# Master of Business Administration

## [Online Mode]

# Student Handbook

# July - 2025

** The University reserves its right to update / change any part of these regulations as approved by the competent authority*

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**Acronym:**

| | |
|---|---|
| ACCA, UK | Association of Chartered Certified Accountants |
| AI Society, UK | Artificial Intelligence Society |
| BCS, UK | British Computer Society |
| CA-Ind | Chartered Accountancy Course of The Institute of Chartered Accountants of India |
| CDMP, DMI | Certified Digital Marketing Professional from Digital Marketing Institute |
| CFA | Chartered Financial Analyst |
| CIM, UK | Chartered Institute of Marketing |
| CIMA, UK | Chartered Institute of Management Accountants |
| CIPS, UK | Chartered Institute of Procurement and Supply |
| CMA, US | Certified Management Accountant |
| CMA-Ind | Cost and Management Accountancy Course of The Institute of Cost Accountants of India |
| CPA, US | Certified Public Accountant |
| CS-Ind | Company Secretary course of The Institute of Company Secretaries of India |
| IFM, UK | Institute of Financial Markets |
| IIBF, India | Indian Institute of Banking and Finance |
| IoA, UK | Institute of Analytics |
| RICS, UK | Royal Institution of Chartered Surveyors |
| SHRM | Society for Human Resource Management |

## 1. About the Program

This is a Master's Level program, leading to the grant of a Master of Business Administration (MBA) Degree from JAIN (Deemed-to-be University). This two-year program offers foundation courses, core courses, elective courses, and a comprehensive master thesis intermediary apart from an option to pursue a cross-functional and open elective. The core and elective courses incorporate AICTE's model curriculum as prescribed for an on-campus MBA program. The elective courses have been designed keeping in mind the industry requirements. The offering of these elective courses right from the 2nd Semester of the program ensures a deep dive into the elective. The program is designed to provide in-depth knowledge of the chosen elective and its applications in improving business processes and decision-making. The program's curriculum is intended to increase a learner's business knowledge and leadership skills thus providing a way to accelerate one's career for corporate roles in

management. The curriculum of many electives encompasses courses from global professional accreditation bodies to give one that edge required to compete and succeed.

**Program Educational Objectives (PEOs)**

**PEO1:** Understanding of advanced business concepts, theories, and practices across various disciplines, including management, finance, marketing, operations, strategy, and leadership.
**PEO2:** Demonstrate the ability to critically analyze complex business problems, synthesize information, evaluate options, and make strategic decisions to address organizational challenges.
**PEO3:** Exhibit proficiency in written and oral communication, enabling them to convey ideas, proposals, and reports clearly and persuasively.
**PEO4:** Exhibit leadership qualities and strategic thinking skills, capable of formulating and executing business strategies that drive organizational growth and innovation.
**PEO5:** Understand ethical considerations in business contexts and demonstrate a commitment to ethical behavior, corporate social responsibility, and sustainable business practices.

**Program Outcomes (POs)**

**PO1:** Apply knowledge of management theories and practices to solve business problems
**PO2:** Develop analytical and critical thinking abilities for data-based decision-making
**PO3:** Understand, analyse and communicate global, economic, legal and ethical aspects of business.
**PO4:** Identify and apply trans-disciplinary tools and techniques for projects and solving problems
**PO5:** Lead oneself and others in the achievement of organisational goals and contribute effectively to a team environment.
**PO6:** Inculcate entrepreneurial mindset for sustainability
**PO7:** Imbibe value-based leadership for Excellence

**Graduate Attributes**

- Advanced Business Knowledge
- Critical Thinking and Problem Solving
- Effective Communication
- Leadership and Strategic Management
- Ethical and Social Responsibility
- Global Perspective
- Innovation and Entrepreneurship
- Team Collaboration and Cross-Functional Skills

- Data-Driven Decision Making
- Strategic Networking and Professional Relationships
- Life-Long Learning

## 2. Electives Offered

The following electives are offered:

| SL No. | List of Electives |
|---|---|
| 1 | Finance |
| 2 | Marketing |
| 3 | Human Resource Management |
| 4 | Finance and Marketing |
| 5 | Marketing and Human Resource Management |
| 6 | Human Resource Management and Finance |
| 7 | Finance and Business Analytics |
| 8 | Marketing and Business Analytics |
| 9 | HRM and Analytics |
| 10 | General Management |
| 11 | Project Management |
| 12 | Supply Chain, Production and Operations Management |
| 13 | Information Technology Management |
| 14 | Retail Management & Quick Commerce |
| 15 | Healthcare Management |
| 16 | Entrepreneurship and Venture Creation |
| 17 | Business Intelligence and Analytics |
| 18 | International Finance ( Accredited by ACCA, UK) |
| 19 | Digital Marketing and E-Commerce |
| 20 | Data Science and Analytics |
| 21 | Artificial Intelligence |
| 22 | Banking and Finance |
| 23 | Strategic Accounting |
| 24 | AI for Business |
| 25 | AI for Marketing |
| 26 | AI for Finance |
| 27 | AI for HR |

** Elective offered for a batch may vary based on Industry and/or University requirements*

**Indication of Elective**: The candidate is required to indicate his/her elective at the time of admission. Elective cannot be changed after the commencement of the Program.

## 3. Admission

**Eligibility**: Pass in an Undergraduate (Bachelor) Programme of a minimum duration of Three (3) years in any stream from a UGC recognized University, with a minimum aggregate of 50% or an equivalent letter/numerical grade. A relaxation of 5% shall be given to SC/ST candidates.

Candidates who are in the final semester of the Bachelor Programme are also eligible to apply.

**Academic Documents**: A colour scan of the below-mentioned original document is required to be uploaded on the admission portal at the time of seeking admission.

i. Grade sheet of Class 10

ii. Grade sheet of Class 12

iii. Grade sheet of all the Semesters of Bachelor's Degree / Consolidated mark sheet

iv. UG Degree Certificate and UG Provisional Degree Certificate

v. Aadhar Card for Indian Nationals and Passport for Foreign Nationals.

vi. ABC and DEB/APAAR ID.

Scans from a photocopy or a faxed copy are not accepted. The University reserves the right to demand hard copy of the original document as part of the process of verifying the authenticity and may revoke the admission at any time for nonfulfillment of any eligibility requirements.

**Admission Intake**: There will be two intakes in a year – the January Cycle and the July Cycle.

## 4. Duration and Credits

The duration of the MBA Program is 2 years divided into 4 Semesters. The concept of credit is used to define the weightage of a course in the curriculum. Each course earns 4 credits totaling 90 program credits.

**Table: Distribution of Credits**

| Semester | No. of Core Courses | No. of Elective Courses | Total Credits |
|---|---|---|---|
| 1 | 5 | 0 | 20 |
| 2 | 5 | 0 | 20 |
| 3 | 2 | 4* | 24 |
| 4 | 1# | 5* | 26 |

* Includes one Open Elective and one Cross-Functional Elective Course # Master Thesis / Research Project

A total of 2,700 learning hours ensures that a student has acquired knowledge at par with the face-to-face classroom mode of delivery and learning over the two years.

## 5. Program Delivery

Mode of Program Delivery**: Online**

**Pedagogy**: Program delivery follows the prescribed four Quadrants approach resulting in maximum learner engagement. Each course involves 120 hours of learning (1 credit equals 30 learning hours). A combination of the following formats will be used: two-way live online audio-video lectures, pre-recorded audio-video lectures available on the University Management System (UMS), multimedia content, interactions through the discussion forum on the LMS, exhaustive e-content/printed material for in-depth reference, self-study activities that Includes Assignments, Quiz and Multiple Choice Questions (MCQ), Essay-type questions, Case Study etc., individual and group projects, programming exercise, dissertation, Massive Open Online Courses (MOOC) and various experiential learning methods.

# Fig: Four Quadrant Approach

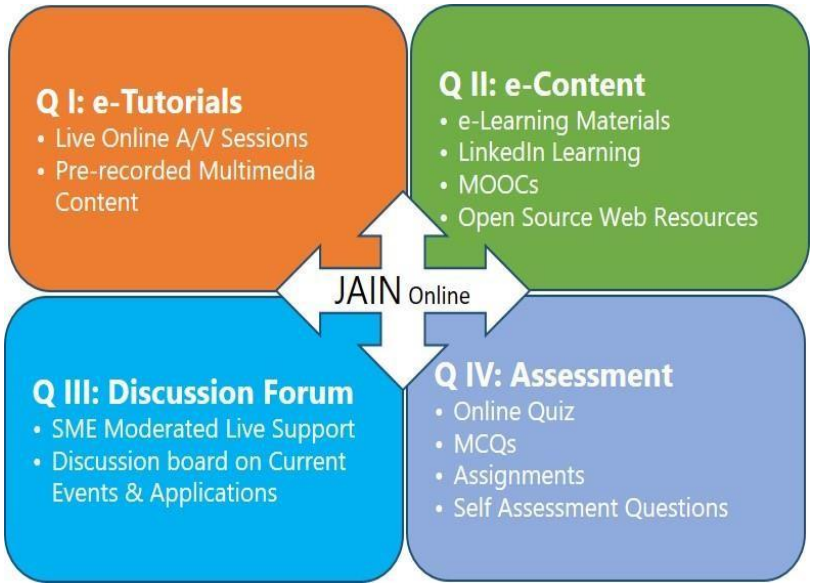

**Table: Distribution of Learning Hours**

| Quadrant | Weightage |
|---|---|
| I | 27 % |
| II | 20 % |
| III | 16 % |
| IV | 37 % |

**University Management System**: Our UMS platform has been designed to engage and inspire a learner by providing access to all the learning resources including texts, videos, screencasts, and lecture recordings; participate in discussion forums; and communicate with the faculty and the program team. A learner has the option to take the several quizzes and the MCQs that follow at the end of every unit of the course, track learning progress, submit assignments, and much more.

**e-Learning Material**: A learner is provided access to an exhaustive and customized Self-Learning Material (SLM) on the LMS. The SLM will also indicate sources of additional readings and resources available on the internet.

**Medium of instruction**: The medium of instruction and examination is English.

**e-Tutorials**: Two-way live interactive regular sessions will be scheduled on Saturdays for 5-7 hours.

## 6. Assessment Scheme

The performance of students will be based on Continuous Assessment (CA) and End Semester Examination (ESE) as per the weightage given in the following table:

**Table: Distribution of Weightage (CA: ESE)**

| Assessment Type | Weightage (%) |
|---|---|
| Continuous Assessment | 30 |
| End Semester Examination | 70 |
| **Total** | **100** |

Assessment of performance in Research Project is based on – Project Synopsis (Weightage 15%) Interim Report (Weightage 15%) Five-minute Video Presentation on the project (Weightage 20%) and Project Report (Weightage 50%)

Note: The Components of the Research Project should be submitted in sequential manner only viz., Project Synopsis, Interim Report followed by Project Report after which the Video Presentation is can be submitted.

## 7. Criteria for Continuous Assessment

The assessment scheme is designed not only to assess the attainment of course outcomes by the learner but also to help and guide them to undertake systematic studies. The Continuous Assessment (CA) marks will be awarded based on Three Assignments.

There are three Continuous Assessments. Each continuous assessment will be for 30 marks.

- The first assessment will be scheduled after the completion of Module 2 of the course (Post Week 5). (Questions will be from Module 1 and Module 2).
- The second assessment will be scheduled after the completion of Module 4 of the course (Post Week 10). (Questions will be from Module 3 and Module 4).
- The third assessment will be scheduled after the completion of Module 5 of the course (Post Week 12). (Questions will be from Module 1, 2, 3, 4 and 5 (weightage approx. 50%).

The average of the best two scores out of the three assessments will be considered as the Continuous Assessment marks.

**Assessment Details:**

Window Period: According to Calendar of Events

Maximum Duration: 60 minutes in a single sitting (After Login)

Number of attempts: One

Portion: 2 Modules for CA1 and CA2; All 5 Modules for CA3

*NOTE: Once you start attempting the assessment, you do not have the option of pausing or completing it partially. You have to complete the entire assessment in a single attempt.*

These MCQs will be based on the application of concepts learned (real-life or hypothetical situations) and case studies and will require substantial preparation by the learners.

Each question in the CA and ESE will be carefully mapped to the attainment of Course Outcomes considering the levels as per Bloom's Taxonomy.

**Additional Information on Assessment:**

i) Each MCQ will have four options of which only one of them will be correct.

ii) There will be no negative marking for selecting a wrong response, hence students are advised to attempt all the questions.

iii) The assessment will have to be attempted online as per the schedule notified.

iv) A learner will be required to take an assignment in a single sitting of a maximum 60 minutes (based on login).

v) The assessment can be attempted only once during the schedule announced using any device.

vi) Certain Courses may have a different pattern of CA.

