry 4.0 Technologies: Internet of Things (IoT) and Cloud Computing
- Platform Economy and Cybersecurity
- **Case Study:**Twiga Hosting Ltd.

UNIT 3: Functional Management (8 Hours)

- Financial Management: FinTech and AI-based Credit Scoring
- Marketing Management: Digital Marketing and AI-based Customer Segmentation
- Operations Management: Smart Manufacturing and Process Optimization
- Human Resource Management: Gig Economy and HR Analytics
- Sickness in SMEs and Revival Strategies

UNIT 4: Growth & Support Systems (8 Hours)

- Modernization of Small Industries
- Skill Development and Business Incubation Ecosystem
- AI in Innovation and Process Optimization
- Government Incentives, Subsidies and Institutional Support
- **Case Study:** VNFPP Ltd.

UNIT 5: Globalization & Future Trends (8 Hours)

- Export Procedures and Export Promotion Institutions
- E-commerce and Cross-border Digital Trade
- AI in Global Trade and Supply Chain Management
- Global SME Ecosystems and International Business Opportunities
- Sustainability, Green Business and Future Trends in Small Business

SUGGESTED READINGS:

1. Desai, V. (Latest Edition). *Small Scale Industries and Entrepreneurship*. Himalaya Publishing House.
2. Burns, P. (Latest Edition). *Entrepreneurship and Small Business*. Palgrave Macmillan.
3. Khanka, S. S. (Latest Edition). *Entrepreneurship Development*. S. Chand.
4. Drucker, P. F. (Latest Edition). *Innovation and Entrepreneurship*. Harper Business.
5. Rose, D. (2018). *Artificial Intelligence for Business*.
6. Agrawal, A., Gans, J., & Goldfarb, A. (2018). *Prediction Machines*. Harvard Business Review Press.
7. Iansiti, M., & Lakhani, K. (2020). *Competing in the Age of AI*. Harvard Business School Press.

MBE II Year	MBE-E327/427		Semester-III/IV		
	Small Business Environment And Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the business lifecycle and how it pertains to small business	**PO.1**
CO.2	Explain the crucial levers in small business financial management, including the crucial role of cash flow.	**PO.4, PO.5**
CO.3	Describe how small business owners can effectively manage their operations through delegation and oversight.	**PO.1, PO.2, PO.4**
CO.4	Identify frameworks for handling ethical issues confronted by small businesses	**PO.2, PO.3, PO8**

Course Code and Name: **MBE-E327/427 Small Business Environment & Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	2
CO5								
CO6								
Average	**1.75**	**1.25**	**1.25**	**1.50**	**1.25**	**1.00**	**1.00**	**1.25**

OBJECTIVE:

The objective of this course is to develop students' understanding of the small business and MSME ecosystem by familiarizing them with entrepreneurship, government policies, technology adoption, digital transformation, Artificial Intelligence (AI), business management challenges, institutional support mechanisms, export promotion, and global opportunities. The course aims to equip students with the knowledge and skills required to establish, manage, modernize, and expand small business enterprises in a competitive and technology-driven business environment.

UNIT 1: Foundations of Small Business (8 Hours)

- MSME Definition (2020): Investment and Turnover-based Classification.
- Role of Small Business in India's GDP, Employment and Economic Development.
- Steps for Starting a Small Business: Opportunity Identification, Feasibility Analysis, Udyam Registration and Compliance Requirements.
- Indian Business Environment: Economic, Social, Political, Cultural and Legal Factors.

- MSMED Act, 2006, Industrial Policy Updates, Digital India and Atmanirbhar Bharat Initiatives.

UNIT 2: Technology, Productivity & Industry Linkages (8 Hours)

- Appropriate Technology for MSMEs.
- AI-based Tools for Inventory Management, Pricing and Demand Forecasting.
- Quality Circles, Lean Production and AI-based Quality Monitoring.
- Linkages between Small and Large Enterprises.
- Vendor Development, Supply Chain Integration and E-commerce Partnerships.

UNIT 3: Management Challenges in Small Business (8 Hours)

- Financial Challenges: Working Capital Management, AI-driven Credit Evaluation and Financial Forecasting.
- Marketing Challenges: Digital Marketing, AI-powered Content Creation and Customer Segmentation.
- Production Challenges: Outdated Machinery, Automation and AI-based Production Planning.
- Human Resource Challenges: Skill Gaps, Digital Upskilling and AI-driven Employee Training.
- Sickness in Small Business Units: Causes, Early Warning Indicators and Revival through Digital Transformation.

UNIT 4: Modernisation, Training & Support Systems (8 Hours)

- Modernisation of Small and Village Industries.
- Khadi and Village Industries Commission (KVIC) and Cluster Development Programmes.
- Training and Consultancy Support: MSME Development Institutes (MSME-DIs), National Small Industries Corporation (NSIC), Startup Incubators and AI Literacy Programmes.
- Government Incentives and Subsidies: Credit Linked Capital Subsidy Scheme (CLCSS), Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), Remission of Duties and Taxes on Exported Products (RODTEP) and Export Promotion Capital Goods (EPCG) Scheme.

UNIT 5: Export Promotion & Global Opportunities (8 Hours)

- Identifying Export Opportunities through AI-based Market Intelligence.
- Export Promotion Institutions: Directorate General of Foreign Trade (DGFT), Export Promotion Councils (EPCs), EXIM Bank and Federation of Indian Export Organisations (FIEO).
- Export Infrastructure: Special Economic Zones (SEZs), Export Oriented Units (EOUs), Digital Logistics and Cross-border E-commerce.
- Global SME Perspectives: Innovation Models of the USA, Quality Systems of Japan, Industrial Clusters of China and Digitalisation Initiatives in the European Union.
- **Case Studies:** AI-enabled MSME Success Stories.

SUGGESTED READINGS:

1. Desai, V. (Latest Edition). *Small Scale Industries and Entrepreneurship*. Himalaya Publishing House.
2. Burns, P. (Latest Edition). *Entrepreneurship and Small Business*. Palgrave Macmillan.
3. Gupta, C. B., & Srinivasan, N. P. (Latest Edition). *Entrepreneurial Development*. Sultan Chand & Sons.
4. *Entrepreneurship Development*. (Latest Edition). S. Chand Publications.
5. Drucker, P. F. (Latest Edition). *Innovation and Entrepreneurship*. Harper Business.
6. *Small Business Management*. (Latest Edition). Cengage Learning.
7. Scarborough, N. M. (Latest Edition). *Essentials of Entrepreneurship and Small Business Management*. Pearson.
8. Timmons, J. A., & Spinelli, S. (Latest Edition). *New Venture Creation*. McGraw-Hill.
9. Case Study 1: Small Business Development and Entrepreneurship (Reference to be announced by the concerned teacher).
10. Case Study 2: MSME Innovation and Business Growth (Reference to be announced by the concerned teacher).

NOTE: The list of case studies, specific references, government notifications, policy documents, and recent research articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E328/428	Semester-III/IV

	New Enterprise Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Appraise how entrepreneurs operate and consider theentrepreneurial mind-set needed to create and develop a new enterprise	**PO.1**
CO.2	Demonstrate how the characteristics of entrepreneurial management can affect the strategy for managing the New or growing enterprise	**PO.4,PO.5**
CO.3	Analyze complex and advanced entrepreneurship and Enterprise theories in the development of an appropriate business plan	**PO.1,PO.2,PO.4**
CO.4	Develop an integrated perspective of The process involved in the successful creation of a new enterprise	**PO.2,PO.3, PO8**

Course Code and Name: **MBE-E328/428 New Enterprise Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	2
CO5								
CO6								
Average	1.75	1.5	1.25	1.5	1.25	1	1	1.25

OBJECTIVE:

This course is designed to develop students' understanding of entrepreneurship, enterprise creation, industrial development, and entrepreneurial ecosystems. The course aims to equip students with the knowledge and skills required to identify business opportunities, establish and manage new ventures, understand industrial policies, evaluate business feasibility, mobilize financial resources, and address managerial challenges for sustainable enterprise development in the contemporary business environment.

Unit I: Entrepreneurship and Economic Development

Entrepreneurship and its role in economic development; problems of industrialization in underdeveloped countries with special reference to India. The entrepreneurial mindset and traits, types of entrepreneurs and ventures, the role of innovation in new enterprise creation through design thinking, and the entrepreneurship ecosystem in India and globally. **(8 Hours)**

Unit II: Industrial Policy and Enterprise Formation

Industrial policy, regulation, and control of industries in India; mechanics of setting up new enterprises—size and location, optimum units, meaning and determinants, and the size of industrial units in India. Bootstrapping versus external funding, angel investors, venture capital, incubation, government schemes, and types of business registration such as LLP, Pvt. Ltd., OPC, and partnership. **Case Study 1:***Field Turf Tarkett India – Challenges and Opportunities in New Markets.***(8 Hours)**

Unit III: Theory of Industrial Location

Theory of industrial location; factors determining industrial location; regional distribution of industrial activity in India. Feasibility analysis across market, technical, financial, and operational dimensions; contracts and MoUs; competitor analysis; and industry analysis using Porter's Five Forces. **(8 Hours)**

Unit IV: Trends in Industrial Localization and Enterprise Challenges

Recent trends in the localization of industrial activity in India; regional planning of industrial activity; feasibility studies including technical, marketing, and financial aspects; managerial problems of new enterprises; production and purchasing. Intellectual property rights such as copyright, patents, and trademarks; compliance and taxation basics for startups; and modern challenges in enterprise succession planning. **Case Study 2:***"Eldorado" Family – The Survival and Succession Plan.***(8 Hours)**

Unit V: Financing, Labour, and Marketing Problems

Financing, labour, and marketing problems; facilities provided by different institutions and agencies in India; financing facilities for new enterprises; marketing and other institutional support. CSR and ESG responsibilities, and the role of analytics in predicting absenteeism, turnover, and enterprise sustainability. **(8 Hours)**

SUGGESTED READINGS:

- Drucker, P. (2012). *Innovation and Entrepreneurship*. East–Elsevier, USA.
- Gupta, C. B., & Srinivasan, N. (1997). *Entrepreneurial Development in India*. Sultan Chand, New Delhi.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2010). *Entrepreneurship*. Tata McGraw-Hill, New Delhi.
- Holt, D. H. (1992). *Entrepreneurship: New Venture Creation*. Prentice Hall Inc., New Jersey.
- McClelland, D. C., & Winter, D. G. (1969). *Motivating Economic Achievement*. Free Press, New York.
- Case Study 1: https://www.emeraldinsight.com/doi/full/10.1108/20450621111195660

- **NOTE:** The list of cases, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E329/429		Semester-III/IV		
	Ethics & Business Governance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions.	**PO.1, PO4, PO8**
CO.2	Comprehend the relationship between ethics, morals and values in the workplace.	**PO.1, PO.2, PO.3**
CO.3	Analyze and understand various ethical philosophies to explain how they contribute to current management practices.	**PO.2, PO.3**
CO.4	Critically apply understanding of ethics of real-world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.	**PO.3, PO.5**

Course Code and Name: **MBE-E329/429 Ethics & Business Governance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5								
CO6								
Average	**1.50**	**1.50**	**1.75**	**1.25**	**1.25**	**1.00**	**1.00**	**1.25**

OBJECTIVE:

The objective of this course is to develop students' understanding of business ethics, ethical decision-making, corporate governance, and intellectual property rights. The course aims to equip students with the knowledge and skills required to address ethical challenges in business, strengthen corporate governance practices, protect intellectual property, and apply ethical principles in the digital economy and AI-enabled business environment.

UNIT 1: Foundations of Ethics & Ethical Decision-Making (8 Hours)

Core Concepts: Meaning, nature, and scope of ethics; facts vs. values; ethical subjectivism and relativism; moral development: Kohlberg's Six Stages; ethics and business; myth of amoral business. Ethical Decision-Making: Common dilemmas in business; application of ethical theories; economic justice. AI & Ethics: Algorithmic bias and fairness; ethical AI decision-making in business; responsible data use.

UNIT 2: Market Systems & Functional Ethics (8 Hours)

Market Systems: Characteristics of perfect competition, monopoly, and oligopoly. Ethics in Marketing: Truth in advertising, consumer protection and digital marketing ethics, dark patterns and influencer ethics. Finance Ethics: Fairness vs. efficiency in financial markets, insider trading, greenmail, golden parachute. HR Ethics: Workers' rights and duties, workplace safety and labour standards, Sexual Harassment of Women at Workplace (POSH Act, India), whistleblowing and protection mechanisms. AI in hiring (bias in recruitment algorithms), data privacy and surveillance ethics.

UNIT 3: Corporate Governance Frameworks & Models (8 Hours)

Conceptual Foundations: Evolution of corporate governance; stakeholder theory, stewardship theory, agency theory; separation of ownership and control. Governance Models: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD Principles of Corporate Governance. Ethics & Governance: Transparency, accountability and empowerment; ESG (Environmental, Social and Governance) integration. Digital Governance: Governance challenges in platform companies, data governance and cybersecurity.

UNIT 4: Board Structure & Governance Mechanisms (8 Hours)

Board-Level Governance: Role and responsibilities of the Board of Directors; board composition and structure; independent and non-executive directors. Key Stakeholders: Role of internal and external auditors; role of government and regulatory bodies. Corporate Governance in India: SEBI guidelines, Companies Act, 2013, Clause 49 (historical context). Contemporary Issues: Board diversity and inclusion, executive compensation ethics, AI in corporate governance (board analytics and risk monitoring).

UNIT 5: Intellectual Property Rights (IPR) & Digital Economy (8 Hours)

Core Concepts: Patents, designs, trademarks and geographical indications. Business Relevance: IPR in innovation and startups; brand protection strategies. Digital IPR: Software, AI-generated content, data ownership and licensing, global IPR frameworks (WIPO overview). Ethical dilemma analysis (case-based), AI ethics simulation exercises, corporate governance audit (mini project), IPR case analysis.

SUGGESTED READINGS:

1. Fernando, A. C. *Corporate Governance: Principles, Policies and Practices*. Pearson.
2. Murthy, C. S. V. *Business Ethics and Corporate Governance*. Himalaya Publishing House.
3. Sherlekar, S. A. *Ethics in Management*. Himalaya Publishing House.
4. *Business Ethics*. Oxford University Press.
5. *Corporate Governance*. Oxford University Press.
6. Zuboff, S. *The Age of Surveillance Capitalism*. Public Affairs.
7. Mishra, J. P. *An Introduction to Intellectual Property Rights*.

MBE II Year	MBE-E330/430		Semester-III/IV		
	Legal Aspects of Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Appraise law in general and real-life situation to apply the acquired knowledge and skills in their functional areas	**PO.1**
CO.2	To explain the concept and prevailing laws 'sales of goods act' in the country. Propose ways to interconnect the Different functional areas of management	**PO.4,PO.5, PO.7**
CO.3	To develop and equip the students with proper knowledge of Negotiable Instruments Act to suggest the organization Relevant changes for ethical practices with the help of acquired knowledge	**PO.1,PO.2,PO.4,PO.7**
CO.4	Able to recognize the need for independent and life-long Learning to apply company laws in developing successful entrepreneurs and develop their minds to think out of box.	**PO.2,PO.3,PO7, PO.8**

Course Code and Name: **MBE-E330/430 Legal Aspects of Business**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	1	2	1	1	2	1
CO4	1	2	2	1	1	1	2	2
Average	1.75	1.5	1.25	1.5	1.25	1	1.75	1.25

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of the legal principles governing business and commercial transactions. The course aims to develop students' knowledge of contract law, sale of goods, negotiable instruments, company law, and agency relationships while enabling them to understand the legal, ethical, and regulatory framework applicable to modern business organizations, including emerging issues related to Artificial Intelligence in business.

Unit 1: The Indian Contract Act, 1872 (8 Hours)

Nature and classification of contracts; essential elements of a valid contract; offer and acceptance; consideration; capacity of parties; provisions relating to free consent and void agreements; provisions relating to performance and discharge of contracts; breach of contract-meaning and remedies; ethical, legal and regulatory challenges of Artificial Intelligence. Case Study 1: Relevant Case Study.

Unit 2: Contracts of Indemnity, Guarantee and Agency (8 Hours)

Contracts of indemnity-meaning, nature, rights of indemnity holder and indemnifier; contracts of guarantee-meaning, nature, features and types of guarantee; provisions relating to various types of guarantee; surety and co-surety-rights, liabilities and discharge; agency-agent and principal, creation of agency, classification of agents, relationship between principal and agent, agent's authority, revocation and renunciation, rights, duties and liabilities of agent and principal, termination of agency. Case Study 2: Relevant Case Study.

Unit 3: The Sale of Goods Act, 1930 (8 Hours)

Contract for sale of goods-meaning and essentials of a contract of sale; formalities of a contract of sale; provisions relating to conditions and warranties; transfer of property and ownership; performance of contract of sale; rights of unpaid seller; rules relating to delivery of goods. Case Study 3: Relevant Case Study.

Unit 4: The Negotiable Instruments Act, 1881 (8 Hours)

Negotiable instruments-meaning, characteristics, types and parties; holder and holder in due course; negotiation and types of endorsements; dishonour of negotiable instruments; noting and protest; liability of parties to negotiable instruments. Case Study 4: Relevant Case Study.

Unit 5: The Companies Act (8 Hours)

Company-definition, meaning, features and types of companies; incorporation of a company; Memorandum of Association (MoA); Articles of Association (AoA); prospectus; share capital; Artificial Intelligence in business organizations: partnerships and companies. Case Study 5: Relevant Case Study.

SUGGESTED READINGS:

1. Aggarwal, R. (2022). *Taxmann's Mercantile & Commercial Laws*. Taxmann Publications.
2. Nabi, M. K. (2022). *Taxmann's Legal Aspects of Business: Text & Cases*. Taxmann Publications.
3. Raychaudhuri, P. (2021). *Business Law: Complete Understanding of Commercial Law, Corporate Law and Industrial Law*. Notion Press.
4. Sheth, T. (3rd ed.). *Business Law*. Pearson Education India.
5. Gogna, P. P. S. (2010). *Mercantile Law* (11th ed.). S. Chand & Co.
6. Singhania, V. K. (2008). *Direct Taxes Planning and Management*.
7. Pathak, A. (2010). *Legal Aspects of Business* (4th ed.). Tata McGraw-Hill.
8. Stim, R. (2012). *Intellectual Property: Copyrights, Trademarks and Patents*. Cengage Learning.
9. Datey, V. S. (2009). *Business Laws* (21st ed.). Taxmann Publications.
10. Balachandani. *Business Laws*.

NOTE: The list of case studies, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBE II Year	MBE-E351/451		Semester-III/IV		
	Entrepreneurship, Creativity, and Innovation				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.	**PO.1, PO4, PO8**
CO.2	Understand the importance of idea generation, identifying opportunities and the value of a business plan.	**PO.1, PO.2, PO.3**
CO.3	Understand the role of creativity and innovation in entrepreneurship	**PO.2, PO.3**
CO.4	Understand the concept of social entrepreneurship and appreciate how social entrepreneurs mobilize scarce resources to affect social change.	**PO.3, PO.5**

Course Code and Name: **MBE-C351/451Entrepreneurship, Creativity, and Innovation**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5								
CO6								
Average	**1.50**	**1.50**	**1.75**	**1.25**	**1.25**	**1.00**	**1.00**	**1.25**

OBJECTIVE:

The objective of this course is to develop an entrepreneurial mindset and provide students with a comprehensive understanding of the entrepreneurial process, from opportunity recognition to venture creation and growth. The course emphasizes creativity, innovation, business model development, and strategic thinking required for launching and managing successful entrepreneurial ventures. It also introduces students to corporate entrepreneurship, social entrepreneurship, and the application of emerging technologies, including Artificial Intelligence (AI), in innovation and new venture creation.

Unit I: Introduction to Entrepreneurship and the Entrepreneurial Process (8 Hours)

Meaning, nature and importance of entrepreneurship; evolution of entrepreneurship; entrepreneurship and economic development; entrepreneurial process; types of entrepreneurs; entrepreneurial ecosystem; startup ecosystem in India; role of government initiatives such as Startup India, Make in India and Atmanirbhar Bharat; AI and digital technologies in entrepreneurship.

Unit II: The Entrepreneurial Mindset and Personality (8 Hours)

Entrepreneurial mindset; entrepreneurial competencies and personality traits; motivation theories; risk-taking behaviour; leadership and decision-making; entrepreneurial ethics; resilience and emotional intelligence; entrepreneurial leadership; AI-assisted entrepreneurial decision-making and business intelligence tools.

Unit III: Opportunity Recognition and Business Idea Development (8 Hours)

Creativity and opportunity recognition; idea generation techniques; design thinking; market opportunity identification; feasibility analysis; opportunity evaluation; business model development; lean startup approach; AI tools for idea generation, market research and opportunity analysis; Case Study 1: Opportunity Recognition and Startup Success.

Unit IV: Creativity, Innovation and New Venture Creation (8 Hours)

Concept and process of creativity; innovation and entrepreneurship; types of innovation; product, process and business model innovation; innovation management; intellectual property rights (IPR); digital innovation; Generative AI for innovation, product development and business model innovation; Case Study 2: Innovation-Driven Startup.

UnitV:Managing Growth, Corporate Entrepreneurship and Social Entrepreneurship (8 Hours)

Managing entrepreneurial growth; scaling new ventures; corporate entrepreneurship (intrapreneurship); social entrepreneurship; sustainable entrepreneurship; financing entrepreneurial ventures; entrepreneurial challenges; AI-enabled business growth strategies; future trends in entrepreneurship and innovation.

SUGGESTED READINGS:

1. Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully Launching New Ventures* (6th ed.). Pearson.
2. Drucker, P. F. (2006). *Innovation and Entrepreneurship: Practice and Principles*. Elsevier.
3. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Eds.). (2006). *The Oxford Handbook of Innovation*. Oxford University Press.
4. Hisrich, R., Peters, M. P., Shepherd, D. A., & Manimala, M. J. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill.
5. Kaplan, J. M. (2012). *Patterns of Entrepreneurship Management* (4th ed.). John Wiley & Sons.
6. Kuratko, D. F., & Rao, T. V. (2014). *Entrepreneurship: A South-Asian Perspective*. Cengage Learning.
7. Mullins, J. W., & Komisar, R. (2009). *Getting to Plan B: Breaking Through to a Better Business Model*. Harvard Business Press.
8. Roy, R. (2011). *Entrepreneurship* (2nd ed.). Oxford University Press.
9. Ries, E. (2011). *The Lean Startup*. Crown Business.
10. Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation*. Wiley.

GROUP : INTERNATIONAL BUSINESS

MBEIIIYear	MBE-331/431		Semester-III/IV		
	International Trade Practices, Procedures and Documentation				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the significance of procedures and documentation in internationalTrade	**PO.3**
CO.2	Elaborate the official machinery for trade procedures and documentation	**PO.1,PO.2,PO.3**
CO.3	Define the export order processing & export price quotations	**PO.5,PO.6**
CO.4	Elaborate the UCPDC guidelines; realization of export proceeds– Provisions of RBI's	**PO.3,PO.5,PO.6**
CO.5	Explain the regulations for International Trade	**PO.7**

Course Code and Name: MBE-331/431 International Trade Practices, Procedures and Documentation

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	3	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	2	2	1	1
CO4	1	2	1	1	2	2	1	1
CO5	1	1	1	1	1	1	2	1
CO6								
Average	1.2	1.4	1.6	1	1.4	1.4	1.2	1

OBJECTIVE:

The objective of this course is to acquaint students with the concepts, procedures, documentation, financing mechanisms, legal framework, and regulatory environment governing international trade and export-import (EXIM) operations. The course also aims to develop an understanding of foreign exchange regulations, customs procedures, trade finance, export promotion schemes, and the application of digital technologies and Artificial Intelligence (AI) in international trade, logistics, documentation, and compliance.

UNIT I: EXIM Operations and Documentation (8 Hours)

EXIM Operations and Documentation: Trade Operations and Documentation, Documentation Areas and Dimensions, Nature and Characteristic Features of EXIM Documents, Role of AI in Documentation (Automation, Smart Document Processing, Blockchain in Trade Documentation), Electronic Data Interchange (EDI) and Documentation. EXIM Policy Framework: Legal Framework, Overview of EXIM Policy, Facilities and Restrictions, Getting Started in Export Business.

UNIT II: Foreign Exchange Facilities and Regulations (8 Hours)

Legal Framework in India: Foreign Exchange Management Act (FEMA)—Origin, Objectives and Major Provisions, Other Relevant Acts. International Trade Terms: Trade Contracts, INCOTERMS and Need for Standardization. Export Payment Terms: Credit Risk Management and Payment Terms, Advance Payment, Open Account, Documentary Collection (DP and DA), Documentary Credit, Letter of Credit (LC), Types of LC, UCPDC Provisions, Consignment Sale. AI in Foreign Exchange and Trade Finance: Fraud Detection, Exchange Rate Prediction and Automated Compliance Systems.

UNIT III: Trade Finance and Transit Risk Management (8 Hours)

Trade Finance: Sources and Schemes of Trade Finance, Pre-shipment and Post-shipment Export Credit, Packing Credit, Post-shipment Finance, Import Financing. Transit Risk Management: Nature of Transit Risk, Cargo Insurance Contracts, Insurance Policy and Certificate, Cargo Loss Claims, Procedures and Documentation. Credit Risk Management: Export Credit Insurance, Role of Export Credit Guarantee Corporation (ECGC), Commercial and Political Risk Coverage, Financial Guarantees, Procedures and Documentation.

UNIT IV: Central Excise Clearance (8 Hours)

Central Excise Clearance: Excise Duty—Definition, Rationale, Stages of Levy and Collection, Meaning of Manufacturing, Types of Duties. Legal Framework: Central Excise Act and Rules, Central Excise Tariff Act, Valuation of Goods, Refund Procedures, Movement under Bond (Rules 12, 13 and 14), Procedures and Documentary Requirements.

UNIT V: Customs Clearance, Import Policy and Export Promotion (8 Hours)

Customs Clearance of Export and Import Cargo: Customs Act, 1962; Customs Tariff Act, 1975; Foreign Trade (Development and Regulation) Act, 1992; Valuation of Goods, Types of Customs Duties, Harmonized System of Nomenclature (HSN), Documentation Requirements, Physical Examination of Goods, Electronic Data Interchange (EDI) and Customs Operations. Duty Drawback: Concept, Rationale, Procedures and Documentation. Import Policy and Export Promotion: Duty Exemption Schemes, Import of Capital Goods, Export House, Trading House, Star Trading House and Super Star Trading House Schemes, Export Oriented Units (EOUs), Export Processing Zones (EPZs) and Special Economic Zones (SEZs). AI in Customs and Logistics: Smart Ports, Automated Customs Clearance, Supply Chain Optimization and Trade Analytics.

SUGGESTED READINGS:

1. Bhalla, V. K., & Ramu, S. (2001). *International Business Environment and Management* (5th ed.). Anmol Publications, New Delhi.
2. Desai, H. B. (1988). *Indian Shipping Perspectives*. Anupam Publications, New Delhi.
3. Government of India. (2012). *Handbook of Import-Export Procedures*. Government of India, New Delhi.
4. Paras Ram. (1995). *Export: What, Where and How*. Anupam Publications, New Delhi.
5. Case Study 1: International Trade Documentation and Export Procedures (Reference to be announced by the concerned teacher).

6. Case Study 2: International Business Documentation and Trade Finance (Reference to be announced by the concerned teacher).