## 8. End-Semester Examination

**Examination mode:** Online Proctored Examination

**System requirement**: A desktop or laptop computer with a working webcam and microphone facility connected to a stable and non-shared internet connection for the entire duration of the examination.

**Exam Date:** The University will conduct End Semester Examination (ESE) for both odd and even Semesters twice a year. ESEs are usually conducted around the 18$^{th}$ Week from the commencement of the Semester. The schedule of examination may change as per guidelines issued by the University Grants Commission (UGC) and/or relevant authority.

**Eligibility:** The student should have 75% participation in all activities of the program.

**Examination fee and registration**: In the first attempt, a learner has to register for all the courses of the Semester by paying the prescribed examination fee. For subsequent attempts, a learner can pay the examination fee on a per-course basis. The prescribed examination fee will have to be paid as per the due date and is non-refundable nor will be adjusted towards subsequent examinations in case a student does not appear in examinations of any courses.

**Exam Duration:** 180 Minutes, Single sitting (based on login)

**Maximum Marks: 70**

**Eligibility for Pass:** A learner shall be declared to have passed a course if he/she secures a minimum C Grade in that course.

In addition,

i) A minimum of 40% marks in aggregate (Total of scores in Continuous Assessment and End Semester Examination) is required to secure a C Grade; and

ii) A minimum of 25 marks should be scored separately out of 70 marks in the End Semester Examination.

Similarly, a learner shall be declared to have passed in Master Thesis / Project if he/she secures a minimum of 40% in aggregate.

## 9. Grading Scheme

The University awards the grades and grade points for each course as per the table below:

**Table: Grade and Grade Point**

| Grade | A+ | A | B+ | B | C+ | C | F |
|---|---|---|---|---|---|---|---|
| Corresponding Grade Point | 10 | 9 | 8 | 7 | 6 | 5 | 0 |
| Percentage of Marks | ≥90 - ≤100 | ≥80 - <90 | ≥70 - <80 | ≥60 - <70 | ≥50 - <60 | ≥40 - <50 | < 35 |
| CLASS | Outstanding | Excellent | VeryGood | Good | Above Average | Pass | Fail |

The Semester performance of a student will be indicated as "Semester Grade Point Average (SGPA). The SGPA will be weighted average of Grade Points of all letter grades received by a student for all the Course Modules in the semester.

The final Grade Card will indicate Cumulative Grade Point Average (CGPA) and shallbe based only on Grade Points obtained in courses for which Modules have been earned.

## 10. Question Paper Pattern

The End Semester Examination (ESE) for 70 marks will have the following pattern* –

**Section – A: 50 Marks**

(A learner is advised to assign 90 - 120 minutes to this section)

This section will have 50 MCQs of 1 mark each with varying difficulty levels. Each MCQ will have four options of which only one of them will be correct. There will be no negative marking for selecting a wrong response, hence learners are advised to attempt all the questions.

**Section - B: 20 Marks**

(A learner is advised to assign 60 - 90 minutes to this section)

This section will have 6 questions requiring descriptive answers of 5 marks each and the students will be required to answer any 4 of them. Generally, a word count of 200 to 300 words is sufficient to provide a satisfactory answer to a 5 mark question.

** Certain Courses may have a different pattern of ESE.*

## 11. Re-examination Policy

i. A learner has to register by paying a prescribed fee to reappear for the semester Examination as per notification issued by the University subject to completion of a program within the maximum period prescribed.
ii. The Continuous Assessment marks originally secured by the learner, in the first appearance in the course(s) if any, will be carried forward.

## 12. Promotion Policy

Learners will be promoted from one year to another provided they have paid all the fee dues and do not have any discipline cases pending against them. Appearing in the CA may be considered while deciding the promotion. They should however note that they have to pass in each course as per the passing requirements and earn the minimum credit units required for the award of a degree/ qualification.

## 13. Award of Degree

The learner will be awarded the Master of Business Administration degree upon fulfillment of the following criteria:

i. Must have passed all the courses of the four semesters;
ii. Must have complied with all other assessment guidelines and criteria notified during the conduct of the Program.
iii. Must have submitted the UG Convocation degree certificate.

The Degree Certificate will indicate the elective opted by the learner.

## 14. Semester Break

With prior approval, a learner may be allowed to take a break (temporary withdrawal) from the Program for a Semester or more for valid reasons of health/career. The learner shall be allowed to continue the program after re-registration as per the university norms.

## 15. Master Thesis / Research Project

Students undertake a project after the end of third semester. It provides an opportunity for the students to apply classroom learning and practice in an industry environment. The duration of the project is a minimum of 8 weeks. A learner can work with a company as an intern, undertake project, perform activities identified by the company and assist the organization in its functions or alternatively can carry out an independent research in the chosen elective area. The learner is required to submit a project report in the prescribed format. Learners are encouraged to convert their research into a paper/case and publish in association with a mentor.

The assessment will be according to pre-defined Rubrics based on performance Indicators like Similarity Check (Plagiarisms), Quality of References, Continuity of Work, Attainment of Learning Outcomes and Overall Quality in terms of potential of publishing/ Patenting. While the students will give a certificate of it being his/ her original work, they will also give a No Objection Certificate of it being published or patented under the name of JAIN (Deemed-to-be University).

## 16. Academic Integrity and Ethics

i. A learner who has committed an act of academic dishonesty will be deemed to have failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is not only a basis for disciplinary action but also is relevant to the evaluation of student's level of performance and progress.
ii. Where there has been violation of the basic ethos and principles of academic integrity and ethics, the Dean/Board of Examiners/Course Coordinator may use their discretion during the Semester on the disciplinary action to be taken.
iii. Academic dishonesty includes, but is not necessarily limited, to the following:
    a) Using more than one gadget/device during the conduct of the online examination;
    b) Switching off the webcam during the conduct of the online examination;
    c) Cheating or knowingly assisting another learner in committing an act of cheating;
    d) Unauthorized possession of learning material, examination materials, destruction or hiding of relevant materials;
    e) Act of plagiarism;
    f) Unauthorized changing of marks or marking on examination records.

# Master of Business Administration
**[Online Mode]**

# Course Matrix & Syllabus

# Elective: Finance

** The University reserves its right to update / change any part of these regulations as approved by the competent authority*

**Program Specific Objectives:**

**PSO1:** Apply advanced financial analysis techniques to evaluate investment opportunities, assess risk, and make informed financial decisions.

**PSO2:** Formulate comprehensive investment plans considering market trends, risk tolerance, and long-term financial goals.

**PSO3:** Apply financial principles to optimize capital structure, manage working capital, and evaluate financial performance for organizations.

## Course Matrix

| | | Finance | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB1S301 | DSE | Direct and Indirect Taxes | 3 |
| 25VMB1S302 | DSE | Investment Analysis and Portfolio Management | 3 |
| 25VMB1S303 | DSE | Banking & Insurance | 3 |
| 25VMB1S304 | SEC | Fintech - Foundations and Applications | 3 |

| | | | |
|---|---|---|---|
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB1S401 | DSE | Indian Financial System & Financial Markets | 4 |
| 25VMB1S402 | DSE | Wealth Management | 4 |
| 25VMB1S403 | DSE | International Finance & Investment Banking | 4 |
| 25VMB1S404 | DSE | Risk Management & Behavioural Finance | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

* Research Project will be carried out between Sem 3 and Sem 4, but evaluation will reflect in Sem 4

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

| | |
|---|---|
| **Course Title:** | Business Economics |
| **Course Code:** | 25VMB0C101 |
| **Semester:** | I |
| **Credits** | 4 |
| **Course Type:** | Core Course |
| **Learning Hours:** | 120 |
| **Live Sessions** | 12 |

**Course Description:** This course enhances the learner's ability to understand the fundamental concepts of economics and equips them to analyses the market dynamics, evaluate risk, formulate pricing strategies, and adapt to economic policy changes as well as developing core competencies in a competitive and evolving business environment.

**Course Outcomes (COs):**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Appraise theories and concepts of economics for optimizing business decisions. | L5 |
| CO2 | Develop skills in interpreting equilibrium models in demand and supply. | L6 |
| CO3 | Examine economic models of production, cost and revenue to determine the business breakeven point. | L4 |
| CO4 | Apply output and price determination in a competitive market situation and maximize profit. | L3 |
| CO5 | Develop a macroeconomic foundation for decision-making in a dynamic business world. | L6 |

**Course Module**

**No. of hours:24**

| ***Module 1: Fundamentals of Economics*** |
|---|
| **Scope of Module:** This module introduces the foundational principles of economics, and help learners to understand broader economic systems**.** |
| **Topics:** Scarcity and Choice; Basic Economic Problems; Distinction between Microeconomics and Macroeconomics; Scope of Business Economics; Marginal Utility and Total Utility; Cardinal Utility; Law of Diminishing Marginal Utility; Consumer Equilibrium; Application of Law of Marginal Utility; Consumer Surplus; Law of Equip-marginal Utility; Ordinal Utility; Properties of Indifference Curve; Price line; Consumer Equilibrium Using Indifference Curve; Price Effect, Income Effect, Substitution Effect. |

| |
|---|
| **Learning Outcome:** To elaborate the basic economic problems and apply economic reasoning to understand resource allocation issues in different economic systems. |

**No. of hours:24**

| ***Module 2: Basic Elements of Demand & Supply*** |
|---|
| **Scope of Module:** This module explores the foundational principles of demand and supply and focuses on how markets function, how prices are determined, and how changes in economic variables affect consumer and producer behaviour. |
| **Topics:** Meaning and Definition of Demand; Types of Demand; Demand Determinants; Law of Demand; Exception to Law of Demand; Concept of Elasticity; Types of Elasticity of Demand; Degrees of Price Elasticity; Measurement of Price Elasticity; Income Elasticity of Demand; Types of Income Elasticity of Demand; Cross-Elasticity of Demand; Types of Cross-Elasticity of Demand; Need for Demand Forecasting; Types of Demand Forecasting; Sample Survey; Opinion Poll; Delphi method; Regression Models; OLS Model; Econometric Methods. |
| **Learning Outcome**: To analyse demand and supply analysis to predict the impact of government interventions. |

**No. of hours:24**

| ***Module 3: Theory of Production & Cost Analysis*** |
|---|
| **Scope of Module:** This module provides a theoretical and practical understanding of how firms use inputs to produce goods and services, how production efficiency is achieved, and how costs behave in the short and long run. |
| **Topics:** Production Function; Short-run Production Function; Law of Variable Proportion; Long-run Production Function; Isoquants; Properties of Isoquants; Iso-cost line; Law of Returns to Scale; Types of Economies of Large-scale production; Technical economy; Labour economy; Marketing economy; Financial economy; Economies of Scope; Types of costs; Cost-output Relations; Cost curves in the short-run and long-run. |
| **Learning Outcomes:** To explain the relationship between inputs and outputs using the production function and analyze how costs vary with output levels in both short-run and long-run contexts. |

**No. of hours:24**

| ***Module 4: Analysis of Market-I*** |
|---|
| **Scope of Module:** This module introduces learners to the fundamental concepts of revenue, cost analysis, and market structures. |
| **Topics:** Basic Concepts of Revenue, Revenue Curves, Relationship between Average and Marginal Revenue Curve; Break-event Point; Contribution Margin; Problems for BEP; Concept of Market and Main Forms of Market; Equilibrium of the Firm- Meaning and Objectives of the Firm; Price and Output under Determination Perfect Competition, |

| |
|---|
| Monopoly, Monopolistic Competition and Oligopoly; Types of Oligopoly; Cartels and Collusive Oligopoly; Non-Collusive Oligopoly; Price Leadership; Price rigidity and Kinked Demand Curve Model. |
| **Learning Outcomes:** To evaluate the impact of changes in cost, volume, and price on break-even outcomes and identify key characteristics that differentiate one market structure from another. |

**No. of hours:24**

| **Module 5: Analysis of Market-II & Overview of Macroeconomics** |
|---|
| **Scope of Module:** This module provides a comprehensive overview of strategic firm behaviour under oligopoly**,** explores modern market structures**,** and examines key macroeconomic indicators and policy tools**.** |
| **Topics:** Game theory applications to Oligopoly; Contemporary and Hybrid Market Structures; Comparative Analysis and Policy Implications; National Income Concepts; Estimation of GDP; Inflation; Types and Causes; Unemployment Types; Balance of Payment; Correction of disequilibrium; Foreign Exchange; Monetary and Fiscal Policy. |
| **Learning Outcomes:** To Identify and interpret modern market forms such as platform economies**,** digital monopolies, and network-based markets**.** |

**CO-PO Mapping**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** |
|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 1 | - | 1 | 2 | 1 |
| **CO2** | 2 | 2 | - | 2 | 2 | 3 | 2 |
| **CO3** | 1 | 1 | 2 | 1 | - | 3 | 3 |
| **CO4** | 3 | 2 | 3 | 3 | 2 | 2 | 2 |
| **CO5** | 1 | - | 2 | 2 | 2 | 1 | 3 |
| **Articulation** | 2 | 1.75 | 2 | 2 | 1.75 | 2.2 | 2.2 |

| | |
|---|---|
| **Course Title**: | Sustainability & Ethics |
| **Course Code**: | 25VMB0C102 |
| **Semester**: | I |
| **Credits**: | 2 |
| **Course Type** | CC |
| **Learning Hours** | 60hours |
| **Live Sessions** | 12 hours |

**Course Description:** This course explores the ethical principles and sustainable practices essential for responsible business conduct. It equips students with the knowledge to identify ethical dilemmas, evaluate corporate responsibility, and implement sustainable strategies that align with global standards. Topics include business ethics, stakeholder management, environmental and social governance (ESG), corporate social responsibility (CSR), ethical leadership, sustainable development goals (SDGs), and the integration of ethics in decision-making.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Explain the foundational concepts of sustainability and ethical responsibility in business. | 5 |
| CO2 | Analyze global and local environmental, social, and governance (ESG) issues affecting organizations | 4 |
| CO3 | Evaluate the role of sustainable leadership and ethical frameworks in managerial decision-making. | 5 |
| CO4 | Identify strategies to implement sustainable business practices and foster ethical cultures. | 3 |
| CO5 | Assess the impact of sustainability and ethics on corporate governance and stakeholder value. | 5 |

**Course Module**

**No. of Hours:12**

| ***Module 1:*** **Foundations of Sustainability and Ethics** |
|---|
| ***Scope of Module:*** This module provides a comprehensive introduction to the foundational concepts of sustainability and ethics in the business world. |
| ***Topics:*** Introduction to Sustainability –definitions, history, UN SDGs, triple bottom line**.** Introduction to Ethics **–** Meaning, Principles, Scope. Types of Unethical Business Conduct, Causes of Unethical Conduct, Measures to Improve Ethical Conduct in Business. Principles, moral development, ethics vs compliance**.** |
| **Learning Outcome:** Students will be able to Explain key sustainability and ethics concepts and their relevance in business. |

**No. of Hours:12**

| **Module 2: ESG and Corporate Social Responsibility (CSR)** |
|---|
| **Scope of Module:** This module explores the practical tools and globally recognized |

| |
|---|
| frameworks companies use to fulfill their environmental, social, and governance (ESG) responsibilities. Students will also delve into Corporate Social Responsibility (CSR) models, stakeholder theory, and corporate philanthropy. |
| **Topics:** Introduction to CSR, Meaning and Purpose of CSR, Relevance, Strategies, Types, Characteristics of CSR, Objectives of CSR, Evolution of CSR, CSR and Ethics, Criteria behind CSR ESG Frameworks –environmental, social, and governance dimensions. CSR Models– types, stakeholder theory, corporate philanthropy. |
| **Learning Outcome:** Students will be able to Analyze ESG and CSR strategies adopted by organizations for sustainable value creation. |

**No. of Hours:12**

| **Module 3: *Ethical Decision Making and Leadership*** |
|---|
| **Scope of Module:** In this module, students will study various ethical theories and learn to apply them in real-world decision-making scenarios. The focus will be on cultivating ethical leadership and understanding how leaders influence organizational culture through values, behavior, and policy. |
| **Topics:**Business Ethics Theories –utilitarianism, deontology, virtue ethics, ethical dilemmas. Ethical Leadership – models, traits, culture building, ethical role modeling. |
| **Learning Outcome*:*** Students will be able to Evaluate ethical theories and apply them to leadership and decision-making scenarios. |

**No. of Hours:12**

| **Module 4: *Sustainable Business Strategy and Innovation*** |
|---|
| **Scope of Module:** This module focuses on integrating sustainability into business models, operational strategies, and innovation ecosystems. Students will explore concepts such as the circular economy, green supply chains, and social entrepreneurship. |
| **Topics:** Sustainability in Operations –circular economy, green supply chains. Social Entrepreneurship –inclusive innovation, impact investing. Integrating Sustainability – strategy, measurement, KPIs, reporting. |
| ***Learning Outcome:*** Students will be able to Develop sustainable business strategies and evaluate innovations that support sustainability goals. |

**No. of Hours:24**

| **Module 5: Governance, Risk, and Stakeholder Management** |
|---|
| **Scope of Module:** This final module provides an integrated approach to managing corporate governance, ethical risk, and stakeholder engagement. Students will examine regulatory frameworks, board governance principles, and methods for ethical risk assessment. |
| **Topics:** Corporate Governance – principles, board roles, transparency, accountability. Risk and Stakeholder Management –ethical risk frameworks, stakeholder engagement. |
| ***Learning Outcome:*** Students will be able to Assess governance and risk practices to enhance ethical stakeholder relationships. |

**CO/PO Mapping Table**

| **COs** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** | **PO8** |
|---|---|---|---|---|---|---|---|---|
| CO1 | 3 | | 3 | | | | | 2 |
| CO2 | | 3 | 2 | | | | 3 | 3 |
| CO3 | 2 | 2 | | | | | 3 | 2 |
| CO4 | 2 | | | 3 | | 3 | 2 | 3 |
| CO5 | | 3 | | | 3 | 3 | | 3 |
| **Articulation** | 2.3 | 2.6 | 2.5 | 1 | 1 | 2 | 2.6 | 2.6 |

**Note:** The Articulation is indicative of how a particular course maps to a PO.

| | |
|---|---|
| **Course Title**: | Financial Reporting & Corporate Finance |
| **Course Code**: | 25VMB0C103 |
| **Semester**: | I |
| **Credits**: | 4 |
| **Course Type** | SSC |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 hours |

**Course Description:** This course offers an integrated understanding of financial reporting and corporate finance, emphasizing regulatory frameworks, accounting standards, and interpretation techniques. It equips learners with the skills to prepare and analyses financial statements, assess financial health, and make informed investment and corporate finance decisions. The course also addresses emerging reporting practices, ensuring relevance in today's dynamic regulatory and corporate landscape.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Analyses the conceptual and regulatory frameworks of financial reporting and evaluate their influence on accounting practices. | L4 |
| CO2 | Apply accounting standards to accurately record and present financial transactions in individual and group financial statements | L3 |
| CO3 | Evaluate financial performance using advanced interpretation techniques including ratio analysis and trend examination. | L5 |
| CO4 | Design strategic financial models for decision-making in areas such as capital structure, working capital, and investment appraisal. | L6 |
| CO5 | Assess the role of evolving reporting practices (CSR, sustainability, XBRL, etc.) in enhancing transparency and accountability in corporate reporting. | L5 |

**Course Module**

**No. of Hours:24**

| **Module 1: Conceptual and Regulatory Framework of Financial Reporting** |
|---|
| **Scope of Module:** This module introduces learners to the foundational concepts, recognition criteria, and measurement bases of financial reporting, along with the regulatory frameworks and standards (ICAI, IFRS, SEBI) governing them. It also covers emerging reporting practices such as sustainability, CSR, and integrated reporting to build competence in interpreting contemporary financial disclosures. |
| **Topics:** Overview of Accounting Standards (GAAP, IFRS and IndAS); Applicability of Indian |

| |
|---|
| Accounting Standards; Different types of financial reporting- Sustainability reporting, Triple Bottom Line Reporting: Implementation, users, and challenges; CSR Reporting; Integrated Reporting; Business Responsibility Reporting; IndAS 113: Fair Value Measurement |
| **Learning Outcome:** To be able to evaluate the need for regulatory frameworks and assess their impact on the preparation and interpretation of consolidated financial statements. |

**No. of Hours:24**

| **Module 2: Accounting for Transactions and Preparation of Financial Statements** |
|---|
| **Scope of Module:** Learners will cover accounting for assets, impairments, leases, taxation, provisions, and foreign currency, and will prepare single and consolidated financial statements. These skills are vital for professionals involved in financial reporting, compliance, and external audits across sectors. |
| **Topics:** Tangible and intangible assets; Double Entry System, Journal Entries, Ledger Posting, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet, Adjustments in Final Accounts (e.g., Depreciation, Prepaid Expenses, Accrued Income). |
| **Learning Outcome:** To be able to apply fundamental accounting principles and processes to record, classify, and summarize business transactions, and to prepare accurate final accounts with necessary year-end adjustments in compliance with standard accounting practices. |

**No. of Hours:24**

| **Module 3: Valuation, Accounting and Reporting of Financial Instruments** |
|---|
| **Scope of Module:** This module delves into the recognition, measurement, and disclosure of financial instruments, including valuation practices for shares and goodwill. It also introduces the principles of government accounting and reporting frameworks such as XBRL, equipping learners with analytical tools for evaluating financial health. |
| **Topics:** Analysis of Profit and Loss Statement; Analysis of Balance Sheet; Common Size Financial Statements; Trend Analysis; Comparative Financial Statements; Ratio Analysis (including Liquidity Ratios, Profitability Ratios, Solvency Ratios, and Efficiency Ratios). |
| **Learning Outcome:** Learners will be able to analyze profit and loss statements and balance sheets using common size, trend, and comparative techniques. They will calculate and interpret key financial ratios to assess liquidity, profitability, solvency, and efficiency. These skills will enable informed evaluation of an organization's financial performance and position. |

**No. of Hours:24**

| **Module 4: Corporate Financial Decision-Making** |
|---|
| **Scope of Module:** This module explores capital structure, financing choices, working capital, and dividend policies, along with the evolving roles of CFOs and finance leaders in India. It supports strategic financial decision-making crucial for leadership roles in corporate finance and entrepreneurship. |
| **Topics:** Objectives of financial management: profit vs. wealth maximization; Role of CFO, Treasury, Controller; Cost of capital and capital structure; Working capital management; Financing alternatives, leverage; Dividend policy and decisions |
| **Learning Outcome:** To be able to evaluate the financial decisions related to capital |

| |
|---|
| structure, working capital, and dividend policy to enhance shareholder value and organizational sustainability. |

**No. of Hours:24**

| **Module 5: Investment and Time Value of Money** |
|---|
| **Scope of Module:** Learners will apply TVM concepts and capital budgeting tools (NPV, IRR, Payback) to evaluate investment projects and financial viability. These techniques are essential in fields like corporate finance, investment banking, and strategic planning for assessing long-term decisions. |
| **Topics:** Time value of money concepts (PV, FV, annuities, perpetuities); Capital budgeting techniques: NPV, IRR, MIRR, Payback, ARR; Impact of interest rates and inflation on investments |
| **Learning Outcome:** To be able to analyze long-term investment opportunities by applying time value of money and create capital budgeting techniques/models to support strategic financial planning. |

**CO/PO Mapping Table**

| **COs** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** |
|---|---|---|---|---|---|---|---|
| CO1 | 2 | | 2 | | | | |
| CO2 | 2 | | | 3 | | | |
| CO3 | | 3 | | 2 | | 2 | |
| CO4 | 2 | 3 | | | 2 | | |
| CO5 | | | 2 | | 3 | | 2 |
| **Articulation** | 2 | 3 | 2 | 2.5 | 2.5 | 2 | 2 |

**Note:** The Articulation is indicative of how a particular course maps to a PO.

| | |
|---|---|
| **Course Title:** | Organisation Behavior and Human Resources Management |
| **Course Code:** | 25VMBC0104 |
| **Semester:** | I |
| **Credits:** | 4 |
| **Course Type:** | DSC |
| **Learning Hours:** | 120 hours |
| **Live Sessions:** | 12 hours |

**Course Description:** This course provides a comprehensive understanding of Organizational Behaviour and Human Resource Management, integrating foundational theories with contemporary practices. It covers individual and group dynamics, leadership, motivation, organizational design, culture, strategic HRM, talent management, and HR analytics. Emphasizing both local and global perspectives, the course equips learners to apply analytical, ethical, and strategic approaches to managing people and enhancing organizational performance in an evolving business environment