NOTE: The list of case studies, specific references, books, Government notifications, DGFT circulars, and recent research articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E332/432	Semester-III/IV
	International Financial	

		Management				
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
40	**3 Hrs.**	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Develop In-depth knowledge and thepractical implication of Finance theory in International Financial Management with the emergence ofGlobalized financial market	**PO.1,PO.2,PO.3**
CO.2	Develop innovative/entrepreneurial skills by evaluate the need of globalization of the world economy by understanding the roles and practices of foreign exchange markets and exchange ratedeterminationandtheiruseininternational businesses	**PO.4, PO.5,PO.7**
CO.3	Develop managerial skills by analyzing the International Monetary System and the European Monetary system affecting internationalBusiness to exhibit ethical practices in International Business.	**PO.1,PO.2,PO.4,PO.7**
CO.4	Critically analyze the role of bonds as financial instruments inBringing financial acumen while studying different Foreign and Euro bonds for making cost effective decisions.	**PO.2,PO.3,PO7,PO.8**

Course Code and Name: **MBE-E332/432 International Financial Management**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	2	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	2	1	1	1	1	1
CO4	1	2	2	1	1	1	2	2
CO5								
CO6								
Average	1.5	1.75	1.75	1.25	1.25	1	1.5	1.25

OBJECTIVE:

The objective of this course is to develop students' understanding of multinational financial management by introducing the concepts, theories, and practices of international financial decision-making. The course aims to equip students with knowledge of foreign investment decisions, international portfolio management, project financing, working capital management, foreign exchange risk management, international accounting, taxation, and the application of Artificial Intelligence (AI) in global financial management.

UNIT I: Introduction to Multinational Financial Management (8 Hours)

Introduction: Complexities and Issues in Financial Decisions of a Multinational Firm, Foreign Investment Decisions, Exchange Rate Movements and Investment Decisions, Foreign Direct Investment (FDI) Theories and Strategies, Greenfield Investment versus Acquisitions and Mergers. International Capital Budgeting: Multinational Considerations and Calculation of Cash Flows, Adjusted Present Value (APV) Approach, Cost of Capital, Assessment and Management of Political Risks, AI in Investment Decision-making and FDI Evaluation.

UNIT II: International Portfolio Management and Project Financing (8 Hours)

International Portfolio Management: Portfolio Investment Decisions, International Capital Asset Pricing Model (ICAPM), Identification of Optimum International Portfolio. International Project Financing: Concepts, Types, Techniques and Key Elements of Project Finance, International Capital Structure Decisions.

UNIT III: International Working Capital Management (8 Hours)

International Working Capital Management: Cash Management, Receivables Management, Inventory Management, Financing Current Assets, International Cash Pooling, Liquidity Management and Working Capital Strategies in Multinational Corporations.

UNIT IV: Currency and Interest Rate Risk Management (8 Hours)

Currency and Interest Rate Risk Management: Foreign Exchange Exposure and Risk, Transaction Exposure, Translation Exposure, Economic (Operating) Exposure, Interest Rate Risk Assessment and Management, Hedging Techniques, Derivative Instruments for Risk Management.

UNIT V: International Accounting and Taxation (8 Hours)

International Accounting: Foreign Currency Translation, Multinational Transfer Pricing, Performance Measurement of Multinational Enterprises. International Taxation: Key Elements and Issues, International Tax Environment, Bilateral Tax Treaties, Tax Havens, Double Taxation Avoidance, AI-based Tax Compliance, Automated Financial Reporting Systems and Global Regulatory Compliance.

SUGGESTED READINGS:

1. Apte, P. G. (1998). *Multinational Financial Management*. Tata McGraw-Hill, New Delhi.
2. Baker, J. C. (2000). *International Finance: Management, Markets and Institutions*. Prentice Hall, Englewood Cliffs.
3. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (1998). *Multinational Business Finance*. Addison-Wesley Publishing Company.
4. Eun, C., & Resnick, B. (1998). *International Financial Management*. McGraw-Hill, New York.
5. Kevin, S. (2009). *Fundamentals of International Financial Management*. PHI Learning.
6. Levi, M. (1996). *International Finance*. McGraw-Hill Inc., New York.
7. Madura, J. (2000). *International Financial Management*. South-Western Publishing Company.
8. Rathore, S., & Shirin. (1994). *International Accounting*. Prentice Hall of India Pvt. Ltd., New Delhi.
9. Seth, A. K. (2000). *International Financial Management*. Galgotia Publishing, New Delhi.
10. Shapiro, A. C. (2009). *Multinational Financial Management*. John Wiley & Sons, New Delhi.

11. Sharan, V. (2000). *International Financial Management*. Prentice Hall of India Pvt. Ltd., New Delhi.
12. Case Study 1: International Financial Management and Foreign Investment Decisions (Reference to be announced by the concerned teacher).
13. Case Study 2: Foreign Exchange Exposure and Risk Management in Multinational Corporations (Reference to be announced by the concerned teacher).

NOTE: The list of case studies, specific references, books, recent research articles, and international financial reports will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E333/433	Semester-III/IV
	International Financial System And Markets	

Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
40	**3 Hrs.**	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Explain the fundamental theories and concepts of international trade And finance and apply for the management decisions.	**PO.1,PO.2,PO.3**
CO.2	Apply functions, provisions of international trade system and Functions to facilitate the global trade. Students will be able analyze impact of WTO on current global trade in detail.	**PO.4, PO.5,PO.7**
CO.3	Analyze the organizations allocate portfolio assets and take investment decisions. Students will be able to apply the different methods to mitigate the foreign trade and exchange rate risks in the irrespective Organizations after they are recruited.	**PO.1,PO.2,PO.4,PO.7**
CO.4	Integrate concept and apply the knowledge of capital budgeting Decisions to mitigate the financial risks of organizations.	**PO.2,PO.3,PO7,PO.8**

Course Code and Name: **MBE-E333/433 International Financial System and Markets**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	2	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	1	2	1	1	2	1
CO4	1	2	2	1	1	1	2	2
CO5								
CO6								
Average	1.5	1.75	1.5	1.5	1.25	1	1.75	1.25

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of the international financial system, foreign exchange markets, exchange rate determination, international financial markets, and global debt management. The course aims to develop students' knowledge of international monetary systems, foreign exchange operations, financial instruments, exchange rate theories, and international capital markets to enable effective financial decision-making in the global business environment.

Unit 1: Introduction to International Financial System (8 Hours)

International Monetary System: Features and requirements; system of exchanging currencies; evolution from the Bretton Woods System to free float and convertibility; pegging of currencies; target zone arrangements; European Monetary System; international liquidity.

Unit 2: Foreign Exchange Markets and its Activities (8 Hours)

Exchange rate quotations and practices; foreign exchange market activities; arbitraging, hedging and speculation. **Case Study 1:***Currency Arbitrage.*

Unit 3: Exchange Rate Determination (8 Hours)

Exchange rate determination in spot and forward markets; Interest Rate Parity (IRP); Purchasing Power Parity (PPP); Fisher Open Equation; monetary and portfolio balance approaches; short-run demand and supply theory; Balance of Payments (BOP) theory; growth theory; forecasting exchange rates. **Case Study 2:***Analyzing the Balance of Payments Position of India.*

Unit 4: International Financial Markets and Instruments (8 Hours)

Changing scenario of international financial markets; international capital and money market instruments; international development banking; Euro-currency markets; international securities markets and instruments; bond and notes market; equity market; Global Depository Receipts (GDR), American Depository Receipts (ADR), European Depository Receipts (EDR) and Indian Depository Receipts (IDR); integration of financial markets; role of financial intermediaries; financial swaps.

Unit 5: International Debt Problem (8 Hours)

International debt problem; debt servicing issues in developing countries with special reference to India.

SUGGESTED READINGS:

1. Apte, P. G. (1998). *Multinational Financial Management*. Tata McGraw-Hill, New Delhi.
2. Baker, J. C. (1998). *International Finance: Management, Markets and Institutions*. Prentice Hall, New Delhi.
3. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (1998). *Multinational Business Finance*. Addison-Wesley Publishing Company, USA.
4. Levi, M. (1996). *International Finance*. McGraw-Hill, New York.
5. Kevin, S. (2009). *Fundamentals of International Financial Management*. PHI Learning, New Delhi.
6. Seth, A. K. (2000). *International Financial Management*. Galgotia Publishing Company, New Delhi.
7. Shapiro, A. C. (1995). *Multinational Financial Management*. Prentice Hall of India Pvt. Ltd., New Delhi.
8. Sharan, V. (2000). *International Financial Management*. Prentice Hall of India Pvt. Ltd., New Delhi.
9. **Case Study 1:***Currency Arbitrage.*
10. **Case Study 2:***Analyzing the Balance of Payments Position of India.*

NOTE: The list of cases, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	**MBE-E334/434**		**Semester-III/IV**		
	India's Foreign Trade Policy				
Time Allotted for End Semester Examination	Marks Allotted For Internal	Marks Allotted for End Semester	Maximum Marks(MM)	Total Credits	Maximum Hours

	Assessment	Examination (ESE)			
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand major elements of India's Foreign Trade Policy	**PO.1,PO.2,PO.3**
CO.2	Demonstrate criterion for status of Export houses	**PO.1,PO.2,PO.3,PO.7,PO.8**
CO.3	Analyze the salient features of India's Foreign Trade Policy.	**PO.3,PO.4,PO.5,PO.6**

Course Code and Name: **MBE-E334/434 India's Foreign Trade Policy**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.4	1.8	1.2	1.6	1.4	1.2	1.2

OBJECTIVE:

The objective of this course is to acquaint students with the concepts, policies, procedures, and recent developments in India's foreign trade in the global context. The course aims to develop students' understanding of foreign trade regulations, export promotion measures, trade financing, international trade institutions, and the application of emerging technologies such as Artificial Intelligence in foreign trade management and policy.

Unit 1: India's Foreign Trade (8 Hours)

India's foreign trade in the global context; structure and equilibrium of India's Balance of Payments; recent trends in India's foreign trade; directional pattern of India's foreign trade. AI Integration: Use of Artificial Intelligence and Big Data in analysing global trade flows; AI-based forecasting of exports and imports.

Unit 2: Major Export and Import Commodities (8 Hours)

Major export commodities; thrust area commodities—their trends, problems and prospects; major competitors; major import commodity groups; trade control in India.

Unit 3: Foreign Trade Regulations (8 Hours)

Foreign Trade (Development and Regulation) Act; import and export control orders; import and export licensing system; exchange control in India; blanket permit system; import substitution and export promotion policies; export incentives—financial and fiscal; deferred payment system and the role of EXIM Bank of India. Automation in export-import documentation (TradeTech systems); fraud detection in foreign trade transactions.

Unit 4: Export Credit and Promotion (8 Hours)

Export credit insurance; infrastructure support for export promotion; export promotion councils; commodity boards and product export development authorities; specific service institutions; chatbots and AI assistants for export guidance; predictive analytics for export insurance risk.

Unit 5: Role of State Trading Organizations (8 Hours)

Role of State Trading Organizations in foreign trade; Export Processing Zones (EPZs); Export Oriented Units (EOUs); Export and Trading House Schemes; multilateralism and bilateralism in India's international business; digital trade facilitation using AI platforms.

SUGGESTED READINGS:

1. Bhalla, V. K. (2010). *International Business Environment and Management* (12th ed.). Anmol Publication, New Delhi.
2. Bhashyam, S. (1998). *Export Promotion in India: The Institutional Infrastructure*. Commonwealth Publishers, New Delhi.
3. Government of India. (2012). *Foreign Trade Policy & Handbook of Procedures*. Government of India.
4. Khanna, S. R. (1986). *Export Marketing in India's New Manufactures*. University of Delhi, New Delhi.
5. Jain, S. K. (1988). *Export Performance and Export Marketing Strategies*. Commonwealth Publishers, New Delhi.
6. Nayyar, D. (1960). *India's Exports and Export Policies in the 1960s*. Cambridge University Press.
7. Goldfarb, A., &Trefler, D. (2019). "Artificial Intelligence and International Trade." In Agrawal, A., Gans, J., & Goldfarb, A. (Eds.), *The Economics of Artificial Intelligence: An Agenda*. University of Chicago Press.

NOTE: The list of relevant case studies, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBEIIYear	MBE-E335/435		Semester-III/IV		
	International Brand Management				
Time Allotted for End Semester Examination	Marks Allotted For Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain brand, Branding challenges and opportunities, Brand equity concept	**PO.1,PO.2,PO.3**
CO.2	Define different Brand Equity Models	**PO.1,PO.2,PO.3,PO.7, PO.8**
CO.3	Define Planning and Implementing Brand Marketing Programs	**PO.3,PO.4,PO.5,PO.6**
CO.4	Explain Integrating marketing communication to build brand equity and conceptualizing the leveraging process	**PO.3,PO.5,PO.6**
CO.5	Analyze Brand architecture, Brand hierarchy, Designing brand strategy, new products, Brand extensions	**PO.5**

Course Code and Name: **MBE-E335/435 International Brand Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	2	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.4	1.8	1.4	1.6	1.4	1.2	1.2

OBJECTIVE:

The objective of this course is to develop students' understanding of brand management, brand equity, brand strategy, and global branding. The course aims to equip students with the knowledge and skills required to create, develop, position, manage, and evaluate brands in domestic and international markets while understanding contemporary branding challenges, consumer-based brand equity, and global brand management strategies.

Unit 1: Introduction to Brand Management (8 Hours)

Concept of a brand; classification of brands; brand vs. product; brand vs. trademarks; evolution of brand; brand perspectives; branding challenges and opportunities; concept of brand equity.
Case Study 1:*ABIL's Dilemma: To Brand or Not to Brand in India.*

Unit 2: Brand Development and Brand Equity (8 Hours)

Brand development-brand extension, rejuvenation and re-launch; product vs. brands; the brand equity concept; establishing brand equity; brand identity and brand image; brand leveraging and brand performance; establishing a brand equity management system; measuring sources of brand equity and consumer mindset; co-branding; celebrity endorsement.

Unit 3: Designing and Implementing Brand Strategies (8 Hours)

Designing and implementing brand strategies; brand-product matrix; brand hierarchy; brand extensions; advantages and disadvantages of brand extension; evaluation of brand extension; managing brands over time; reinforcing brands; revitalizing brands; adjustments to the brand portfolio.

Unit 4: Global Branding Strategies (8 Hours)

Rationale for going international; making brands global; need for geographical extension of brands; opportunities for global branding; consumers and globalization; conditions favouring global brands; organizing for global brands; advantages and disadvantages of global marketing.

Unit 5: Global Consumer-Based Brand Equity (8 Hours)

Global consumer-based brand equity; global brand positioning; building global customer-based brand equity; similarities and differences in the global branding landscape; steps in global brand building; marketing infrastructure for global branding; brand partnerships; global and local control; balanced standardization versus customization; implementation of global brand equity measurement systems; leveraging brand elements.

SUGGESTED READINGS:

1. Kapferer, J. N. (2011). *Strategic Brand Management*. Kogan Page, London.
2. Keller, K. L. (2010). *Building, Measuring and Managing Brand Equity*. Prentice Hall, London.
3. Murthy, Y. L. R. (2008). *Brand Management*. Vikas Publishing House, Meerut.
4. Sen Gupta, S. (2012). *Brand Positioning*. Tata McGraw-Hill, Mumbai.
5. Chunawala, S. A. (2008). *Compendium of Brand Management*. Himalaya Publishing House, New Delhi.
6. Verma, H. V. (2010). *Brand Management*. Excel Books, Meerut.
7. Gupta, S. L. (2012). *Brand Management: Text and Cases (An Indian Perspective)*. Himalaya Publishing House, New Delhi.
8. **Case Study 1:** Sisodia, S., & Chowdhary, N. (2011). *ABIL's Dilemma: To Brand or Not to Brand in India*. Emerald Emerging Markets Case Studies.
9. **Case Study 2:** Mukherjee, J., &Trivedy, M. (2011). *Corporate Brand Building at SRF: Challenge of Selecting the Brand Consultant*. Emerald Emerging Markets Case Studies.

NOTE: The list of case studies, specific references, books, and recent articles will be announced in the class by the concerned teachers from time to time.

MBE II Year	MBE-C352/452		Semester-III/IV		
	International Supply Chain Analytics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes	Mapped Program Outcomes
CO.1	Learn the importance of data-driven supply chains and different analytics techniques relevant to supply chain management (SCM).	**PO.2,PO.3,PO.4, PO.5**
CO.2	Develop an understanding of estimating unbiased estimate of forecast demand through various statistical tools and also an understanding of price optimization.	**PO.2, PO.3,PO.4**
CO.3	Learn the tool of determining differentiated service level for different products, determining plant location, and product line mix and production schedule.	**PO.5,PO.6, PO.7,PO.8**
CO.4	Learn the framework/techniques for distribution of products to distribution centre and retail store.	**PO.2,PO.3,PO.4, PO.5**
CO.5	Learn mathematical tools to capture and analyze data on supply chain carbon footprint.	**PO.1, PO.2**

Course Code and Name: **MBE-E352/452International Supply Chain Analytics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	2	1	1	1
CO2	1	2	2	2	1	1	1	1
CO3	1	1	1	1	2	2	2	2
CO4	1	2	2	2	2	1	1	1
CO5	2	2	1	1	1	1	1	1
CO6								
Average	1.2	1.8	1.6	1.6	1.6	1.2	1.2	1.2

OBJECTIVE:

Today's organizations have to grapple with huge volume of data in its entire supply chain. The sheer volume of data poses unique challenges to the Operations and Supply Chain managers in terms of both variety and velocity. These challenges are discernible across all elements of supply chain functions including demand planning, inventory planning at the level of retailer, distributor and manufacturer, price optimization, logistics planning including both inbound and outbound logistics, production planning and scheduling, procurement planning etc. This course is designed to enable the students appreciate the concepts of Supply Chain Analytics and its significance in the contemporary business environment and equip them with the appropriate tools and techniques to get a feel of real-world supply chain problems.

Unit I: Problem-driven to Data-driven supply chains. Big data in supply chain. Analytics techniques in SCM: Descriptive, Predictive and Prescriptive.

Unit II: (Plan) Analytics in demand planning: Capturing demand data from different sources, Demand prediction models. Price optimization.

Unit III: (Source) Analytics in sourcing and procurement: In-house or outsource, Logistics and transportation (Inbound), Supply chain contracts.

Unit IV: (Make) Analytics in sales and operations planning: Differentiated service level to different products and customers, Location of plants, Product line mix at plants, Production planning and scheduling.

Unit V: (Deliver) Analytics in distribution: Location of distribution centre, Transportation and distribution planning (Outbound), Inventory policies/order fulfilment at locations, Vehicle routing for deliveries.

Unit VI: (Return) Analytics in reverse logistics in traditional and e-commerce firms: Location of return centres, Reverse distribution plan, Vehicle routing for returns collection.

Unit VII: Analytics in supply chain carbon footprint.

SUGGESTED READINGS:

1. Blokdyk, G. (2019). *Supply Chain Analytics a Complete Guide*. Amazon.
2. Blokdyk, G. (2018). *Supply Chain Big Data Analytics* (2nd edition). Amazon.
3. Chan, H. K., Subramanian, N., and Abdulrahman, M. D. A. (2017). *Supply Chain Management in the Big Data Era*. IGI Global.
4. Drake, M. J. (2014). *The Applied Business Analytics Casebook: Applications in Supply Chain Management, Operations Management and Operations Research*. Pearson Education, Inc., New Jersey: Upper Saddle River.
5. Feigin, G. (2012). *Supply Chain Planning and Analytics*. Business Expert Press, LLC, New York.
6. Plenert, G. J. (2014). *Supply Chain Optimization through Segmentation and Analytics*. Boca Raton: CRC Press.
7. Sanders, N. R. (2014). *Big Data Driven Supply Chain Management: A Framework for Implementing Analytics and Turning Information into Intelligence*. Upper Saddle River, New Jersey: Pearson Education, Inc.
8. Simchi-Levi, D., Wu, S. D., & Shen, Zuo-Jun (Max). (2004). *Handbook of Quantitative Supply Chain Analysis – Modeling in the E-Business Era*. USA: Springer.
9. Simchi-Levi, D. (2010). *Operations Rules*. MIT Press, Cambridge.
10. Relevant research papers.
11. Relevant white papers.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

ELECTIVES GROUP: LIFE INSURANCE

MBEIIIYear	MBE-E336/436		Semester-III		
	Practice of Life Insurance				
Time Allotted For End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Acquiring in-depth knowledge of the principles and concepts of underwriting in Life Insurance.	**PO.1,PO.2,PO.3,PO.4PO.7, PO.8**
CO.2	Develop the understating of under writing process, policy insurance Process, non-medical and medical under writing and challenges faced in underwriting.	**PO.1,PO.2,PO.3,PO.5, PO.7, PO.8**
CO.3	Acquire complete understanding of financial underwriting, concept of insurable interest and insurable, insurance for housewives and women with no earned income, minor insurance, key person insurance, partnership insurance and insurance under married women's, property Act.	**PO.1,PO.2,PO.4,PO.5, PO.7**
CO.4	Understanding the concepts related to occupational, avocational and residential risks.	**PO.1,PO.2,PO.3,PO.4, PO.5, PO.6, PO.8**
CO.5	Familiarity with the concept of Reinsurance, reinsurance treaty and Underwriting audit's by reinsurers.	**PO.1,PO.2,PO.4,PO.5,**

Course Code and Name: **MBE-E336/436 Practice of Life Insurance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	1	1	2	2	1	2	2	1
CO5	2	2	1	2	2	1	1	1
CO6								
Average	1.8	1.8	1.6	1.8	1.6	1.2	1.8	1.4

OBJECTIVE:

The course is designed to help the student understand the principles, concepts and practices of life insurance underwriting, financial underwriting, occupational risk assessment and reinsurance, including the application of Artificial Intelligence in modern underwriting processes.

Unit I: Life Underwriting – Principles & Concepts

Concepts of Underwriting – Risk Assessment – Mortality and Morbidity – Assessing Individual Risks – Selection of Lives – Classification of Risks – Types of Extra Risks: Increasing, Decreasing and Constant Extra Risks – Sub-standard and Other Extra Risks – Level Premium – Temporary Extra Premium – Diminishing Lien – Exclusions – Postponement of

Acceptance of Risk – Declinature of the Acceptance of Risk – Numerical Rating in Underwriting – Standard, Sub-standard and Highly Sub-standard Risk – Limitations of the Numerical Rating System – Financial Aspects & Moral Hazard – Rider Benefits – Waiver of Premium Benefit – ADB (Accidental Death Benefit) – TPD (Total Permanent Disability) – Term Rider – Critical Illness Rider – Premium Loading – Terms of Acceptance – Dating-back of Policies – Role of AI in Underwriting through Automated Risk Assessment, Predictive Analytics for Mortality/Morbidity, Fraud Detection, Improved Numerical Rating Systems, and Personalized Premium Pricing. **(9 Hours)**

Unit II: Underwriting Structure and Process

Processing of the Proposal (Application Form) – Policy Issuance Process – Non-medical and Medical Underwriting – Medical Examination Process – Issuance of the Policy Document (Policy Bond) – Challenges Faced in Underwriting – AI-based Medical Data Analysis, Faster Policy Issuance, and Reducing Human Errors. **(7 Hours)**

Unit III: Financial Underwriting

Purpose of Financial Underwriting – Objectives of Financial Underwriting – Concept of Insurable Interest & Insurable Human Life Value – Insurance on Housewives & Women with No Earned Income – Insurance on Minors – Key Person Insurance – Partnership Insurance – Employer-Employee Insurance – Hindu Undivided Family (HUF) – Insurance under Married Women's Property Act. **(8 Hours)**

Unit IV: Occupational, Avocational and Residential Risks

Sources of Information to Assess Occupational, Avocational & Residential Risks – Basic Risk Factors for Occupation – Armed Forces – Aviation & Merchant Navy – Chemical Industry – Mining – Nuclear Power Industry – Oil & Natural Gas Industry – Basic Risk Factors for Avocation – Aviation Risks – Car Racing – Mountaineering – Residential Risks – Role of AI in Analyzing Large Datasets to Assess Occupational and Lifestyle Risks, Real-time Risk Monitoring, and Improving Underwriting Accuracy Using Data from Multiple Sources. **(8 Hours)**

Unit V: Reinsurance

Need for Reinsurance – Types of Reinsurance – Facultative Reinsurance – Automatic Reinsurance – Catastrophe Reinsurance – Advantages of Reinsurance Arrangements – Reinsurance Treaty – Underwriting Audits by Reinsurers. **(8 Hours)**

SUGGESTED READINGS:

1. Black, K. Jr. & Skipper, H. D. (2000). *Life and Health Insurance*. Prentice Hall, New Jersey.
2. Insurance Institute of India. *Study Material IC22 – Life Insurance Underwriting*. Mumbai.
3. McKinsey & Company (2023–2025). *Reports on AI in Insurance and Risk Assessment.*
4. IRDAI. *Guidelines and Reports on Digital Insurance and Underwriting Practices.*

MBEIIYear	MBE-E337/437		Semester-III		
	Legal Aspects of Life Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Appraise law in reference to life insurance contract and real-life situation to apply the acquired knowledge and skills in their functional areas.	**PO.1,PO.2,PO.7,PO.8**
CO.2	Familiarity with the life insurance legislation in U.K., U.S.A. and the European community and provisions of life insurance contract.	**PO.1, PO.2,PO.3, PO.5, PO.7, PO.8**
CO.3	To develop and equip the students with proper knowledge of rights and tax laws under life insurance policies, Consumer Protection Act, 1986, Consumer protection councils and Ombudsman.	**PO.1,PO.2,PO.4,PO.5, PO.7**
CO.4	Acquiring-depth knowledge of Insurance Intermediaries, IRD Aregulations with regard to agents, brokers and corporate agents.	**PO.1,PO.2,PO.3,PO.4, PO.5, PO.6, PO.8**

Course Code and Name: **MBE-E337/437 Legal Aspects of Life Insurance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	1	2	2	2	2	2	1	2
CO5								
CO6								
Average	1.75	2	1.5	1.5	1.75	1.25	1.75	1.75

OBJECTIVE:

The course is designed to help the students understand the legal principles and provisions of the life insurance contract.

Unit I: Law of Contract

Salient Features of the Life Insurance Contract, Principles of Indemnity, Insurable Interest and Utmost Good Faith, Salient Features of the Life Insurance Corporation Act, 1956 and Insurance Regulatory and Development Authority (IRDA) Act, 1999. Digital Contracts – E-assignment, E-nomination, and Online Policy Servicing Recognized under IRDAI Guidelines. **(8 Hours)**

Unit II: Life Insurance Legislation Abroad and Policy Initiatives in India

Life Insurance Laws in the United Kingdom (UK), United States of America (USA) and the European Community. Provisions of Life Insurance Contract: Proposal and Policy, Policy Conditions and Privileges such as Days of Grace, Lapse and Revival, Surrender and Loans,

Accident Benefits. The Digital Personal Data Protection Act, 2023, Impacts Insurers' Handling of Sensitive Customer Data. **(8 Hours)**

Unit III: Life Insurance Policies as Property

Life Insurance as Actionable Claim and Mortgage, Policy Loans, Stamp Act Provisions. Claim Settlements: Claim Settlement Process, Maturity Claims, Death Claims, Presumption of Death for Missing Persons, Evidence of Title and Succession, Minors and Lunatics. **Case Study 1:***To Die with Dignity – Hospice Care for the Poor in India.***(8 Hours)**

Unit IV: Rights and Tax Laws under Life Insurance Policies

Assignment, Nomination and Married Women's Property (MWP) Act Provisions, Loss of Policies, Tax on Income and Wealth and Life Insurance. Protection of Consumer Interests: The Consumer Protection Act, 1986, Defining Consumer, Service Deficiency, Unfair and Restrictive Trade Practices, System for Redressal of Complaints, Implications of Consumer Protection Act, Consumer Protection Councils and Ombudsman. **(8 Hours)**

Unit V: Insurance Intermediaries

The Contract of Agency, Appointment of Agents, IRDA Regulations with Regard to Licensing of Agents, Brokers and Corporate Agents, Authority of Agent, Rights and Responsibilities of Agents and Principal, Termination of Agency and Renewal/Hereditary Commission. **Case Study 2:** *Life Insurance Corporation of India vs. Escorts Ltd. & Others.*RegTech Compliance – Automated Monitoring of Intermediaries in Life Insurance. **(8 Hours)**

SUGGESTED READINGS:

1. Kamath, S., &Bachani, J. (2012). *To Die with Dignity: Hospice Care for the Poor in India.* Emerald Emerging Markets Case Studies, 2(8), 1–9.
2. Murthy, K. S. N., & Sarma, K. V. S. (2019). *Modern Law of Insurance in India.* Lexis Nexis Butterworths India.
3. *Life Insurance Corporation of India v. Escorts Ltd. & Others*, AIR 1986 SC 1370; 1985 SCR (Supp.) (3) 909 (Supreme Court of India, Dec. 19, 1985).