**Course Outcomes (COs): (With BTL)**

| CO | Course Outcome Statement | BTL |
|---|---|---|
| CO1 | Understand individual and group behaviour using OB theories and motivation models | L2 |
| CO2 | Evaluate leadership styles, power dynamics, and conflict resolution in organizations. | L5 |
| CO3 | Apply organizational culture concepts and HR planning techniques in recruitment and selection. | L3 |
| CO4 | Analyses talent development, rewards, and HR analytics for workforce effectiveness. | L4 |
| CO5 | Develop strategic and international HRM practices with the use of digital HR tools. | L6 |

**Course Modules**

**No of Hours: 24**

| **Module 1: Foundations of Organization Behaviour and Individual Differences** |
|---|
| **Scope of Module:** This module introduces the fundamentals of Organizational Behaviour, emphasizing individual and group behaviour, motivation, and diversity. It covers key psychological theories, OB models, and team dynamics, enabling learners to apply these concepts to improve performance, collaboration, and engagement in organizational settings. |
| **Topics:** Meaning, Importance, Historical Evolution of OB, OB Models, Contributing Disciplines, Workforce Diversity and Dynamics, Global Context and Application of OB in Organizations Personality: Traits, Theories, and Workplace Impact, Attitudes and Values: Formation, Components, Job-Related Attitudes, Job Satisfaction: Measurement, Causes, and Organizational Impact, Theories of Motivation: Maslow, Herzberg, ERG, Theory X & Y, McClelland, Process Theories: Expectancy Theory, Equity Theory, Application of Motivation at Work; Group meaning, Formation, Team vs. Group, Tuckman's Model, Group Properties and Decision-Making Techniques, Importance of Teams in Contemporary Organizations |
| ***Learning Outcome:*** Apply core OB principles by analysing individual and group behaviour, motivation, and interpersonal dynamics in diverse organizational settings. |

**No of Hours: 24**

| **Module 2: Leadership, Power, Politics, and Organizational Design** |
|---|

| |
|---|
| **Scope of Module:** This module examines leadership theories, power dynamics, and conflict management strategies crucial for organizational effectiveness. It also covers organizational design and structure, enabling learners to assess leadership impact, navigate workplace politics, and apply structural frameworks that support strategic goals and informed decision-making. |
| **Topics:**Meaning, Definition of Leadership, Leadership vs. Management, Managerial Grid Model, Approaches to Leadership (Trait, Behavioural, and Situational Approaches), Contemporary Leadership Theories (Transformational, Transactional, Visionary, Charismatic), Leadership Challenges in Modern Organizations, Power- Meaning, Bases and Tactics of Power, Political tactics for increasing power base, concept of Organizational Politics; Conflict- Meaning and importance, Functional vs.Dysfunctional Conflict, Conflict Resolution Styles and Process; Organizational Theory and Structure; Evolution of Organization Theory, Mintzberg's Organizational Types; Structural Designs for information sharing: Horizontal, Vertical, Functional, Divisional, Matrix, Virtual, Hybrid, Information Sharing, Reporting Relationships, Structural Alignment |
| ***Learning Outcome:*** Critically evaluate leadership approaches and analyse the interplay of power, politics, and conflict while applying organizational design principles to enhance effectiveness and decision-making. |

**No of Hours: 24**

| **Module 3: Organizational Culture, Talent Planning, and Acquisition** |
|---|
| **Scope of Module:** This module highlights the influence of organizational culture on workplace behaviour and introduces key HRM functions such as manpower planning, recruitment, and selection. Learners will align cultural values with talent strategies, respond to workforce trends, and enhance human capital for organizational effectiveness and growth |
| **Topics:** Organizational Culture- Meaning, Types, Importance, Strong vs. Weak Cultures, Creating Ethical and Progressive Cultures. Cultural Awareness: Iceberg Model; Human Resource Management (HRM) Foundations: Evolution, Functions, and Changing Forces (Globalization, Tech, Diversity), Human Resource Planning: Process, HRP Models, Human Resource Forecasting, HRP Challenges from Organization and Global Context; Job Design- Job Description, Job Analysis & Job Evaluation, Quality of Work Life. Recruitment & Selection: Recruitment Strategies: Internal & External Methods, Emerging Trends, Human Capital Management & ROI, Selection Process: Tests, Interviews, Induction and placement |
| **Learning Outcomes:** Understand the impact of organizational culture and apply strategic HRM practices in manpower planning, recruitment, and selection aligned with modern workplace dynamics. |

**No of Hours: 24**

| **Module 4: Talent Management, Rewards, and HR Analytics** |
|---|
| **Scope of Module:** This module focuses on strategic talent development through training, succession planning, and performance appraisal. It explores compensation, employee well-being, and work-life balance while introducing industrial relations and HR analytics to support data-driven decisions and promote equitable, high-performing workplace environments. |
| **Topics:** Talent Management- Employee Training - Meaning, need and importance, Difference between Training and Development, Methods of Training, Succession Planning, Performance Appraisal Techniques and Limitations, ROI on Learning & Development; Employee Rewards & Well-being- Compensation Structure, Benefits, Work-Life Balance Interventions, Employee Welfare, Basics of Industrial Relations- Trade Unions and its types, Collective Bargaining, Worker Participation, and Workplace Safety; HR Analytics: |

| |
|---|
| Introduction, Evolution of HRA, Application of HR Analytics in Decision-Making and Negotiation, and use of HR Metrics in understanding the effectiveness of recruitment, selection and training of employees. |
| **Learning Outcomes:** Evaluate talent development and performance systems, assess employee rewards, and apply HR analytics for strategic decision-making and effective employee relations. |

**No of Hours: 24**

| **Module 5: Strategic and International Human Resource Management** |
|---|
| **Scope of Module:** This module explores the strategic integration of HRM to drive organizational success and maintain competitive advantage. It covers international HRM practices, global workforce challenges, and the use of E-HRM and HRIS, enabling learners to apply strategic insights and navigate emerging HR trends in global contexts. |
| **Topics: Strategic HRM (SHRM):** Introduction, Investment Perspective of HRM, Factors influencing SHRM, Measuring Human Capital, Strategic vs. Traditional HRM, HR Roles, Integrating HR with organisation strategy, Barriers to Strategic HR, Outcomes of Strategic HR and Strategic Fit Model of SHRM; **International HRM-** Concept, importance, Global HR Practices and Challenges in International HRM, Concept of E-HRM, HRIS (Human Resource Information System), and its use in Business; Measuring Intellectual Capital; Contemporary Issues and Emerging Trends in HRM |
| **Learning Outcomes:** Evaluate the strategic role of HRM in driving organizational success and navigate the complexities of managing HR across global contexts with emerging digital and analytical trends. |

**CO-PO Mapping Table**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** |
|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 3 | | | 3 | | |
| **CO2** | 3 | 3 | 2 | | 3 | 2 | 3 |
| **CO3** | 3 | | 3 | | 2 | 3 | 2 |
| **CO4** | 3 | 3 | | 3 | | 2 | |
| **CO5** | 3 | 3 | 3 | 3 | | | |
| **Articulation** | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

Articulation is calculated as:

$$= \frac{Sum\ of\ CO\ Mappiung\ Levels\ for\ a\ perticular\ PO}{No.of\ COs\ that\ mapped\ to\ that\ PO}$$

Example:1 $Articulation\ of\ PO1 = \frac{(3+2+3+2+3)}{5} = 2.6$

Example: 2 $Articulation\ of\ PO7 = \frac{(1+1)}{2} = 1.0$

| | |
|---|---|
| **Course Title**: | Quantitative Techniques for Business Decisions |
| **Course Code**: | 25VMB0C105 |
| **Semester**: | I |
| **Credits**: | 4 |
| **Course Type** | Core Course |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 hours |

**Course Description:** This course introduces foundational statistical techniques essential for data-driven decision-making in business. Students will gain skills in data visualization, descriptive statistics, probability, distributions, correlation, regression, and hypothesis testing, crucial for analytical roles in the industry.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Apply techniques for data collection, organization, and visualization to support business analysis. | L3 |
| CO2 | Utilize descriptive statistical tools to summarize and interpret business data. | L3 |
| CO3 | Apply probability concepts and distributions to evaluate uncertainty in business contexts. | L3 |
| CO4 | Analyze relationships between variables using correlation and regression methods. | L4 |
| CO5 | Test business hypotheses using appropriate statistical techniques and interpret the outcomes. | L5 |

**Course Module**

**No. of Hours:24**

| **Module 1: Data and Visualization** |
|---|
| **Scope of Module:** Covers classification and collection of business data and its graphical/tabular representation for business decisions. |
| **Topics:** Introduction to Statistics , Need for analytics, Data Types and Scales, Methods of data collection, Classification of data, Frequency distribution, Diagrams: line, bar, rectangle, pie. Graphs: Histogram, frequency polygon, ogives. One-way and two-way tables. |
| **Learning Outcome:** Students will be able to organize and visually represent business data to support managerial interpretation. |

**No. of Hours:24**

| **Module 2: Descriptive Statistics** |
|---|
| **Scope of Module:** Focuses on summarizing and interpreting data using measures of central tendency and dispersion. |
| **Topics:** Mean, Median, Mode, Range, Quartile Deviation, Mean Deviation, Standard Deviation |
| **Learning Outcome:** Students will be able to summarize and interpret data using |

| |
|---|
| appropriate descriptive statistical measures. |

**No. of Hours:24**

| **Module 3: Probability and Probability Distributions** |
|---|
| **Scope of Module:** Develops probability-based analytical thinking and application to business uncertainty modeling. |
| **Topics:** Probability rules, Addition and multiplication theorems, Conditional Probability Bayes' Theorem, Permutations and Combinations, Binomial, Poisson, and Normal Distributions |
| **Learning Outcome:** Students will be able to apply probability rules and distributions to solve problems involving uncertainty. |

**No. of Hours:24**

| **Module 4: Correlation and Regression** |
|---|
| **Scope of Module:** Introduces techniques to measure and model relationships between variables, useful for forecasting and analysis. |
| **Topics:** Pearson and Spearman correlation , Simple linear regression, Concept of multiple regression |
| **Learning Outcome:** Students will be able to analyze and model relationships between business variables using correlation and regression. |

**No. of Hours:24**

| **Module 5:** Hypothesis Testing and Analysis of Variance |
|---|
| **Scope of Module:** Covers inferential statistics including hypothesis testing and ANOVA for validating assumptions. |
| **Topics:** Hypothesis testing concepts, One-tailed and two-tailed tests, Type I and II errors Z-test, t-test, F-test, Chi-square test , One-way and Two-way ANOVA |
| **Learning Outcome:** Students will be able to test hypotheses and interpret statistical results to support business decision-making. |

**CO/PO Mapping Table**

| **COs** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** |
|---|---|---|---|---|---|---|---|
| CO1 | 2 | 2 | - | 3 | - | - | - |
| CO2 | 2 | 3 | - | 2 | - | - | - |
| CO3 | 2 | 3 | 2 | 3 | - | - | - |
| CO4 | 2 | 3 | 2 | 3 | - | - | - |
| CO5 | 2 | 3 | 2 | 2 | - | - | - |
| **Articulation** | 2 | 3 | 2 | 3 | - | - | - |

**Note:** The Articulation is indicative of how a particular course maps to a PO.

| | |
|---|---|
| **Course Title**: | Generative AI for Online Learners |
| **Course Code**: | 25VMXOS105 |
| **Semester**: | I |
| **Credits**: | 2 |
| **Course Type** | Skill Enhancement Course |
| **Learning Hours** | 60 |
| **Live Sessions** | 12 hours |

**Course Description:** This postgraduate-level course provides an advanced engagement with Generative AI, mapped to the textbook *Generative AI for Online Learners*. Learners will gain deeper insights into AI applications for academic writing, research support, professional communication, and career development. Emphasis is placed on critical evaluation, ethical boundaries, and reflective practice to equip PG students to use AI tools with maturity and academic integrity.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Explain advanced principles and implications of Generative AI for academic and professional contexts | L5 |
| CO2 | Demonstrate effective prompting and iterative refinement for complex academic tasks. | L2 |
| CO3 | Apply AI for literature review, summarization, academic writing, and presentations. | L3 |
| CO4 | Critically evaluate risks, biases, and originality concerns in research with AI. | L4 |
| CO5 | Develop AI-enabled strategies for professional skills and career opportunities. | L5 |

**Course Modules**

**No of Hours: 12**

| **Module 1: What is Generative AI? Why Should You Care?** |
|---|
| **Scope of Module:** This topic introduces learners to the fundamentals of Generative AI, dispels common myths, explores real-world applications across domains, and provides a first hands-on experience with AI tools like ChatGPT or Claude |
| **Topics:** Generative AI Fundamentals – Definitions, myths, applications, first hands-on**.** |
| ***Learning Outcome:*** Learners will understand the basics and practical impact of Generative AI, and gain initial experience using AI tools to explore their capabilities in educational and creative contexts. |