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBEIIYear	MBE-E338/438		Semester-III		
	Life Insurance Under writing				
Time Allotted forEnd Semester Examination	Marks Allotted for Internal assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hours	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Develop critical thinking to assess the concepts and principles of life insurance underwriting process.	**PO.1,PO.2,PO.7,PO.8**
CO.2	Familiarity with the underwriting structure, process and challenges face in underwriting.	**PO.1,PO.2,PO.3,PO.5, PO.7, PO.8**
CO.3	Acquire complete understanding of financial underwriting, concept of insurable interest and insurable,insurance for house wives and women with no earned income, minor insurance, key person insurance,partnership Insurance and insurance under married women's, property act.	**PO.1,PO.2,PO.4,PO.5, PO.7**
CO.4	Understanding the concepts related to occupational, avocational and residential risks.	**PO.1,PO.2,PO.3,PO.4, PO.5, PO.6, PO.8**
CO.5	Familiarity with the concept of Reinsurance, reinsurance treaty and under writing audits by reinsurers.	**PO.1,PO.2,PO.4,PO.5,**

Course Code and Name: **MBE-E338/438 Life Insurance Underwriting**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	1	2	2	2	2	2	1	2
CO5	1	1	1	2	2	1	1	1
CO6								
Average	1.6	1.8	1.4	1.6	1.8	1.2	1.6	1.6

OBJECTIVE:

The course is designed to help the student understand the principles, concepts and practices of life insurance underwriting, risk assessment, financial underwriting, occupational risk evaluation and reinsurance, including the application of artificial intelligence and data-driven technologies in insurance operations.

Unit I: Life Underwriting – Principles & Concepts

Concepts of Underwriting – Risk Assessment – Mortality and Morbidity – Assessing Individual Risks – Selection of Lives – Classification of Risks – Types of Extra Risks: Increasing, Decreasing and Constant Extra Risks – Sub-standard and Other Extra Risks – Level Premium – Temporary Extra Premium – Diminishing Lien – Exclusions – Postponement of Acceptance of Risk – Declinature of Acceptance of Risk. Numerical Rating in Underwriting – Standard, Sub-standard and Highly Sub-standard Risks – Limitations of the Numerical Rating

System – Financial Aspects & Moral Hazard – Rider Benefits – Waiver of Premium Benefit – ADB (Accidental Death Benefit) – TPD (Total Permanent Disability) – Term Rider – Critical Illness Rider – Premium Loading – Terms of Acceptance – Dating-back of Policies. AI-based Fraud Detection in Underwriting Applications, Use of Big Data (Health Records, Wearable Devices) in Risk Assessment. **(9 Hours)**

Unit II: Underwriting Structure and Process

Processing of the Proposal (Application Form) – Policy Issuance Process – Non-medical and Medical Underwriting – Medical Examination Process – Issuance of the Policy Document (Policy Bond) – Challenges Faced in Underwriting. **(7 Hours)**

Unit III: Financial Underwriting

Purpose of Financial Underwriting – Objectives of Financial Underwriting – Concept of Insurable Interest & Human Life Value – Insurance on Housewives and Women with No Earned Income – Insurance on Minors – Key Person Insurance – Partnership Insurance – Employer-Employee Insurance – Hindu Undivided Family (HUF) – Insurance under Married Women's Property Act. **(8 Hours)**

Unit IV: Occupational, Avocational and Residential Risks

Sources of Information to Assess Occupational, Avocational & Residential Risks – Basic Risk Factors for Occupation – Armed Forces, Aviation & Merchant Navy – Chemical Industry – Mining – Nuclear Power Industry – Oil & Natural Gas Industry – Basic Risk Factors for Avocation – Aviation Risks – Car Racing – Mountaineering – Residential Risks. AI in Fraud Detection and Claim Management. **(8 Hours)**

Unit V: Reinsurance

Need for Reinsurance – Types of Reinsurance – Facultative Reinsurance – Automatic Reinsurance – Catastrophe Reinsurance – Advantages of Reinsurance Arrangements – Reinsurance Treaty – Underwriting Audits by Reinsurers. **(8 Hours)**

SUGGESTED READINGS:

1. Insurance Institute of India. *Study Material IC-22: Life Insurance Underwriting.* Mumbai.
2. Vemula, A. (2024). *Generative AI in Insurance: A Guide to Enhancing Risk Assessment and Claims Management.*
3. Silverfield, E. (2025). *AI in Insurance: Risk Assessment, Underwriting, and Compliance Frameworks.*PublishDrive.
4. Kakulavaram, S. (2025). *AI-Driven Life Insurance: Transforming the Future of Risk Management.*Chendur Publishing House.
5. Taherdoost, H. (Ed.). (2026). *Transforming Risk: AI Applications in Modern Insurance.* CRC Press.

MBEIIYear	MBE-E339/439		Semester-III		
	Group Insurance and Retirement Schemes				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hours	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with the concepts of retirement benefits scheme, group insurance, schemes of group insurance and insurable interest in group insurance policies scheme.	**PO.1,PO.2,PO.7,PO.8**
CO.2	Develop an understanding of the super annuation schemes, pension Schemes, trustee administrated schemes, non-contributory and contributory schemes.	**PO.1,PO.2,PO.3,PO.5, PO.7, PO.8**
CO.3	Analyze various dimensions related to group life insurance schemes, Gratuity schemes and group gratuity schemes.	**PO.1,PO.2,PO.4,PO.5, PO.7**
CO.4	Acquire in depth knowledge related to the concept, process and taxation aspects of provident fund for employees.	**PO.1, PO., PO.3, PO.4, PO.5, PO.6, PO.8**

Course Code and Name: **MBE-E339/439 Group Insurance and Retirement Schemes**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	1	2	2	2	2	2	1	2
CO5								
CO6								
Average	1.75	2	1.5	1.5	1.75	1.25	1.75	1.75

OBJECTIVE:

To acquaint students with group insurance, retirement benefit schemes, and superannuation models, integrating modern regulatory frameworks, taxation norms, and digital innovations in insurance (InsurTech).

UNIT 1: Employee Benefit Schemes & Group Insurance (8 Hours)

Meaning and Objectives of Employee Benefit Schemes, Retirement Benefit Schemes: Concept and Importance, Service Benefits through Insurance Contracts, Development of Employee Benefit Schemes in India. Group Insurance Market: Segments of Group Insurance Market, Types of Group Insurance Schemes, Insurable Interest in Group Insurance Policies. Regulatory Framework: Role of Insurance Regulatory and Development Authority of India (IRDAI), Key Provisions under Insurance Act & Group Insurance Guidelines, Digital Group Insurance Platforms (InsurTech), ESG and Employee Welfare Orientation, Gig Workforce and Group Insurance Inclusion.

UNIT 2: Superannuation & Pension Schemes (8 Hours)

Meaning and Objectives of Superannuation Schemes, Evolution of Pension Systems in India, Pension as a Retirement Benefit, Types of Pension Arrangements, Defined Benefit (DB) vs Defined Contribution (DC) Schemes, Trustee-administered vs Insured Schemes, Contributory vs Non-contributory Schemes. Regulatory & Institutional Framework: Role of Pension Fund Regulatory and Development Authority (PFRDA), National Pension System (NPS), Hybrid Pension Models, Longevity Risk and Pension Sustainability, Digital Pension Management Systems.

UNIT 3: Group Life Insurance Schemes (8 Hours)

Objectives and Evolution of Group Life Insurance, Group Insurance vs Individual Insurance, Eligibility Conditions for Group Insurance, Types of Groups Covered: Employer-Employee Groups, Multiple Employer Groups, Labour Union Groups, Creditor-Debtor Groups, Other Eligible Groups. Financial & Operational Aspects: Group Selection and Underwriting, Pricing and Premium Determination, Experience Rating. AI in Underwriting and Risk Assessment, Digital Onboarding and e-KYC, Fraud Detection in Group Insurance.

UNIT 4: Gratuity Schemes & Funding Mechanisms (8 Hours)

Meaning and Objectives of Gratuity, Evolution of Gratuity as Employee Benefit, Nature of Gratuity Liability, Funding Methods, Pay-as-you-go (Employer Payment), Internal Reserves, Trust-based Funding, Group Gratuity Schemes. Scheme Structures: Trustee-administered vs Insured Schemes, Tripartite Arrangement (Employer–Trust–Insurer), Experience Rating Adjustment. Legal Framework: Payment of Gratuity Act, 1972 (Latest Amendments). Accounting & Disclosure: Disclosure of Gratuity Liability in Financial Statements, Actuarial Valuation Basics, ESG-linked Employee Benefit Disclosures, AI-based Actuarial Modelling.

UNIT 5: Provident Fund, Pension & Taxation (8 Hours)

Recognised Provident Fund (RPF), Employees' Provident Fund (EPF) Scheme, Administration of EPFO. Pension & Insurance Schemes: Employees' Pension Scheme (EPS), Employees' Deposit Linked Insurance Scheme (EDLI). Regulatory Framework: Role of Employees' Provident Fund Organisation, Labour Codes and Social Security Reforms (2020 onwards). Taxation Aspects: Tax Treatment of Provident Funds, Superannuation Schemes, Gratuity Benefits, Income Tax Act Provisions (Latest Updates). Tax Implications of High-value Contributions (₹2.5 Lakh Rule). Digital Compliance and e-filing Systems, Taxation under Group Insurance Policies.

SUGGESTED READINGS:

1. Dalton, J. F., & Dalton, M. A. (2019). *Retirement Planning and Employee Benefits* (15th ed.). Money Education.
2. Dayal, H. (2017). *The Fundamentals of Insurance: Theories, Principles and Practices.* Notion Press.
3. Periasamy, P., & Senthil Kumar, S. A. (2024). *Insurance and Risk Management* (1st ed.). Vijay Nicole Imprints.

MBEIIYear	MBE-E340/440		Semester-III		
	Health Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the notion of health insurance, infrastructure of healthcare System in India, health insurance mechanism and financial protection.	**PO.1,PO.2,PO.7,PO .8**
CO.2	Familiarity with types of health products in India, international coverage, health insurance policy forms and clauses.	**PO.1,PO.2,PO.3, PO.5, PO.7, PO.8**
CO.3	Analyze the importance of data in health insurance for insurers, regulators, government and other stakeholders.	**PO.1,PO.2,PO.4, PO.5, PO.7**
CO.4	Acquire in depth knowledge of regulatory and legal aspects of health insurance and role of IRDA.	**PO.1,PO.2,PO.3, PO.4, PO.5, PO.6, PO.8**
CO.5	Develop critical thinking to assess the causes and effects of frauds in Insurance and initiatives by IRDA and the industry.	**PO.1,PO.2,PO.4,PO .5,**

Course Code and Name: **MBE-E340/440 Health Insurance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	1	2	2	2	2	2	1	2
CO5	2	2	1	2	2	1	1	1
CO6								
Average	1.8	2	1.4	1.6	1.8	1.2	1.6	1.6

OBJECTIVE:

The objective of this course is to acquaint students with the concepts, principles, products, regulatory framework, pricing mechanisms, fraud management, and operational aspects of the health insurance sector in India, enabling them to understand health financing, health insurance products, risk management, regulatory compliance, and emerging challenges in the health insurance industry.

Unit I: Introduction to Health Insurance (8 Hours)

What and Why of Health Insurance, Evolution and Growth of Health Insurance in India, Understanding the Health System in India, Constitutional Provisions in Areas of Public Health, Government Health Departments at the Central, State, District and Local Levels, Infrastructure of the Health Care System in India, Public and Private Health Centres and Health Care Providers. Health Financing Models and Health Financing in India: Health Financing Models, Financing of Health in India, National Rural Health Mission, Challenges of Access to Health Care and Service Quality, Health Insurance Mechanisms and Financial Protection.

Unit II: Health Insurance Products in India (8 Hours)

Types of Health Insurance Products in India, Hospitalization Indemnity Products, Personal Accident Products, Critical Illness Products, Daily Hospital Cash Benefit, Disease Management Covers, Outpatient Covers, Investment Products in Health Insurance and Health Savings Components, Products for Senior Citizens, Micro-Insurance Products, International Coverage Products. Health Insurance Policy Forms and Clauses: Health Insurance Contracts, Insurance Contracts and Other Contracts, Group Health Insurance Schemes, Commonly Used Clauses in Health Insurance, Cancellation Clause, Renewability Clause.

Unit III: Health Insurance Data, Pricing and Reserving (8 Hours)

Importance and Use of Data in Health Insurance for Insurers, Regulators, Government, TPAs and Other Stakeholders, Data Mandated from Insurance Companies by Regulators, Data Warehousing, Collection and Collation of Data, Data Interpretation and Advanced Analysis of Data, Insurance Information Bureau. **Case Study 1:***Progressive Insurance* (Darden Business Publishing Cases).

Unit IV: Regulatory and Legal Aspects of Health Insurance (8 Hours)

Principles and Practice of Health Insurance Regulations, Need for Regulations in Health Insurance, Various Kinds of Risks in Health Insurance, Regulatory Structure, Licensing and Registration, Types of Regulations, Enforcement of Regulations, Monitoring Activities by Regulators, Prevention of Mis-selling, Health Insurance Regulations in India, Policyholder Regulations and Grievance Redressal System, Health Insurance for Rural and Informal Sector Workers, Role of IRDAI in Initiatives for Standardization, Pre-existing Diseases (PEDs), Renewability of Health Insurance Policies. **Case Study 2:***Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation.*

Unit V: Health Insurance Fraud (8 Hours)

Introduction, Causes and Effects of Frauds, Classification of Frauds, Health Insurance Frauds versus General Insurance Frauds, Types of Frauds by Consumers, Stages of Insurance Frauds, Cash Defalcation, Types of Fraud during Contractual Period and Claims Stage, Methods to Combat and Mitigate Insurance Frauds, Technology and Process Interface, Initiatives by IRDAI and the Insurance Industry.

SUGGESTED READINGS:

1. Insurance Institute of India. *IC-27: Health Insurance.* Mumbai.
2. Farris, P. W., & Wilson, C. (2017). *Progressive Insurance.* Darden Business Publishing Cases.
3. Persico, N., & Prieur, C. J. (2017). *Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation.* Kellogg School of Management Cases.
4. Mahal, A. (2002). *Health Insurance in India: A Review of Current Status and Future Direction.* National Council of Applied Economic Research, New Delhi.
5. Rejda, G. E., & McNamara, M. (2017). *Principles of Insurance Management* (13th ed.). Pearson.

6. Williams, C., & Torrens, P. (2020). *Health Insurance Today: A Practical Approach* (6th ed.). Cengage Learning.
7. Culyer, A. J., & Newhouse, J. P. (Eds.). (2000). *Handbook of Health Economics* (Vol. 1). Elsevier.
8. Kongstvedt, P. R. (2016). *Health Insurance and Managed Care: What They Are and How They Work* (6th ed.). Jones & Bartlett Learning.
9. Sinha, R. (2018). *Insurance Regulation in India.* LexisNexis.
10. Bhattacharya, J., Hyde, T., & Tu, P. (2014). *Health Economics.* Palgrave Macmillan.
11. Mishra, M. N., & Mishra, S. B. (2016). *Insurance: Principles and Practice* (22nd ed.). S. Chand.
12. OECD. (2004). *Private Health Insurance in OECD Countries.* OECD Publishing.
13. Baesens, B., Vlasselaer, V. V., & Verbeke, W. (2015). *Fraud Analytics Using Descriptive, Predictive and Social Network Techniques.* Wiley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBEIIYear	MBE-E353/453	Semester-III
	Digital Transformation and	

	InsurTech in Life Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the role of digital transformation in life insurance.	**PO1, PO2, PO4, PO5, PO6**
CO.2	Evaluate InsurTech innovations and their business impact.	**PO2, PO6, PO7,PO8**
CO.3	Apply digital tools in underwriting, servicing, and claims.	**PO2, PO7, PO8, PO3, PO4**
CO.4	Assess cybersecurity, data privacy, and regulatory challenges.	**PO3, PO4, PO5, PO6**
CO.5	Analyze emerging trends shaping the future of digital life insurance.	**PO1, PO2, PO6, PO7, PO8**

Course Code and Name: **MBE-E353/453 Digital Transformation and InsurTech in Life Insurance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	2	2	1	1
CO2	2	2	1	1	1	2	2	2
CO3	2	2	1	1	1	1	2	2
CO4	1	2	2	2	2	1	1	1
CO5	2	2	1	1	1	2	2	2
Average	1.8	2.0	1.2	1.4	1.4	1.6	1.6	1.6

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of digital transformation in the life insurance industry, emerging InsurTech innovations, AI-driven underwriting, digital distribution channels, cybersecurity, and future trends in digital life insurance, enabling them to effectively manage technology-enabled insurance operations and customer-centric digital insurance services.

Unit I: Digital Transformation in Life Insurance (8 Hours)

Evolution of Digital Insurance, Digital Ecosystem in Life Insurance, Customer Journey and Digital Touchpoints, Digital-first Insurance Business Models.

Unit II: InsurTech Innovations (8 Hours)

InsurTech Landscape and Startups, Artificial Intelligence and Machine Learning Applications, Robotic Process Automation (RPA), Blockchain Applications in Life Insurance, Internet of Things (IoT) and Wearable Devices in Insurance Services.

Unit III: Digital Underwriting and Risk Assessment (8 Hours)

E-KYC and Digital Onboarding, Automated Underwriting Systems, Predictive Analytics in Mortality Assessment, Alternative Data Sources for Underwriting Decisions.

Unit IV: Digital Distribution and Customer Engagement (8 Hours)

Online Insurance Marketplaces, Mobile Applications for Policy Servicing, Chatbots for Customer Interaction, Social Media Strategies for Insurance Marketing, Customer Relationship Management (CRM) Systems, Digital Marketing Strategies for Insurance Products.

Unit V: Claims, Cybersecurity and Emerging Trends (8 Hours)

Digital Claims Processing, AI-based Fraud Detection, Straight-through Processing (STP) in Claims Settlement, Customer Experience Enhancement, Cybersecurity Risks in Insurance, Data Protection and Privacy Laws, IRDAI Digital Initiatives, Ethical Considerations in AI-driven Insurance, Embedded Insurance, Open Insurance, Usage-based and Personalized Insurance, Generative AI Applications in Life Insurance, Future Outlook of Digital Life Insurance.

SUGGESTED READINGS:

1. Lai, T. L., & Xing, H. (2024). *Data Science and Risk Analytics in Finance and Insurance: Financial Models and Statistical Methods.* Chapman and Hall/CRC.
2. Saha, S. N. (2023). *InsurTech Disrupted: How AI Is Changing the Game for Insurance.*Evincepub Publishing.
3. VanderLinden, S. L. B., Millie, S. M., Anderson, N., & others. (2018). *The InsurTech Book: The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries.* Wiley.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

GROUP: GENERAL INSURANCE

MBEIIYear	MBE-E341/441		Semester-III		
	Practice of General Insurance				
Time Allotted	Marks	Marks Allotted for	Maximum Marks	Total	Maximum

For End Semester Examination	Allotted for Internal Assessment	End Semester Examination(ESE)	(MM)	Credits	Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Develop critical thinking in understanding of Insurance, the principles of Insurance, history, reforms and concept of risk management.	**PO.1,PO.2,PO.7,PO.8**
CO.2	Analyze the mechanism of insurance, its role in economic development and social security and role of regulators in insurance market.	**PO.1,PO.2,PO.3,PO.5, PO.7, PO.8**
CO.3	Acquire in-depth knowledge of Legal framework including but not limited toInsurance Contracts, development of insurance legislation in India, nationalization of insurance industry and role of IRDA in Insurance sector.	**PO.1,PO.2,PO.4,PO.5, PO.7**

Course Code and Name: **MBE-E341/441 Practice of General Insurance**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	1	2	2	1
CO4								
CO5								
CO6								
Average	2	2	1.33	1.33	1.33	1.33	2	1.66

OBJECTIVE:

To provide an understanding of the principles and regulations of general insurance and their relevance.

The Concept of Insurance and its Evolution:

The basics and nature of insurance – evolution and nature of insurance – how insurance operates today. Classification of Insurance, importance of insurance – how insurance takes care of unexpected eventualities, Risk Management: Provides an understanding of risk management, different types of risks, actual and consequential losses, management of risks, loss minimization techniques. **(8 Hours)**

The Business of Insurance:

Management of risk by individuals as well as insurers, Methods of fixing premiums, reinsurance and its importance for insurers – role of insurance in economic development and social security – contribution of insurance to society. The Insurance Market: The various constituents of the insurance market, operations of insurance companies, operations of intermediaries as well as specialist insurance companies, insurance specialists, the role of regulators and other bodies connected with insurance. **(9 Hours)**

The Insurance Contract:

Terms of an insurance contract, principles which form the foundation of insurance, significance of the principle of insurable interest, the principle of indemnity, the principle of subrogation, the principle of contribution, disclosure of all relevant information, principle of utmost good faith, the relevance of proximate cause, the insurance contract. **(8 Hours)**

Development of Insurance Legislation in India and Insurance Phases:

Insurance Act 1938, 1956 and 1999; Development and growth of Life and Non-life Insurance Industry in India; Nationalization of Insurance Industry; Insurance Association and Life and General Councils; GIBNA. **Case Study 1:*Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation.*(7 Hours)**

IRDA Functions and Insurance Councils:

Mission and Composition of IRDA, Duties, Powers and Functions of IRDA, Regulations issued, Motor Vehicles Act 1988, Salient Features, No Fault Liability, Hit and Run Accidents, Marine Insurance Act, The Bill of Lading Act, Indian Railways Act, Workmen's Compensation Act, Employee State Insurance Act, Public Liability Act, General and Life Insurance Councils, Formation, Duration and Dissolution of Executive Committee, Functions and Powers of the Executive Committee. **Case Study 2:*Gibson Insurance Company.*(8 Hours)**

SUGGESTED READINGS:

1. I.C.-01. (2011). *Principles of Insurance*. Insurance Institute of India, Mumbai.
2. I.C.-14. (2011). *Regulations of Insurance Business*. Insurance Institute of India, Mumbai.
3. Mishra, M. N. *Insurance Principles and Practice.*
4. Persico, N., & Prieur, C. J. (2017). *Conseco Senior Health Insurance: A Strategic Problem of Reputation and Regulation*. Kellogg School of Management Cases.
5. Haskins, M. E., Lilly, K., & Smith, L. (2017). *Gibson Insurance Company*. Darden Business Publishing Cases.
6. Rejda, G. E., & McNamara, M. (2017). *Principles of Insurance Management* (13th ed.). Pearson.
7. Mishra, M. N., & Mishra, S. B. (2016). *Insurance: Principles and Practice* (22nd ed.). S. Chand.
8. Vaughan, E. J., & Vaughan, T. (2013). *Fundamentals of Risk and Insurance* (11th ed.). Wiley.
9. Harrington, S. E., & Niehaus, G. (2004). *Risk Management and Insurance* (2nd ed.). McGraw-Hill.
10. Chartered Insurance Institute. (2015). *General Insurance Underwriting*. CII Publications.
11. Black, K., & Skipper, H. D. (2000). *Life and Health Insurance* (13th ed.). Prentice Hall.
12. Murthy, K. S. N. (2012). *Modern Law of Insurance in India*. LexisNexis.
13. Carter, R. L. (2013). *Reinsurance* (2nd ed.). Springer.
14. Rao, C. S. (2007). *Insurance Industry in India: Transition and Prospects*. ICFAI University Press.
15. Dionne, G. (Ed.). (2013). *Handbook of Insurance* (2nd ed.). Springer.

MBEIIYear	MBE-E342/442		Semester-III		
	Fire & Marine Insurance				
Time Allotted For End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with fire insurance under writing, reinsurance, rules and regulations pertaining to fire insurance.	**PO.1,PO.2,PO.7,PO.8**
CO.2	Understanding principles of fire insurance premium, rights and duties of parties in fire insurance.	**PO.1,PO.2,PO.3,PO.5 ,PO.7, PO.8**
CO.3	Acquiring knowledge of marine insurance, legal environment Pertaining to marine insurance, types and conditions of cargo insurance.	**PO.1,PO.2,PO.4,PO.5, PO.7**
CO.4	Develop critical thinking to assess concepts, process and mechanism pertaining to marine insurance.	**PO.1,PO.2,PO.3,PO.4, PO.5, PO.6, PO.8**

Course Code and Name: **MBE-E342/442 Fire & Marine Insurance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	1	2	2	1
CO4	2	2	2	2	2	1	1	1
Average	2	2	1.5	1.5	1.5	1.25	1.75	1.5

OBJECTIVE:

To provide an understanding of Fire and Marine Insurance underwriting, claims management, reinsurance arrangements, cargo and hull insurance, and their relevance in risk management, claim settlement, and emerging regulatory and technological developments in the insurance industry.