**No of Hours: 12**

| **Module 2: Talk to AI Like a Colleague with Prompting Basics** |
|---|

| |
|---|
| **Scope of Module:** This topic covers various types of prompts, best practices for academic use, and techniques for refining AI-generated responses through iteration and critique. |
| **Topics:** Prompting for Advanced Learners – Complex prompts, critique of AI outputs. |
| ***Learning Outcome:*** Learners will develop effective prompting skills and the ability to critically evaluate and improve AI-generated outputs. |

**No of Hours: 12**

| **Module 3: Smart Learning with AI** |
|---|
| **Scope of Module:** This topic explores practical uses of AI for studying, self-assessment, and active learning while emphasizing mindful and balanced AI usage. |
| **Topics:** Smart Academic Learning – Summarization of research articles, critical analysis, active learning. |
| ***Learning Outcome:*** Learners will apply AI tools to enhance their academic preparation and engagement while recognizing the importance of maintaining independent thinking. |

**No of Hours: 12**

| **Module 4: Ethics, Originality, and the Reflective Learner** |
|---|
| **Scope of Module:** This topic focuses on ethical AI usage, recognizing potential biases and inaccuracies, proper citation practices, and reflective learning through journaling. |
| **Topics:** Ethics and Originality – Advanced ethical issues, bias, citation practices, reflective learning |
| ***Learning Outcome:*** Learners will practice responsible AI use in academics, understand ethical concerns, and develop awareness through regular reflection. |

**No of Hours: 12**

| **Module 5: Future-Proof Yourself with AI** |
|---|
| **Scope of Module:** This topic highlights real-world AI workflows for productivity, communication, creativity, and decision-making, along with keeping current with AI trends and concluding reflective tasks. |
| **Topics:** AI for Research and Careers – Research communication, productivity workflows, career readiness |
| ***Learning Outcome:*** Learners will integrate AI effectively into daily academic and professional tasks and complete their final reflections and assignments with a forward-looking perspective. |

**CO PO Mapping Table**

| COs | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | – | – | 2 | 2 | 3 | – | – |
| **CO2** | – | 3 | – | 2 | – | 2 | 3 | – |
| **CO3** | 2 | 3 | – | – | 2 | 3 | – | – |
| **CO4** | – | 2 | 2 | – | – | – | 3 | 3 |
| **CO5** | – | 3 | – | 3 | 2 | – | 2 | 2 |
| **Articulation** | 2.5 | 2.75 | 2 | 2.33 | 2 | 2.66 | 2.66 | 2.5 |

# Semester II
# Courses

| | |
|---|---|
| **Course Title**: | Entrepreneurship |
| **Course Code**: | 25VMBOC201 |
| **Semester**: | II |
| **Credits**: | 4 |
| **Course Type** | TDPCL |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 hours |

**Course Description:** In the current scenario, many students of Engineering and Management are interested in starting their own ventures after completing the course or after working for a few years in the corporate sector. Hence it has become important to include a course on Entrepreneurship. The start-up culture is gaining a big momentum in India. This course on Entrepreneurship will provide the foundation for the students to start their own ventures. The course will cover, among other things, how to generate ideas and recognize opportunities and also to prepare a Business Plan and decide on the right type of investors to seek funds for their ventures.

**Course Outcomes (COs):**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | The learners will be able to interpret models of entrepreneurship. | L3 |
| CO2 | The learners will be able to sketch the various stages in entrepreneurship development. | L3 |
| CO3 | The learners will be able to examine internal, external and competitive environments in Business. | L4 |
| CO4 | The learners will be able to identify and appraise strategies for growth of new ventures. | L4 |
| CO5 | The learners will be able to create alternative Business Plans, appraise them and conclude on the most suitable Business Plan and prioritize the next best alternatives | L5 |

**Course Modules**

**No of Hours: 24**

| **Module 1: Introduction, Problem identification and Idea generation** |
|---|
| **Scope of Module:** This module covers the basics of Entrepreneurship, how to identify a problem or unmet needs in the society and the various ways of generating new ideas and recognizing the opportunities for starting a new venture. |
| **Topics:** Introduction, importance of entrepreneurship, definitions of entrepreneurship, history and evolution of entrepreneurship, types of entrepreneurs, myths of entrepreneurship, Qualities of successful entrepreneurs, motives and drives to take up entrepreneurship, behavioral traits of entrepreneurs, entrepreneurial decision process ,Opportunity Recognition, Problem identification, Develop solutions, Identify market gaps, Sensing market opportunities, Evaluation of opportunities Sources of ideas, Idea generation methods, Brainstorming, Creativity and innovation, Idea vs. opportunity matching, Selection of ideas, Idea testing with potential customers |
| **Learning Outcome:** To evaluate the process of sensing opportunities and explain the process of idea selection for start-ups. |

**No of Hours: 24**

| **Module 2: Environmental Analysis** |
|---|
| **Scope of Module:** This module covers the tools and techniques of Environmental analysis such as STEEPLE, SWOC and Porter's Five Forces Analysis to scan the external environment, match the internal environment factors with external environment factors and analyze the competitive environment. |
| **Topics:** Identify the available resources, Develop a unique selling proposition, Identify strengths and weaknesses, Assess the availability and advantage of resources and assess the capability to attract investments, Elements of external environment, PEST to PESTEL to STEEPLE, Identifying opportunities and threats in the external environment, Matching internal environment factors to the external environment factors, Political environment and government policies , Understand the existing competition both domestic and international, Industry analysis using the tool Michael Porter's five forces, Studying the competitor strategies |
| ***Learning Outcome:*** To analyze the internal, micro and macro level factors that affects the new venture creation and to understand the key aspects of competitor strategies. |

**No of Hours: 24**

| **Module 3: *Business Plan*** |
|---|
| **Scope of Module:** This module describes how to prepare a Business Plan and the initial components of the Business Plan such as Marketing Plan and Technology and Operations Plan. |
| **Topics:** Meaning of Business Plan, Entrepreneurial Process, Importance of Business Plan, Components of Business Plan, Reasons for Failure of Business Plan, Business Model Canvas, Value Proposition, Market Analysis, Market Research, Feasibility Report, Market Segmentation, Developing the Product Mix, Developing the Marketing Mix, 4Ps and the 7Ps, Selection of Technology, Decision on Types of Processes, Plant Layout, Selection of Machinery, Capacity Planning, Quality Parameters, Make or Buy Decisions |
| ***Learning Outcome:*** To analyze the needs of the market and develop a B Plan and conduct Market Research and Develop Marketing Mix. |

**No of Hours: 24**

| **Module 4: *Financial Plan and Funding Sources*** |
|---|
| **Scope of Module:**This module describes how to prepare a Financial Plan which includes the various Financial Statements and also covers in detail the various sources of funds for an Entrepreneur. |
| **Topics:** Breakeven Analysis, Pro Forma Profit & Loss Statements, Pro Forma Balance Sheets, Cash flow and Funds Flow Statements, Incubation Centers, Approaching the Investors, Elevator Pitch, Seed capital, Angel Investors, Angel Networks, Venture Capitalists, Private Equity, LBO, Equity vs Debt Funding, Internal vs External Funds |
| **Learning Outcome:** To learn how to approach the right kind of investor, Present an Elevator Pitch and analyze financial statements for better decision making. |

**No of Hours: 24**

| **Module 5: *Organization Plan and Role of SMEs*** |
|---|
| **Scope of Module:** This module covers the different Forms of Organization, Legal Aspects, Organization Design and also the role played by SMEs in the development of the economy. |
| **Topics:** Forms of Organization, Proprietorship, Partnership, LLP, Public Limited, Legal Issues, Organization Design, Organization Structure, Role of SMEs in India, Classification of MSMEs, Government Support to SMEs, Problems for Indian SMEs, Sickness in SMEs, Causes of Sickness, Remedial Measures, SIDBI, KVIC, NIESBUD, IDBI, NSIC, NEN, AWAKE, CEDOK |

| |
|---|
| ***Learning Outcome:*** To evaluate the impact of different forms of Organization, different types of Organization Structures, and understand the role of SMEs. |

**CO-PO Mapping**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| **CO1** | 3 | | 2 | | 2 | | |
| **CO2** | 3 | 3 | 2 | | 2 | 2 | |
| **CO3** | 2 | 2 | 3 | 2 | 2 | 1 | |
| **CO4** | 2 | 2 | 2 | 3 | | 2 | |
| **CO5** | | 2 | 2 | | 3 | 2 | 3 |

**Note:** The Articulation is indicative of how a particular course maps to a PO.

| | |
|---|---|
| **Course Title**: | Marketing Management |
| **Course Code**: | 24VMB0C202 |
| **Semester**: | II |
| **Credits**: | 4 |
| **Course Type** | DSC |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 hours |

**Course Description:** This course provides a comprehensive exploration of marketing principles and practices, from foundational theory to emerging global trends. Students will gain in-depth knowledge of marketing concepts, develop analytical and strategic skills, cultivate an ethical and customer-centric attitude, and appreciate responsibilities toward sustainability and social impact. Through real-life cases, applications, and reflective exercises, learners will be equipped to design, implement, and evaluate marketing strategies in diverse business environments.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Apply foundational concepts of marketing, the value philosophy, and the significance of marketing in the modern business environment. | L3 |
| CO2 | Evaluate the marketing environment, consumer behaviour, and competitor strategies to enhance decision-making in marketing. | L5 |
| CO3 | Analyze the product lifecycle, from development through distribution, using strategic pricing, segmentation, targeting, and positioning. | L4 |
| CO4 | Apply integrated marketing communications, brand building, and customer loyalty programs, ensuring cohesive branding and sustained customer relationships. | L3 |
| CO5 | Appraise diverse marketing dimensions and anticipate future global marketing trends and innovations. | L5 |

**Course Module**

**No. of Hours:24**

| **Module 1 Foundations of Marketing** |
|---|
| **Scope of Module:** Introduce core philosophies, environmental analysis, and values-driven decision-making. |
| **Marketing Basics:** Definitions; importance; challenges; Sales vs. Marketing; Marketing Myopia, Philosophies & Concepts: Exchange, Production, Product, Sales, Marketing, Holistic Marketing, Value Philosophy: Principles; customer value definition; value-delivery steps; co-creation, Environments: Micro vs. macro; PESTEL (Political, Economic, Demographic, Social-Cultural, Technological, Environmental, Legal); global context |
| **Learning Outcome:** *Explain foundational marketing concepts, the value philosophy, and assess* |

| |
|---|
| *environmental factors.* |

**No. of Hours:24**

| **Module 2 Market Analysis & Strategy** |
|---|
| **Scope of Module:** Build skills in consumer & competitor analysis to inform segmentation, targeting, and positioning. |
| **Topics:** Buyer Behaviour: Decision process; influences; consumer vs. business markets; behavioural models, Competitive Analysis: Nature of competition; analysis models; strategic positions (leader, challenger, follower, nicher), STP Framework: Segmentation bases (geographic, demographic, psychographic, behavioural); segment evaluation; targeting strategies; positioning techniques |
| **Learning Outcome:** *Apply consumer and competitor insights to design effective STP strategies.* |

**No. of Hours:24**

| **Module 3 Marketing Mix Management** |
|---|
| **Scope of Module:** Tactical mastery of product, price, and place decisions with ethical and entrepreneurial perspective. |
| **Topics:** Product: Classification; levels; mix; life cycle; NPD process & strategies, Price: Role; consumer psychology; influencing factors; major strategies; product-mix pricing, Place (Distribution): Systems; channels & levels; participants; types; transport modes; warehousing; network design |
| ***Learning Outcome:*** *Craft and manage product, pricing, and distribution strategies effectively.* |

**No. of Hours:24**

| **Module 4 Integrated Marketing Communications & Brand Management** |
|---|
| **Scope of Module:** Leverage communication and branding tools to forge lasting customer relationships. |
| **Topics:** IMC: Advertising, sales promotion, personal selling, direct marketing, PR, social & mobile marketing, Branding: Characteristics of strong brands; elements; associations; types; hierarchy; co-branding; repositioning; extensions; equity, Customer Loyalty: Acquisition funnel; emotional vs. transactional loyalty; loyalty program design; lifetime value |
| ***Learning Outcome:*** *Design integrated communication, branding, and loyalty strategies.* |

**No. of Hours:24**

| **Module 5 Emerging Dimensions & Future Trends** |
|---|
| **Scope of Module:** Explore specialized domains and anticipate technological, ethical, and sustainability challenges.. |
| **Topics:** Specialized Marketing: Services; retail & wholesale formats; rural marketing (Indian context), Digital & Sustainable Marketing: Green, ethical, and digital strategies, Future Trends: Globalization impacts; predictive analytics; AI & IoT in marketing |
| ***Learning Outcome:*** *Anticipate future marketing challenges and integrate sustainability, ethics, and technology.* |