Unit 1: Fire Insurance Underwriting & Reinsurance: Underwriting Objectives and Factors – Spread of Business – Selection of Business – Fixing Retentions – Reinsurance Forms & Methods – Fire Reinsurance Programme of Indian Insurers. Tariff Rules & Regulations: Role of Erstwhile TAC – All India Fire Tariff – The Standard Fire & Special Perils Policy – Proposal Form – Valued Policies – Long Term Policies – Mid-term Cover – Payment of Premium – Partial Insurance – Short Period Rates – Rules for Cancellation – Mid-term Revision in Sum Insured – Rating of Multiple Occupancy Risks – Silent Risk. Special Policies & Clauses: Floater Policies – Declaration Policies – Floater Declaration Policies – Reinstatement Value Policies & Extension Clauses such as Local Authorities, Escalation, Removal of Debris, Architects/Surveyors & Consulting Engineer's Fees, Loss of Rent, Additional Expenses for Alternate Accommodation, Contract Price, Designation of Property, Temporary Removal of Stocks, Agreed Bank Clause and Omission to Insure. **Case Study 1: Relevant Case Study. (8 Hours)**

Unit 2: Fire Insurance Claims: Basic Principles – Principles of Fire Insurance: Utmost Good Faith, Insurable Interest, Indemnity, Subrogation and Contribution. Conditions and Warranties: Various Fire Warranties – Situations Leading to Non-standard Claims Settlements and Ex-gratia Settlements and their Features. Claims Procedural Aspects: Preparation of Claim Notes – Office Procedures Relating to Claims – Claim Forms – Appointment of Surveyors. Rights and Duties of Parties: Rights and Duties of the Insured and Insurer – Onus of Proof – Claims under Special Policies – Reinstatement Value Policies – Local Authority Clause – Declaration Policy – Floating Policy – Impact of Omission to Insure Additions Clause. Amount of Claim Payable: Types of Losses – Meaning of Indemnity – Extent of Indemnity and Associated Limitations – Meaning of Value and Depreciation – Reinstatement Value, Market Value,

Depreciated Value and Book Value in Fire Insurance. **Case Study 2: Relevant Case Study. (7 Hours)**

Unit 3: Basic Concepts of Marine Insurance: Evolution and Need for Marine Insurance – Various Acts Regulating the Marine Insurance Market – Organization of Lloyd's – International Maritime Bureau – Tariff Advisory Council – General Insurance Council – General Insurance Corporation of India – Marine Insurance Act. Arranging for Insurance (Cargo): Proposal Form – Factors for Acceptance – Type of Vessel – Voyage or Transit – Type of Cargo – Packing Forms – Containerization – Conditions of Insurance – Incoterms – Declaration Forms – Marine Cover Note – Policy Form – Endorsements – Container Transport. **Case Study 3: Relevant Case Study. (7 Hours)**

Unit 4: Cargo Insurance Coverages: Rules of Interpretation – Stamp Duty for Cargo Policies – Risks Covered by Institute Cargo Clauses (A), (B) and (C). Types of Covers: Specific Policy – Open Covers – Declaration of Consignments – Open Policies – Annual Policy – Duty and Increased Value Insurance – Insurance on FOB Terms – Shut-out Cargo – Export Incentives Insurance – Seller's Interest Contingency – Special Storage Risks Insurance – Package Policy under Duty Exemption Scheme – Scope of Cover – Multi Transit Policy – Stock Throughput Insurance Policy – Sales Turnover Insurance – Marine (Advance) Loss of Profits Insurance – Buyer's Contingency Insurance. Important Conditions – Difference in Conditions Cover – Freight Contingency Insurance – Strikes, Expenses and War Expenses. Hull Insurance: Classification of Vessels – Indian Register of Shipping – Types of Vessels – Types of Policies – Institute Time Clauses (Hull) – Perils Covered – Pollution Hazard – Duty of the Assured (Sue &Labour) – Collision Liability – Sistership – Deductible – Notice of Claims – Disbursements Warranty – Termination – Class ISM – Optional Covers – Institute Voyage Clauses – Insurance of Freight – Time and Voyage Freight Clauses – Valued and Unvalued Policies – Loss of Freight – Loss of Time Clause – Claim Documents – Port Risk Insurance – Institute Fishing Vessels Clause – Protection & Indemnity Associations. **Case Study 4: Relevant Case Study. (9 Hours)**

Unit 5: Marine Claims: Actual Total Loss – Constructive Total Loss – Particular Average – Damaged Cargo – Salvage Loss – General Average Loss – Sue and Labour Charges – Particular Charges – Salvage Charges – Forwarding Charges – Extra Charges. Cargo Claims: Procedures – Intimation of Claim – Insurance Surveys – Claims Payable Abroad – Recoveries from Third Parties. Hull Insurance Claims: Total Loss – Partial Loss – Particular Average – General Average – Salvage Charges – Sue and Labour Charges – Collision Liability – Claims of Ocean-going Vessels, Fishing Vessels, Sailing Vessels and Inland Vessels. General Average: Application of Insurance to General Average Contribution and Sacrifice – Adjustment of General Average – Salvage Liability. Marine Recoveries: Marine Recoveries from Third Parties. Ethical and Regulatory Implications of AI in Insurance – Data Privacy and Bias in AI Underwriting – Regulatory Challenges in AI-based Insurance Decisions – Accountability and Transparency in Automated Claim Settlements. **Case Study 5: Relevant Case Study. (9 Hours)**

SUGGESTED READINGS:

1. Henry Clay Fish & Cornelius Walford. (2022). *The Insurance Guide and Handbook on Fire, Life, Marine, Tontine, and Casualty Insurance*. Legare Street Press.

2. Vijay Kumar Thota & Gunda Srinivas. (2021). *The Handbook of Fire, Marine & General Insurance*. Eureka Publications.
3. Cornelius Walford. (2018). *The Insurance Guide and Hand-Book on Fire, Life, Marine, Tontine, and Casualty Insurance*. Forgotten Books.
4. Hargovind Dayal. (2017). *The Fundamentals of Insurance: Theories, Principles and Practices*. Notion Press.
5. I.C. 22 (2012) and I.C. 56 (2011). *Insurance Books*. Insurance Institute of India, Mumbai.
6. I.C. 5 (2011). *Fire Insurance Rating & Underwriting*. Insurance Institute of India, Mumbai.
7. I.C. 67 (2013). *Marine Insurance*. Insurance Institute of India, Mumbai.
8. Primer A. & Harold Turner. *The Principles of Marine Insurance*.
9. Smith & Francis. (1991). *Fire Insurance: Theory and Practice*. Timothy Benn Publishing.

NOTE: The list of Relevant Case Studies, Specific References, Books and Recent Articles will be announced in the class by the concerned teacher from time to time.

MBEIIYear	MBE-E343/443		Semester-III/IV		
	Motor & Miscellaneous Accident Insurance				
Time Allotted For End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with motor insurance, history of motor insurance, motor insurance underwriting, rules and regulations pertaining to motor insurance.	**PO.1,PO.2,PO.7,PO.8**
CO.2	Understanding the concepts, processand mechanism of motor third party liability insurance.	**PO.1,PO.2,PO.3,PO.5, PO.7, PO.8**
CO.3	Acquiring knowledge of principles, legalaspects, process and Mechanism of personal accidental insurance and health insurance.	**PO.1,PO.2,PO.4,PO.5, PO.7**
CO.4	Understandingthenotion, legal aspects, types, underwriting considerations and mechanism of Burglary Insurance.	**PO.1,PO.2,PO.3,PO.4, PO.5, PO.6, PO.8**

Course Code and Name: **MBE-E343/443 Motor & Miscellaneous Accident Insurance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	2	2	2	2	2	1	1	1
CO5								
CO6								
Average	2	2	1.5	1.5	1.75	1	1.75	1.5

OBJECTIVE:

The objective of this course is to provide students with a comprehensive understanding of the principles, practices, legal framework, underwriting procedures, and claims management of motor and miscellaneous insurance. The course aims to develop knowledge of motor insurance, personal accident insurance, health insurance, burglary insurance, fidelity insurance, and other miscellaneous insurance products, while emphasizing the application of emerging technologies, artificial intelligence, and regulatory developments in the insurance sector.

Unit I: Introduction to Motor Insurance (8 Hours)

History of Motor Insurance, Law and Practice of Motor Insurance in India, Applicability of Principles of Insurance, Total Loss (TL), Constructive Total Loss (CTL), Theft Claims, Legal Aspects of Insurance, The Motor Vehicles Act, 1988, Third Party and Own Damage Insurance, Definition and Types of Permits, Permits for Passenger Vehicles, Licensing of Drivers, Contents of Driving Licence, Extent of Effectiveness of Licence, Currency and Renewal of Driving Licence, Disqualification for Holding a Licence, Procedure for Accreditation of Bus Body Builders, The Motor Vehicles (Amendment) Act and Recent Amendments.

Unit II: Underwriting in Motor Insurance (7 Hours)

Market Practice of Motor Insurance in India, India Motor Tariff 2002, Amendments after Detariffing, International Practices in Motor Insurance Rating, Underwriting in Motor Insurance, Principles and Practice of Premium Computation. Motor Insurance Claims: Doctrine of Cause of Accident, Claims Procedures, Claim Documents, Types of Losses, Causes of Accidents, Salvage and Scrap Disposal, Accident Repairing Cost, Compensation for Third Party Injury or Property Damage.

Unit III: Motor Third Party Liability Insurance (8 Hours)

International Legal Scenario in Motor Insurance, Third Party Claims Management in India, Statutory Liability in Motor Portfolio, Modification in Doctrine of Uberrimae Fidei, Insurable Interest, Principle of Subrogation, Non-applicability of Principle of Contribution to Third Party Liability, Doctrine of Causa Proxima, Necessity for Third Party Insurance, Exemptions, Requirements of Policies, Duty of Insurers to Satisfy Judgments, Rights of Third Parties against Insurers on Insolvency of the Insured, Settlement between Insurers and Insured Persons, Effect of Death of Insured Person, Duty to Furnish Information, Liability without Fault, Hit and Run Accidents, Claims for Compensation, Doctrine of *Res Ipsa Loquitur*, Defences against Negligence, Vicarious Liability, Contributory and Composite Negligence, Sovereign Immunity, Jurisdiction of Civil Courts, Motor Accident Claims Tribunals, Defences for Insurance Companies, Breach of Policy Conditions, Liability of Insurer for Driver of Vehicle, Dishonour of Cheques, Valid Driving Licence, Limit of Liability, AI-based Fraud Detection in Motor Insurance Claims.

Unit IV: Personal Accident and Health Insurance (9 Hours)

Introduction to Personal Accident Insurance, Insurance Principles and Legal Aspects Affecting Personal Accident Insurance, Basic Coverage, Additional Benefits, Exclusions, Conditions, Underwriting Considerations, Rating, Claims Procedure, Legal Aspects, Group Personal Accident Insurance, Types of Personal Accident Insurance. Introduction to Health Insurance: History of Health Insurance, Coverage, Exclusions, Rating and Discounts, Schedule, Proposal, Developments in the Health Insurance Sector, Third Party Administrators (TPAs), Covers for the Social Sector, Group Schemes. Overseas Health Insurance: Basic Concept, Basic Coverage, Additional Coverage, General Exclusions, Specific Conditions, Plans, Proposal Form, Premium and Policies Designed for Specific Groups.

Unit V: Burglary and Miscellaneous Insurance (8 Hours)

Burglary Insurance: Introduction, Relevant IPC Sections, Coverage, Exclusions, Conditions, Extensions, Underwriting Considerations, Rating Pattern, Claims Procedure, Investigation, Assessment, Types of Burglary Covers, Present-day Market Scenario and Demands. Money Insurance: Introduction, Coverage, Special Features, Exclusions, Conditions, Underwriting Considerations, Rating Pattern, Claims Procedure. Fidelity Insurance: Introduction, Coverage, Exclusions, Conditions, Underwriting Considerations, Rating Pattern, Claims Procedure, Types of Policies, Court and Government Bonds, Commercial Guarantees. Bankers Indemnity and Jewellers Block Insurance: Introduction, Coverage, Exclusions, Conditions, Special Features, Underwriting Considerations, Rating Pattern, Claims Procedure. Other Miscellaneous Policies: Pedal Cycle Insurance, Plate Glass Insurance, Missing Documents

Indemnity, Neon Sign Insurance, Bloodstock (Horse) Insurance, Pet Dog Insurance, Sports Insurance and Other Specialized Covers. Ethical and Regulatory Issues in AI-based Insurance Systems.

SUGGESTED READINGS:

1. Insurance Institute of India. (2012). *IC-22: General Insurance.* Mumbai.
2. Insurance Institute of India. (2015). *IC-72: Motor Insurance.* Mumbai.
3. Insurance Institute of India. (2013). *IC-78: Miscellaneous Insurance.* Mumbai.
4. Rao, P. R. (1984). *In-depth Study of Personal Accident Insurance Business in India.* National Insurance Academy.
5. Munich Re Group. (2000). *Subjective Risk in Personal Accident Insurance.*
6. Siddiqui, S. (2025). *AI Guide for Insurance Industry: The Ultimate AI Playbook for Insurers.*
7. Panboonyuen, T. (2026). *Foundations and Architectures of Artificial Intelligence for Motor Insurance.*

NOTE: The list of relevant case studies, specific references, books including recent articles, and regulatory updates will be announced in the class by the concerned teacher from time to time.

MBEIIYear	MBE-E344/444		Semester-III		
	Principle & Practice of General Insurance and Survey & Loss Assessment				
Time Allotted For End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understanding of the notion of general insurance, structure of IndianInsurance market and types of roles in insurance industry.	**PO.1, PO.2, PO.7, PO.8**
CO.2	Familiarity with general insurance products like fire insurance, Marine insurance, motor liability insurance, personal accident insurance and specialty insurance.	**PO.1,PO.2, PO.3,PO.5,PO.7, PO.8**
CO.3	Develop an understanding towards under writing process, risk management and claim management.	**PO.1, PO.2, PO.4, PO.5, PO.7**
CO.4	Acquiring in-depth knowledge of the notion, concept and process of survey and loss assessment process.	**PO.1, PO.2, PO.3, PO.4,PO.5, PO.6, PO.8**

Course Code and Name: **MBE-E344/444 Practice of General Insurance and Survey & Loss Assessment**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	1	1	2	2
CO4	2	2	2	2	2	2	1	2
CO5								
CO6								
Average	2	2	1.5	1.5	1.5	1.25	1.75	2

OBJECTIVE:

To acquaint students with the fundamentals of general insurance, underwriting, claims management, survey and loss assessment, while developing an understanding of regulatory frameworks, digital insurance technologies, risk analytics, and ethical practices in the modern general insurance industry.

UNIT I: General Insurance Environment & Policy Framework (8 Hours)

Indian Insurance Market: Structure and Classification of General Insurance, Evolution and Current Landscape of the Indian Insurance Market, Global Insurance Market Developments and Interlinkages. Roles of Insurance Regulatory and Development Authority of India (IRDAI), Insurers, Reinsurers, Retrocessionaires, Intermediaries (Brokers and Agents), and Ancillary Service Providers. Insurance Contracts and Documentation: Elements of Insurance Contract-Utmost Good Faith, Indemnity, Insurable Interest, Proximate Cause; Policy Documents-Proposal Form, Policy Schedule, Certificate of Insurance, Claim Forms; Interpretation of Insurance Policies. Digital Policy Issuance (e-Insurance Accounts),

Blockchain in Insurance Documentation, Customer Protection and Grievance Redressal Mechanisms.

UNIT II: General Insurance Products (Fire, Marine & Miscellaneous) (9 Hours)

Fire Insurance: Coverage, Exclusions, Conditions, Special Policies and Industrial Risks. Marine Insurance: Marine Insurance Act, 1963, Types of Marine Policies (Voyage, Time and Mixed Policies), Hull and Cargo Insurance. Motor and Liability Insurance: Types of Policies, Liability Coverage, Claims Procedures, Public Liability and Product Liability Insurance. Personal Accident Insurance, Health Insurance Basics, Cyber Insurance and Emerging Risks, Climate Risk and Catastrophe Insurance, Usage-based Motor Insurance (Telematics).