**CO–PO Mapping Table (Refined)**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| CO1 | 3 | 2 | | | | | |
| CO2 | | 3 | 1 | 2 | | | |
| CO3 | | 2 | | 3 | | | |
| CO4 | | | | | 1 | | 2 |
| CO5 | | | 2 | | | 3 | |

| | |
|---|---|
| **Course Title**: | Operations Research |
| **Course Code**: | 25VMB0C203 |
| **Semester**: | II |
| **Credits**: | 4 |
| **Course Type** | CC |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 hours |

**Course Description:** This course introduces the fundamental concepts of Operations Research with a focus on simplified techniques for decision-making in business environments. It emphasizes the application of basic tools and models such as linear programming, transportation, assignment, sequencing and project scheduling, and decision-making under uncertainty.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Understand and formulate basic Linear Programming Problems. | L2 |
| CO2 | Apply simple Transportation models for solving allocation problems. | L3 |
| CO3 | Analyze project activities and dependencies using CPM/PERT techniques to determine the critical path and project duration. | L4 |
| CO4 | Identify and apply assignment and sequencing models in operations. (Apply) | L3 |
| CO5 | Evaluate decision-making tools for their effectiveness under uncertainty and strategic scenarios. | L5 |

**Course Module**

**No. of Hours:24**

| **Module 1: Introduction to Operations Research and Linear Programming** |
|---|
| **Scope of Module:** Covers the basic principles of operations research and introduces linear programming with simple solution techniques. |
| **Topics:** Introduction to Operations Research and its importance in business , Formulation of Linear Programming Problems (LPP) Graphical method for solving LPP (two variables only), Simplex method. |
| ***Learning Outcome:*** *Formulate and solve simple linear programming problems using graphical method and simplex method.* |

**No. of Hours:24**

| **Module 2: Transportation Problems** |
|---|
| **Scope of Module:** Focuses on solving basic transportation problems using simplified techniques. |
| **Topics:** Transportation problem – General Structure, Methods for finding an initial solution: NWCM, LCM, VAM, Optimal Solution: MODI Method, Variations: Unbalanced Transportation |

| |
|---|
| Problem, maximization case. |
| ***Learning Outcome:*** *Solve basic transportation problems using NWCM, LCM, VAM and MODI Methods.* |

**No. of Hours:24**

| **Module 3: Assignment Problems and Sequencing Problems** |
|---|
| **Scope of Module:** Helps students understand how to assign tasks efficiently and schedule jobs using mathematical techniques. |
| **Topics:** General Structure, Finding Optimal Solution (Hungarian Method), Maximization problem, Restrictions on Assignments, Alternate Optimal solutions<br>Sequencing Problems: Terminology and notations, Processing n jobs through 2 machines, Processing N jobs in N Machine |
| ***Learning Outcome:*** *Apply assignment and sequencing techniques to solve business problems efficiently.* |

**No. of Hours:24**

| **Module 4:** Project Scheduling Using PERT and CPM |
|---|
| **Scope of Module:** Focuses on simple techniques for planning and scheduling projects. |
| **Topics:** Concepts of project scheduling, Network diagrams , Critical Path Method (CPM) , Different Floats, Basics of PERT – optimistic, pessimistic, and expected time, Probability of meeting the scheduled dates, Concept of Project Crashing, Time-Cost Tradeoff |
| **Learning Outcome:** Draw project networks and identify critical activities using CPM and PERT. |

**No. of Hours:24**

| **Module 5: Decision Theory** |
|---|
| **Scope of Module:** Introduces basic principles and techniques used in decision-making under uncertainty and risk in business environments. |
| **Topics:** Decision-Making Environment - Certainty, Uncertainty, Risk , Decision Under Uncertainty, Maximum, Maximax, Laplace, Hurwicz, Decision Tree Analysis. |
| **Learning Outcome:** Apply fundamental decision theory tools to evaluate and select the best alternatives in uncertain business situations. |

**CO/PO Mapping Table**

| **COs** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** |
|---|---|---|---|---|---|---|---|
| CO1 | 3 | 2 | 1 | 3 | 1 | 1 | 1 |
| CO2 | 2 | 3 | 1 | 3 | 2 | 1 | 1 |
| CO3 | 2 | 3 | 1 | 3 | 2 | 2 | 1 |
| CO4 | 2 | 3 | 1 | 3 | 2 | 1 | 1 |
| CO5 | 2 | 3 | 2 | 3 | 2 | 2 | 2 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Articulation** | 2 | 3 | 2 | 3 | 2 | 2 | 2 |

| | |
|---|---|
| **Course Title** | Business Law and Corporate Governance |
| **Course Code** | 24VMB0C204 |
| **Semester** | II |
| **Credits** | 4 |
| **Course Type** | CC |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 Hours |

**Course Description:** The Business Law and Corporate Governance course provides a comprehensive understanding of essential legal and regulatory frameworks critical to corporate functioning and ethical business conduct. It begins with a foundational study of key business laws, including the Indian Contract Act, the Law of Agency, and the Companies Act, ensuring students grasp the legal principles required for compliance and sound business operations.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| **CO1** | Understand key business laws (Indian Contract Act, Law of Agency, Companies Act) for legal compliance. | 2 |
| **CO2** | Evaluate corporate governance structures and roles under the Companies Act, 2013. | 5 |
| **CO3** | Analyse regulatory frameworks (SEBI, FEMA, PMLA) and their impact on corporate operations. | 4 |
| **CO4** | Apply legal provisions on mergers, insolvency, and dispute resolution for informed decision-making. | 3 |
| **CO5** | Propose ethical, transparent governance strategies aligned with legal standards. | 6 |

**Course Module**

**No. of Hours: 24**

| **Module 1: Business Contracts and Agency Law** |
|---|
| **Scope:** This module provides a foundational understanding of business contracts and agency relationships, essential for managing legal obligations in commercial transactions. It covers the formation, validity, and enforcement of contracts under the Indian Contract Act, 1872, including breach and remedies. Additionally, it explores Law of Agency, focusing on the roles, liabilities, and authority of agents and principals in business operations. |
| **Topics:** Essentials of a valid contract; Meaning of offer; Meaning and consequences of acceptance; Need for consideration; Contractual terms; Types of contract; Breach of contract and remedies; The role of the agent; Examples of agency relationships with partners and company directors; How the agency relationship is established; The authority of an agent; Potential liability of both principal and agent |

| |
|---|
| **Learning Outcome:** Understand the fundamental principles of business contracts and agency law, including contract formation, enforceability, breach remedies, and the roles, authority, and liabilities of agents and principals under the Indian Contract Act, 1872. |

**No. of Hours: 24**

| **Module 2: Corporate Structure and Governance** |
|---|
| **Scope:** This module delves into the corporate governance structure as per the Companies Act, 2013, focusing on the composition, roles, and responsibilities of the Board of Directors and various Board Committees. It includes regulatory requirements, governance best practices, and the impact of these entities on corporate decision-making, risk management, and stakeholder relations. |
| **Topics:** Composition of the board of directors; Restrictions and powers of the Board; Board committees: audit committee, nomination and remuneration committee, stakeholder relationship committee, and others; Minimum/maximum number of directors; Number of directorships; Types of Directors; Appointment and reappointment; Disqualifications; Vacation of office; Retirement, resignation, and removal; Duties and rights of Directors; Loans to Directors; Disclosure of Interest; The procedure of the appointment of key managerial personnel; Role and responsibilities of key managerial personnel; Remuneration of key managerial personnel |
| **Learning Outcome**: Gain a comprehensive understanding of corporate governance and board structures under the Companies Act, 2013, including the roles, responsibilities, and regulatory requirements for directors, board committees, and key managerial personnel. |

**No. of Hours: 24**

| **Module 3: Corporate Meetings, Mergers, and Liquidation** |
|---|
| **Scope:** This module examines the legal framework governing company directors and Key Managerial Personnel (KMP) under the Companies Act, 2013. It covers types of directors, their appointment, removal, duties, rights, and liabilities, along with the remuneration and role of KMP in corporate governance and compliance. |
| **Topics:** Meetings of Board and its Committees; Procedure and requirements of convening a board meeting; Provisions of Act relating to frequency, agenda, notice, and quorum of meetings; Meaning of compromise, arrangements, and amalgamation; Power to compromise or make arrangements with creditors and members; Types of amalgamation; Scheme of fast-track mergers; Cross-border mergers; Process of winding up of companies; Modes of winding up of companies; Powers of the tribunal concerning winding up; Company liquidators; Effect of winding up |
| **Learning Outcome:** Understand the legal provisions and procedures related to corporate meetings, mergers, and liquidation under the Companies Act, 2013, including board meeting protocols, merger and amalgamation processes, and the regulatory framework for company winding up. |

**No. of Hours: 24**

| **Module 4: Regulatory Framework for Corporate Governance** |
|---|
| **Scope:** This module focuses on corporate restructuring mechanisms, including compromises, arrangements, amalgamations, and winding up of companies under the Companies Act, 2013. Additionally, it introduces students to regulatory bodies such as the National Company Law Tribunal (NCLT) and Securities and Exchange Board of India (SEBI), along with compliance requirements under FEMA and PMLA for financial and foreign exchange transactions. |
| **Topics:** Importance and need for National Company Law Tribunal and Appellate Tribunal; Benches or tribunal; Order of the tribunal; Appeal for an order of the tribunal; What is SEBI; Objectives of SEBI; Powers of SEBI; Functions of SEBI; Securities Appellate Tribunal; Penalties under SEBI; Key features and provisions of FEMA; Authorized persons under FEMA; Residential |

| |
|---|
| status under FEMA; Regulation and management of foreign exchange under FEMA; Definition and process of money laundering; Measures to control and prevent money laundering; Confiscation and seizure of property obtained from laundered money; Penalties for money laundering |
| **Learning Outcome:** Develop a thorough understanding of the regulatory framework governing corporate governance in India, including the roles and powers of NCLT, SEBI, FEMA, and PMLA in overseeing corporate compliance, financial transactions, and anti-money laundering measures. |

**No. of Hours: 24**

| **Module 5: Alternative Dispute Resolution and Corporate Insolvency** |
|---|
| **Scope:** This module introduces legal mechanisms for dispute resolution and insolvency management, covering the Arbitration and Conciliation Act, 1996, and the Insolvency and Bankruptcy Code (IBC), 2016. It explores arbitration, conciliation, and corporate insolvency resolution processes, emphasizing their role in managing business disputes and financial distress efficiently. |
| **Topics:** Meaning of foreign contribution, foreign source, and foreign hospitality; Who can and who cannot accept foreign contributions; Who can and who cannot accept foreign hospitality; Procedure for registration of persons to be regulated by the Act; Concept and types of arbitration; Features of the arbitration agreement; Arbitration tribunal; Meaning and features of conciliation; Role of conciliators; Objectives of the Code; Important terminologies used in the Code; Corporate Insolvency Resolution Process; Fast track process; Voluntary liquidation process |
| **Learning Outcome:** Understand the legal frameworks and procedures for alternative dispute resolution and corporate insolvency in India, including arbitration, conciliation under the Arbitration and Conciliation Act, 1996, and resolution processes under the Insolvency and Bankruptcy Code, 2016. |

**CO–PO Mapping Table (Refined)**

| **CO/PO** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | 2 | 1 | 1 |
| **CO2** | 2 | 3 | 2 | 2 | 2 | 3 | 2 | 2 | 1 | 3 | 2 | 1 |
| **CO3** | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 |
| **CO4** | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 |
| **CO5** | 2 | 2 | 3 | 2 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 2 |
| **Articulation** | **2.6** | **2.4** | **2.2** | **2.4** | **2** | **2.6** | **2.2** | **2** | **1.6** | **2.6** | **2** | **1.6** |

| | |
|---|---|
| **Course Title:** | **Business Analytics & Artificial Intelligence** |
| **Course Code:** | **24VMB0C205** |
| **Semester:** | **II** |
| **Credits:** | **4** |
| **Course Type:** | **SEC** |
| **Learning Hours:** | **120 hours** |
| **Live Sessions:** | **12 hours** |