UNIT III: Underwriting, Reinsurance & Claims Management (8 Hours)

Concept and Underwriting Process, Risk Classification and Selection, Documentation Procedures. Reinsurance: Types of Reinsurance (Facultative and Treaty), Methods of Risk Sharing, Role of Reinsurance in Risk Mitigation. Pricing and Premium: Premium Calculation, Burning Cost Method, Claims Trends and Reserving, Soft Market and Hard Market Cycles. Claims Management: Claims Intimation, Investigation, Settlement, Loss Minimization and Recovery, Arbitration and Dispute Resolution. AI in Underwriting and Fraud Detection, Predictive Analytics in Claims, Digital Claims Processing.

UNIT IV: Survey & Loss Assessment (8 Hours)

Survey Process: Human, Technical, Contractual and Administrative Elements. Admissibility of Claims: Policy Verification, Insurable Interest, Proximate Cause, Warranties and Exclusions. Loss Assessment: Basis of Indemnity and Valuation, Market Value versus Reinstatement Value, Insurer's Liability. Loss Adjustment: Depreciation, Salvage Recovery and Disposal, Deductibles and Contribution. Drone-based Surveys, Digital Inspection Tools and AI-based Loss Estimation.

UNIT V: Survey Profession & Regulatory Framework (7 Hours)

Survey Profession: Evolution of the Survey Profession, Licensing of Surveyors. Regulatory Framework: Role of IRDAI, Licensing Procedures and Guidelines. Professional Practice: Duties and Responsibilities, Categorization of Surveyors, Code of Conduct. Training and Development: Practical Training Requirements, Professional Certification, Digital Competency Requirements, Ethical Challenges in Survey Profession, ESG and Sustainability Reporting in Insurance.

SUGGESTED READINGS:

1. Mishra, M. N. (Latest Edition). *Insurance: Principles and Practice.*
2. Vinayakam, N. M., Radhaswamy, & Vasudevan. (Latest Edition). *Insurance: Principles and Practice.*
3. Insurance Institute of India. (Latest Edition). *Practice of General Insurance.*

NOTE: The list of case studies, specific references, books, IRDAI circulars, and recent research articles will be announced in the class by the concerned teacher from time to time.

MBEIIYear		MBE-E345/445		Semester-III		
		General Insurance accounts ation and Regulation of Investment				
Total Lectures	Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
40	**3 Hrs.**	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understanding of accounting principles, practices, standards, polices and the application of these in non-life insurance.	**PO.1,PO.2,PO.7,PO.8**
CO.2	Develop comprehensive knowledge of accounting process, methods & control and finalization of accounts.	**PO.1,PO.2,PO.3, PO.5,PO.7, PO.8**
CO.3	Develop an understanding of the IRDA regulations on Insurance Accounts.	**PO.1,PO.2,PO.4, PO.5,PO.7**
CO.4	Acquiring in-depth knowledge of non-life insurance accounting methods, techniques and process.	**PO.1,PO.2,PO.3, PO.4,PO.5, PO.6, PO.8**
CO.5	Familiarity with the preparation of annual reports, audit and International Financial Reporting Standards (IFRS).	**PO.1,PO.2,PO.4,PO.5,**

Course Code and Name: **MBE-E345/445 General Insurance accounts Preparation and Regulation of Investment**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	2
CO2	2	2	2	1	2	1	2	2
CO3	2	2	1	2	2	1	2	1
CO4	2	2	2	2	2	2	1	2
CO5	1	1	1	2	2	1	1	1
CO6								
Average	1.8	1.8	1.4	1.6	1.8	1.2	1.6	1.6

OBJECTIVE:

To provide an understanding of general insurance accounts preparation and regulations of investment in insurance and their relevance.

Accounting Scope, Concepts, Principles and Standards: Introduction – Meaning of Accounting – Objectives of Accounting – Functions of Accounting – Limitations of Financial Accounting – Books of Accounts – Accounting Concepts, Principles and Convention; Introduction – Accounting Concepts – Accounting Principles – Accounting Conventions – Accounting Assumptions – Financial Statements – Accounting Standards – Objectives and Interpretation; Introduction – Meaning of Accounting Standards – Objectives – Applications & Limitations – Indian Accounting Standards & International Accounting Standards – GAAP and IFRS – Accounting Policies – Objectives of Accounting Policies – Selection of Accounting Policies – Change in Accounting Policies – Accounting Policies applicable to Non-life

Insurance Business – Disclosure of Accounting Policies. Accounting Process – Methods & Control and Finalization of Accounts – Golden Rules of Accounting – Primary Books & Secondary Books – Capital & Revenue Expenditure and Receipts and Treatment – Accounting Methods & Control – Journals – Cash Book – General Ledger – Trial Balance; Objectives – Rules & Process – Final Accounts. Case Study 1: Financial Reporting for Investments: The Case of National General Insurance Company, AI-based Automated Financial Reporting Systems. **(8 Hours)**

Accounting Process, Methods & Control and Finalization of Accounts: Accounting Process – Introduction – Double Entry Bookkeeping – Classification of Accounts – Golden Rules of Accounting – Principal and Subsidiary Books – Accounting Methods and Control; Introduction – Journals – Types of Journals – Cash Book Preparation – Objectives, Rules and Process of Preparation of Trial Balance – Preparation of Final Accounts – Depreciation Accounting; Introduction – Brief Introduction of AS 6 issued by ICAI – Objectives of Providing Depreciation – Methods of Providing Depreciation – Change in Method of Depreciation – Disposal of Depreciable Assets & Accounting Treatment – Revaluation & Impairment of Depreciable Assets. Bank Reconciliation Statement: Introduction – Importance of BRS – Difference between Cash Book Balance and Pass Book Balance – Preparation of BRS – Analysis of BRS and Accounting Control – BRS and Accounting Adjustment Entry for Rectification of Errors. Introduction to Company Accounts: Introduction – Legal Requirements Relating to Preparation and Presentation of Financial Statements – Types of Company – Financial Statements in Company – Accounting of Share Capital – Issue – Reissue & Forfeiture – Debenture – Non-life Insurance Business Accounting Methods – Buy Back Shares – Techniques & Process – Accounting Process & Techniques of General Insurance Business; Functional Divisions & Books of Accounts – Premiums; Received – Received in Advance – Outstanding – Earned – Claims; Paid – Incurred & Provisioning (Including IBNR & IBNER) – Investments – Un-expired Risk Reserves – Co-insurance – Solvency Margin – Accounting Regulations; Introduction – IRDA Regulations on Insurance Accounts – IRDA Regulations – Applications & Interpretations – IRDA Regulations & Accounting Principles – Preparation & Presentation of Financial Statements; Non-life Insurance Business. Preparation of Financial Statements – Revenue Accounts – Balance Sheets – Profit & Loss Accounts – Cash Flow Statements – Financial Statement Analysis and Disclosures – Management Report. **(9 Hours)**

Non-Life Insurance Business Accounting Methods, Techniques & Process: Objectives – Proportional & Non-proportional Arrangements – Requirements of Reinsurance Accounting – Reinsurance Portfolio Statement – Statement of Reinsurance Treaty – Reinsurance Accounting Techniques – Reinsurance Commission & Profit Commission Statement – Investment Accounting – Classification of Investments & Exposure Norms of Investment – Valuation of Investments – Provisioning – Disclosures. **(8 Hours)**

Accounting Methods & Process of Special Accounting Transactions: Disclosures and Audit in General Insurance Business – Annual Reports; Basic Contents of Annual Reports – Contents of Directors' Reports – Disclosure in Directors' Report – Interpretation of Directors' Report – Annual Report & Director's Responsibility Statement. Audit: Introduction; Scope – Concepts and Standards of Audits – Internal Audit & Internal Control – Internal Audit Techniques & Procedures in Computerized Environment – Statutory Audit & the Companies Act, 1956 (as amended) – Statutory Audit & Auditing and Assurance Standards – Government Audit & Statutory Provisions – Special Audit (Tax Audit, Regulatory Inspections). (8 Hours)

Annual Reports, Audit & International Financial Reporting Standards: Introduction – Annual Report and Statutory Provisions for General Insurance Companies – Contents of an Annual Report – Disclosures in Directors' Reports – Statutory Audit in General Insurance Business: Introduction – Responsibilities Towards Financial Statements – Auditors' Responsibilities Towards Financial Statements – Specific Areas Where Auditors are Required to Express Opinions – Audit Programmes – Contents of Audit Reports. Internal Audit in General Insurance Business: Introduction – Meaning and Scope of Internal Audit – Objectives of Internal Audit – Relationship between Statutory and Internal Auditors – Internal Audit System – Internal Audit Queries in General Insurance Business – Detailed Audit Programmes to be Carried Out by Internal Audit and Inspection Function – Fixed Assets – Reporting System for Internal Auditors – Standard on Internal Audits (SIA). International Financial Reporting Standards (IFRS 4): Introduction – Important Aspects of IFRS 4 – Requirements under IFRS 4 – Adoption of Insurance Accounting Standards – IFRS 4 – Significant Accounting Policies. AI Governance Tools for Accounting Transparency and Ethics. **(7 Hours)**

SUGGESTED READINGS:

1. I.C. 46 (2012). General Insurance A/C Preparation and Regulation of Investment. Insurance Institute of India, Mumbai.
2. Maheshwari, S. N. Financial Accounting. Vikas Publishing House (P) Ltd., New Delhi.
3. Scott, W. Financial Accounting. Pearson Education Ltd., New Delhi.
4. Vishnoi, R. K., & Maheshwari, S. (2020). Principles and Practice of Insurance. SBPD Publishing House.
5. Chaudhary, R. N. (2022). General Principles of Insurance Law (4th ed.). Central Law Publications.

NOTE: The list of Relevant Case Studies, Specific References and Books including Recent Articles will be announced in the class by the concerned teacher from time to time.

MBEIIYear	MBE-E354/454		Semester-III		
	Digital Transformation and InsurTech in General Insurance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the role of digital transformation in life insurance.	**PO1, PO2, PO4, PO5, PO6**
CO.2	Evaluate InsurTech innovations and their business impact.	**PO2, PO6, PO7, PO8**
CO.3	Apply digital tools in underwriting, servicing, and claims.	**PO2, PO7, PO8, PO3, PO4**
CO.4	Assess cybersecurity, data privacy, and regulatory challenges.	**PO3, PO4, PO5, PO6**
CO.5	Analyze emerging trends shaping the future of digital life insurance.	**PO1, PO2, PO6, PO7, PO8**

Course Code and Name: **MBE-E354/454 Digital Transformation and InsurTech in General Insurance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	2	2	1	1
CO2	2	2	1	1	1	2	2	2
CO3	2	2	1	1	1	1	2	2
CO4	1	2	2	2	2	1	1	1
CO5	2	2	1	1	1	2	2	2
Average	1.8	2.0	1.2	1.4	1.4	1.6	1.6	1.6

OBJECTIVE:

To provide students with a comprehensive understanding of digital transformation in the general insurance industry by introducing emerging technologies such as InsurTech, Artificial Intelligence (AI), Machine Learning (ML), Blockchain, Internet of Things (IoT), and data analytics. The course aims to develop knowledge of digital underwriting, customer engagement, claims automation, cybersecurity, and evolving regulatory frameworks, enabling students to understand technology-driven innovations and their impact on the future of general insurance.

UNIT I: Digital Transformation in General Insurance (8 Hours)

Evolution of Digital Insurance in India, Development of Digital Ecosystems in General Insurance, Customer Journey and Digital Touchpoints, Digital-first Business Models in Motor, Health and Property Insurance.

UNIT II: InsurTech Innovations in General Insurance (8 Hours)

InsurTech Landscape and Indian Startups, Artificial Intelligence and Machine Learning Applications in Claims and Underwriting, Robotic Process Automation (RPA) for Policy Servicing, Blockchain Applications for Fraud Prevention and Smart Contracts, Internet of Things (IoT) and Telematics in Motor Insurance, Wearable Devices in Health Insurance.

UNIT III: Digital Underwriting and Risk Assessment (8 Hours)

E-KYC and Digital Onboarding for General Insurance, Automated Underwriting Systems, Predictive Analytics in Risk Assessment for Health and Motor Insurance, Alternative Data Sources including Telematics, Credit Scores and Lifestyle Data.

UNIT IV: Digital Distribution and Customer Engagement (8 Hours)

Online Insurance Marketplaces and Aggregators, Mobile Applications for Policy Purchase and Servicing, Chatbots for Customer Support, Social Media Strategies for Customer Awareness and Engagement, Customer Relationship Management (CRM) Systems, Digital Marketing Strategies for General Insurance Products.

UNIT V: Claims, Cybersecurity and Emerging Trends (8 Hours)

Digital Claims Processing in Motor and Health Insurance, AI-based Fraud Detection, Straight Through Processing (STP) for Faster Claims Settlement, Customer Experience Enhancement, Cybersecurity Risks in General Insurance, Data Protection and Privacy Laws in India, IRDAI Digital Initiatives, Ethical Considerations in AI-driven Insurance, Embedded Insurance in E-commerce, Open Insurance Frameworks, Usage-based and Personalized Insurance Models, Generative AI Applications, and Future Outlook of Digital General Insurance in India.

SUGGESTED READINGS:

1. Lai, T. L., & Xing, H. (2024). *Data Science and Risk Analytics in Finance and Insurance: Financial Models and Statistical Methods*. Chapman and Hall/CRC.
2. Saha, S. N. (2023). *InsurTech Disrupted: How AI is Changing the Game for Insurance*. Evincepub Publishing.
3. VanderLinden, S. L. B., Millie, S. M., Anderson, N., et al. (2018). *The InsurTech Book: The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries*. Wiley.

NOTE: The list of case studies, specific references, books, IRDAI circulars, and recent research articles will be announced in the class by the concerned teachers from time to time.