**Course Description:** This course provides MBA students with a strategic and applied understanding of Business Analytics and Artificial Intelligence, focusing on how data-driven approaches can enhance decision-making across key business functions. Beginning with foundational concepts in data analytics, the course progresses through predictive modeling, machine learning, and AI applications in areas such as marketing, finance, operations, and HR. Emphasizing both theory and practice, it includes case-based learning, tool demonstrations, and ethical considerations, all tailored for an online learning environment. By the end of the course, students will be equipped to interpret analytical outputs, evaluate AI solutions, and make informed, responsible decisions in a data-driven business landscape**.**

**Course Outcomes (COs): (With BTL)**

| CO | Course Outcome | BTL |
|---|---|---|
| **CO1** | Apply foundational knowledge of business analytics and AI to identify, interpret, and solve business problems using data-driven approaches. | **3** |
| **CO2** | Utilize analytical tools and techniques (such as Excel, SQL, Power BI, and Python) to perform data exploration, visualization, and predictive modeling. | **4** |
| **CO3** | Evaluate and interpret machine learning models and AI outputs across various business functions | **5** |
| **CO4** | Formulate and communicate actionable insights using data storytelling and interactive dashboards to support strategic decision-making. | **6** |
| **CO5** | Assess ethical, legal, and organizational implications of AI adoption in business, demonstrating responsible management of AI technologies. | **5** |

**Course Module**

**No. of Hours: 24**

| **Module 1: Foundations of Business Analytics** |
|---|
| **Scope of Module:** Establishes the analytical thinking foundation, data understanding, and basic tools used in business analytics. |
| **Topics:** Business analytics definition and scope, types of analytics (descriptive, predictive, prescriptive), data types (structured, semi-structured, unstructured), data sources (internal, external, big data), data collection methods, data cleaning (missing values, outliers), data transformation and normalization, exploratory data analysis, descriptive statistics, data visualization principles, Excel analytics functions, pivot tables, basic SQL queries, introduction to |

| |
|---|
| Power BI/Tableau. |
| **Learning Outcome:**Students will develop analytical thinking, understand the data lifecycle, perform exploratory analysis, and use foundational tools (Excel, SQL, visualization software). |

**No. of Hours: 24**

| **Module 2: Introduction to Artificial Intelligence in Business** |
|---|
| **Scope of Module:** Introduces AI concepts, subfields, and their relevance to solving business problems, emphasizing practical business applications and ethics |
| **Topics:** Definition and scope of AI, history and evolution of AI, types of AI (narrow, general), differences between AI, machine learning, and automation, supervised vs unsupervised learning, neural networks basics, computer vision overview, natural language processing (text classification, sentiment analysis), rule-based systems, chatbots and virtual assistants, business use cases in marketing, HR, operations, finance, AI in customer experience and personalization, ethical concerns in AI (bias, transparency, privacy), regulatory compliance (GDPR, AI Act), organizational readiness for AI adoption |
| **Learning Outcome:** Students will gain a conceptual foundation of AI, distinguish AI technologies, analyze business use cases, and understand ethical and compliance issues in AI adoption. |

**No. of Hours: 24**

| **Module 3: Predictive Analytics & Machine Learning** |
|---|
| **Scope of Module:** Covers data-driven predictive modeling techniques using machine learning algorithms, emphasizing model evaluation and real-world business problem-solving. |
| **Topics:** Supervised learning principles, linear and logistic regression, decision trees, k-nearest neighbors, support vector machines, naive Bayes, clustering techniques (K-means, hierarchical), overfitting vs underfitting, model evaluation metrics (accuracy, precision, recall, F1 score, AUC), feature selection and transformation, data partitioning (training, testing, validation), cross-validation, confusion matrix, use of Python libraries (Pandas, NumPy, Scikit-learn), implementation in Jupyter notebooks |
| **Learning Outcome:** Students will learn to build, evaluate, and interpret predictive models using machine learning and apply them to solve structured business problems. |

**No. of Hours: 24**

| **Module 4: AI-Driven Strategy & Advanced Analytics** |
|---|
| **Scope of Module:** Bridges analytics and AI techniques with organizational strategy, emphasizing optimization, decision-making, and enterprise integration. |
| **Topics:** Prescriptive analytics overview, optimization techniques (linear programming, Solver), decision modeling under uncertainty, simulation methods (Monte Carlo), recommender systems, AI in strategic planning, AI-first business models, AI maturity frameworks, building enterprise AI capabilities, digital transformation with AI, ROI of AI investments, organizational design for AI integration, explainable AI (XAI) concepts, risk and change management in AI strategy, alignment with business KPIs |
| **Learning Outcome:** Students will integrate AI into strategic planning, design data-driven decision systems, assess enterprise readiness, and formulate AI-based business transformation plans. |

**No. of Hours: 24**

| **Module 5: Excel for Data Analysis II** |
|---|
| **Scope of Module:** This module reinforces earlier learning by focusing on real-world business applications of analytics and AI through curated case studies, guided tool demonstrations, simulated business scenarios, and conceptual problem-solving – all designed for an online format. |
| **Topics:** Analytics-driven decision-making in marketing, finance, and operations, interpreting AI-based outputs in dashboards, case study analysis on customer segmentation, fraud detection, supply chain optimization, virtual simulation of business scenarios, how to evaluate model outputs, storytelling with data, interpreting predictive reports, selecting appropriate models and tools in different business contexts, business communication using analytical results, decision-making frameworks for managers, ethical evaluation of AI systems in use |
| **Learning Outcome:** Students will develop the ability to critically interpret business analytics and AI outputs, apply analytical thinking to simulated business scenarios, make informed decisions based on data stories and case insights, and understand how analytics supports various business functions in practice. |

**CO-PO Mapping**

| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| CO1 | 3 | 3 | 2 | 3 | 2 | 2 | 2 |
| CO2 | 2 | 3 | 2 | 2 | 2 | 2 | 1 |
| CO3 | 3 | 3 | 2 | 3 | 2 | 1 | 2 |
| CO4 | 2 | 3 | 2 | 2 | 2 | 2 | 2 |
| CO5 | 2 | 2 | 2 | 3 | 1 | 1 | 1 |

# Semester III
# Courses

| | |
|---|---|
| **Course Title:** | Business Research Methods |
| **Course Code:** | 24VMB0C301 |
| **Semester:** | III |
| **Credits:** | 4 |
| **Course Type**: | CC |
| **Learning Hours:** | 120 hours |
| **Live Sessions:** | 12 hours |

**Course Description:** This course introduces students to the principles, methodologies, and techniques of business research. It covers both qualitative and quantitative research methods, data analysis, hypothesis testing, and report writing. Through practical application and technological tools, students will be able to design research studies, analyze data, and derive meaningful business insights.

**Course Outcomes (COs): (With BTL)**

| CO | Course Outcome Statement | BTL |
|---|---|---|
| CO1 | Develop an understanding of the basic framework of the research process | 2 |
| CO2 | Apply research methods to real-world scenarios by selecting appropriate data techniques | 3 |
| CO3 | Analyze research data effectively using qualitative and quantitative techniques | 4 |
| CO4 | Evaluate the reliability and validity of the research study | 5 |
| CO5 | Identify patterns, trends, and relationships within datasets to draw meaningful conclusions | 4 |

**Course Modules**

**No. of Hours: 24**

| **Module: 1 Foundations of Business Research** |
|---|
| **Scope of Module:** This module introduces the foundational principles of business research and helps students understand the structure and significance of the research process. It provides clarity on different research designs and types, and familiarizes students with core qualitative techniques. |
| **Topics:** Importance and need for business research: overview of the research process: research design – exploratory, descriptive, and causal: types of research – qualitative and quantitative: introduction to qualitative research: tools like focus group discussions and in-depth interviews: categorical data analysis in qualitative research: scaling techniques and levels: scale evaluation including measurement accuracy, reliability, and validity. |
| **Learning Outcome:** Students will be able to understand the purpose and process of business research, distinguish between qualitative and quantitative approaches, and apply foundational qualitative tools and scaling methods. |

**No. of Hours: 24**

| **Module: 2 Sampling and Data Collection Techniques** |
|---|
| **Scope of Module:** This module focuses on the design and execution of sampling strategies, as well as the collection of relevant data through primary and secondary means. Students will also gain the skills to develop sound research instruments like questionnaires. |
| **Topics:** Sampling methods – convenience, judgment, quota, and snowball sampling (non- |

| |
|---|
| random): simple random, stratified, systematic, and cluster sampling (random): understanding primary and secondary data: questionnaire design – principles and techniques: utilization of secondary data sources. |
| **Learning Outcome:** Students will be able to apply appropriate sampling techniques, collect suitable data, and design effective questionnaires for business research. |

**No. of Hours: 24**

| **Module: 3 Data Analysis and Visualization** |
|---|
| **Scope of Module:** This module explores statistical analysis methods for research data. It equips students with the skills to test hypotheses and present data through effective visual formats for better interpretation and decision-making. |
| **Topics:** Data presentation techniques – graphs, charts, and tables: data visualization principles: hypothesis testing – Z-test, independent and paired t-tests, one-way and two-way ANOVA (F-test): Chi-square test for independence of attributes. |
| **Learning Outcome:** Students will be able to apply statistical tests for hypothesis validation and present results using effective visualization tools. |

**No. of Hours: 24**

| **Module: 4 Technology in Research and Advanced Analysis** |
|---|
| **Scope of Module:** This module introduces students to statistical software and modern tools for data analysis. It emphasizes hands-on experience in managing large datasets using advanced techniques such as regression and multivariate analysis. |
| **Topics:** Introduction to data analysis software – SPSS and related tools: hands-on practice with software applications: regression analysis – concepts and applications: multivariate analysis techniques and their use in research. |
| **Learning Outcome:** Students will be able to conduct advanced analysis using technology tools and interpret complex datasets through regression and multivariate methods. |

**No. of Hours: 24**

| **Module: 5 Research Reporting and Integration** |
|---|
| **Scope of Module:** This final module helps students consolidate their learning by integrating research methods into complete reports and presentations. It prepares them to communicate findings effectively and apply both qualitative and quantitative methods in real-world contexts. |
| **Topics:** Structure of a research report: tips for effective report writing: presentation techniques and best practices: integration of qualitative and quantitative methods: review of research concepts through case studies and real-world applications. |
| **Learning Outcome:** Students will be able to synthesize research concepts into cohesive reports and presentations, effectively combining qualitative and quantitative approaches. |

**CO-PO Mapping Table**

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| CO1 | 3 | 2 | 1 | 2 | 1 | 1 | 1 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 1 | 2 |
| CO4 | 2 | 3 | 2 | 3 | 2 | 2 | 2 |
| CO5 | 3 | 3 | 2 | 3 | 2 | 2 | 2 |

| | |
|---|---|
| **Course Title:** | **Operations Management** |
| **Course Code:** | **24VMB0C302** |
| **Semester:** | **III** |
| **Credits:** | **4** |
| **Course Type:** | **CC** |
| **Learning Hours:** | **120 hours** |
| **Live Sessions:** | **12 hours** |

**Course Description:** This course introduces students to the core principles of Operations Management and its strategic role in enhancing organizational efficiency and competitive advantage. Students will explore production systems, facility planning, quality control, inventory management, and analytics, enabling them to make informed operational decisions. The course integrates traditional models with modern practices like Lean Management, ERP systems, and supply chain coordination.

**Course Outcomes (COs): (With BTL)**

| CO | Course Outcome Statement | BTL |
|---|---|---|
| CO 1 | Describe the importance and evolution of Operations Management and its contribution to competitive advantage | 2 |
| CO 2 | Design and develop products and match them with the right production system | 4 |
| CO 3 | Examine location and layout planning to optimize operations | 4 |
| CO 4 | Identify capacity requirements and recommend suitable forecasting methods | 3 |
| CO 5 | Create tools and apply techniques for effective inventory and quality management | 5 |

**Course Modules**

**No. of Hours: 24**

| **Module 1: Foundations and Evolution of Operations Management** |
|---|
| **Scope of Module:** This module introduces the foundations and evolution of Operations Management. It explores its strategic importance, performance objectives, and functions across manufacturing and service sectors. |
| **Topics:** Importance and functions of operations management: historical contributions (Taylor, Gantt, Deming): operations in manufacturing vs services: operations performance objectives: systems approach to operations management: modern challenges and responsibilities of operations managers. |
| **Learning Outcome:** Students will be able to describe the evolution of operations management and articulate its strategic role in modern organizations. |

**No. of Hours: 24**

| **Module 2: Product, Process, and Facility Design** |
|---|
| **Scope of Module:** Focuses on designing products and selecting appropriate production systems, along with determining the best facility location and layout strategies. |
| **Topics:** Types of production systems: product and service design: value analysis: QFD and logistics-oriented design: location theories and factors: facility layout types – process, product, cellular, hybrid: tools like factor rating and centroid methods. |
| **Learning Outcome:** Students will be able to analyze design decisions and apply facility planning methods to align operations with organizational goals. |

**No. of Hours: 24**

| **Module 3: Capacity, Forecasting, and Inventory Planning** |
|---|
| **Scope of Module:** Deals with capacity planning and forecasting frameworks, and the tools required for inventory management. |
| **Topics:** Capacity planning and flexibility: forecasting techniques and accuracy: sales and operations planning: aggregate planning strategies: inventory models – EOQ, ABC, FSN, VED: fixed quantity/time models. |
| **Learning Outcome:** Students will be able to plan capacity, select forecasting approaches, and implement inventory control techniques effectively. |

**No. of Hours: 24**

| **Module 4: Resource Planning, Lean, and Quality Management** |
|---|
| **Scope of Module:** This module integrates ERP, MRP, lean principles, and total quality management concepts to optimize operations and eliminate waste. |
| **Topics:** MRP and ERP – processes, objectives, challenges: Lean tools – Kanban, SMED, 5S, TPM: TQM principles: Seven QC tools: cost of quality: ISO standards and Juran Trilogy. |
| **Learning Outcome:** Students will be able to apply lean concepts and resource planning tools to drive quality and efficiency in operations. |

**No. of Hours: 24**

| **Module 5: Analytics and Supply Chain Coordination** |
|---|
| **Scope of Module:** Focuses on integrating analytics into operations and understanding the strategic role of supply chain management. |
| **Topics:** Analytics in facility selection and sourcing: dashboards for SPC, TPM, SQC: DOE applications: SCM flows and drivers: bullwhip effect: role of IT in supply chains. |
| **Learning Outcome:** Students will be able to apply analytics and understand the integration of supply chain and IT in operational strategy. |

**CO–PO Mapping Table**

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 2 | 2 | 2 | 1 | 2 |
| **CO2** | 3 | 3 | 2 | 3 | 2 | 2 | 2 |
| **CO3** | 3 | 3 | 2 | 3 | 2 | 1 | 2 |
| **CO4** | 2 | 3 | 2 | 3 | 2 | 1 | 1 |
| **CO5** | 3 | 3 | 3 | 3 | 2 | 2 | 2 |

| | |
|---|---|
| **Course Title:** | Direct and Indirect Taxes |
| **Course Code:** | 25VMB1S203 |
| **Semester:** | III |
| **Credits:** | 3 |
| **Course Type** | DSE |
| **Learning Hours** | 90 |
| **Live Sessions** | 12 hours |

**Course Description:** This course helps students understand the basics of the Indian tax system. It covers important topics like Income Tax, Goods and Services Tax (GST), and Customs Duty. Students will learn who should pay tax, what types of income are taxed, and how to calculate tax on different types of income like salary, business, and property. The course also explains tax rates, deductions, and how to adjust losses. It introduces the main rules of GST, including how tax is collected, who should register, and how to file returns. Lastly, it gives a basic idea of customs laws for goods coming into and going out of India. This course is useful for understanding how taxes work in everyday life and business.

**Course Outcomes (COs): (With BTL)**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Understand the foundational concepts, definitions, and legal framework of income tax in India, including residential status and its impact on tax incidence. | 2 |
| CO2 | Apply provisions of the Income Tax Act to compute income under various heads—Salaries, House Property, Capital Gains, Business or Profession, and Other Sources. | 3 |
| CO3 | Determine tax liability using appropriate tax rates, deductions under Chapter VI-A, and rules for set-off and carry forward of losses. | 4 |
| CO4 | Analyze the structure and provisions of the Goods and Services Tax (GST), including valuation, supply rules, input tax credit, and compliance requirements. | 4 |
| CO5 | Interpret basic provisions of the Customs Act related to import/export procedures, customs duty computation, and valuation mechanisms. | 5 |

**Course Module**

**No. of Hours:18**

| Unit 1: Basic Framework of Income Tax and Residential Status |
|---|
| **Topics:**Direct and Indirect Tax, Constitutional Validity of Taxes, Administration of Tax Laws, Sources of Income Tax Law in India, Section 4 – Basis of Charge, Section 2(9) – Assessment Year, Section 3 – Previous Year, Section 2(7) – Assessee, Section 2(31) – Person, Section 2(24) – Income, Section 14 – Heads of Income, Section 80B(5) – Gross Total Income, Section 288A – Rounding Off of Total Income, Section 288B – Rounding Off of Tax, Capital Receipt and Revenue Receipts, Basis of Charge and Scope of Total Income, Diversion and Application of Income, Section 6 – Residential Status of Individual, HUF, Company, Firm, AOP, BOI, Others, Section 5 – Incidence of Tax, Section 9 – Income Deemed to Accrue or Arise in India. |

| |
|---|
| Learning Outcome: Understand the foundational structure and principles of income tax law in India and analyze how residential status affects taxability of income. |

**No. of Hours:18**

| |
|---|
| Unit 2: Heads of Income – Salaries, House Property, Capital Gains, Business or Profession, and Other Sources |
| **Topics:**Sections 15 to 17 – Income from Salaries, Section 17(1) – Definition of Salary, Allowances, Section 10(14) – Special Allowances, Perquisites, Retirement Benefits, Provident Fund Tax Treatment, Income from House Property – Sections 22 to 27, Section 23 – Annual Value, Section 24(a) – Standard Deduction, Section 24(b) – Interest on Borrowed Capital, Section 25 – Restriction on Deduction of Interest, Section 25A – Unrealized Rent and Arrear of Rent, Section 26 – Co-Owner, Section 27 – Deemed Owner, Sections 45 to 55AA – Capital Gains, Capital Asset, Types of Capital Asset, Period of Holding, Section 47 – Transactions Not Regarded as Transfer, Section 48 – Computation of Capital Gains, Section 54 – Exemption, Cost Inflation Index, Sections 28 to 37 – Profits and Gains of Business or Profession, Section 30 to 36 – Specific Deductions, Section 37 – General Deductions, Disallowances, Section 44AA – Maintenance of Books, Section 44AB – Tax Audit, Presumptive Taxation, Sections 56 to 59 – Income from Other Sources, Section 56(2)(ib) – Casual Income, Section 56(2)(id) – Interest, Section 56(2)(x) – Gifts, Section 56(viii) – Interest on Compensation, Section 57 – Deductions, Section 58 – Inadmissible Deductions. |
| Learning Outcome: Compute income under all five heads and apply relevant provisions and deductions for accurate determination of taxable income. |

**No. of Hours:18**

| |
|---|
| Unit 3: Tax Rates, Deductions, Set-off and Carry Forward of Losses |
| **Topics:**Rates of Tax for Individual, HUF, AOP, BOI, AJP, Company, Firm, LLP, Local Authority, Marginal Relief, Rebate under Section 87A, Surcharge, Cess, Section 111A, Section 112, Section 112A, Sections 115BB to 115BBG, 115BBC, 115BBDA, 115BBD, 115BA, 115BAA, 115BAB – Special Tax Rates, Deductions under Chapter VI-A – Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80DD, Section 80DDB, Section 80E, Section 80EE, Section 80EEA, Section 80G, Section 80TTA, Section 80TTB, Sections 70 to 74A – Set-off and Carry Forward of Losses, Section 70 – Intra-head Adjustment, Section 71 – Inter-head Adjustment, Section 71B – House Property Loss, Section 72 – Business Loss, Section 73 – Speculation Loss, Section 74 – Capital Loss, Section 74A – Loss from Specified Sources. |
| Learning Outcome: Calculate total tax liability using applicable tax rates and deductions, and apply provisions for set-off and carry forward of losses for income computation. |

**No. of Hours:18**

| |
|---|
| Unit 4: Goods and Services Tax (GST) |
| **Topics:** Introduction to GST, GST Council, Levy and Collection, Intra-state and Inter-state Supply, Schedule I, II, III – Classification of Supply, Place of Supply, Location of Supply, Time of Supply, Reverse Charge Mechanism, Section 15 – Valuation of Taxable Supply, Inclusions and Exclusions, Discounts, GST Rates, Composition Scheme, Eligibility and Conditions for Input Tax Credit (ITC), Time Limit for Availing ITC, Blocked Credit, Reversal of ITC, Registration – Persons Liable and Not Liable, Compulsory Registration, Deemed Registration, Casual Taxable Person, Amendments and Cancellation of Registration, Returns – GSTR 1, 2, 3, 4, 5, 9, 10, GST Tax Invoice – Contents and Format. |
| Learning Outcome: Understand and apply GST provisions relating to levy, supply, valuation, ITC, compliance, and invoicing in practical scenarios. |

**No. of Hours:18**

| |
|---|
| Unit 5: Basic Concepts of Customs Law |

**Topics:**Import into India and Export out of India, Taxable Event, Charging Section, Customs Area, Customs Airport, Importation and Exportation Procedure, Transit and Transshipment, Date of Determination of Duty Rate, Tariff Value, Exchange Rate, Types of Duties – Basic Customs Duty, Additional Customs Duty, Protective Duty, Safeguard Duty, Valuation under Customs Valuation Rules, 2007, Drawback and Refund, Principle of Unjust Enrichment.

**CO-PO Mapping Table**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| **CO1** | | | 3 | | | | |
| **CO2** | 3 | 3 | | | | | |
| **CO3** | 3 | 3 | | | | | |
| **CO4** | 3 | | | | | | |
| **CO5** | | | 3 | | | | |
| **Articulation** | 3 | 3 | 3 | | | | |

| | |
|---|---|
| **Course Title:** | Investment Analysis and Portfolio Management |
| **Course Code:** | 25VMB1S302 |
| **Semester:** | III |
| **Credits:** | 3 |
| **Course Type** | DSE |
| **Learning Hours** | 90 |
| **Live Sessions** | 12 hours |

**Course Description:** This course introduces students to the principles of investment analysis and portfolio management. It focuses on financial instruments, calculation of risk and return for individual and portfolio assets, asset allocation, and performance assessment. Through hands-on analytical methods, students will learn to make rational investment decisions and develop strategies suited to various risk preferences and market conditions.

**Course Outcomes (COs): (With BTL)**

| CO | Course Outcome Statement | BTL |
|---|---|---|
| CO1 | Apply knowledge of financial instruments and market structures to classify and select appropriate investment options. | 3 |
| CO2 | Analyze company fundamentals, industry dynamics, and technical indicators for making informed investment decisions. | 4 |
| CO3 | Apply portfolio construction principles and asset allocation strategies to create risk-optimized investment portfolios. | 3 |
| CO4 | Evaluate portfolio performance using risk-adjusted return measures and attribution analysis tools. | 5 |
| CO5 | Analyze portfolio strategies for consistency, cost-efficiency, and effectiveness using Excel and other analytical tools. | 4 |

**Course Module**

**No. of Hours:18**

| **Module 1: Investment Environment and Practical Insights into Financial Instruments** |
|---|
| **Scope of Module:** To provide a foundational understanding of investments and various financial instruments available in markets. |
| **Topics:** Meaning and objectives of investment with real-life financial goals, Investment vs. speculation vs. gambling with practical examples, Investment process and stages of investor life cycle, Classification of financial markets with real-world instruments, Primary vs. secondary markets, Overview of BSE and NSE with trading mechanism insights, Debt markets and instruments including government and corporate bonds, Mutual funds and NAV with SIP and fund comparison exercises, Real estate as an investment with REITs and market trends, Alternative investments including gold, commodities, and collectibles, Regulatory environment in Indian markets with SEBI guidelines and recent reforms |
| **Learning Outcome:** Students will be able to explain the fundamentals of the investment process and classify financial instruments. |

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**No. of Hours:18**

| **Module 2: Investment Analysis Techniques: Fundamental and Technical Approaches** |
|---|
| **Scope of Module:** To equip students with a dual skillset in both fundamental and technical security analysis, enabling them to assess securities for short-term trading and long-term investing using qualitative and quantitative metrics. |
| **Topics:** Top-down vs. bottom-up analysis approaches with real market examples, Economic analysis using GDP, inflation, and interest rates, Industry analysis using Porter's Five Forces, Company analysis using SWOT framework, Financial statement review with focus on income statement and balance sheet, Ratio analysis including liquidity, profitability, and solvency ratios, Valuation techniques: Dividend Discount Model (DDM), Price-to-Earnings (P/E), Price-to-Book (P/B) with practical application, Limitations of valuation models with real-world scenarios, Dow Theory and interpretation of market trends, Types of price charts: line, bar, candlestick, Identification of support and resistance levels, Use of trendlines and channels to determine market direction, Technical indicators: Relative Strength Index (RSI), Moving Average Convergence Divergence (MACD), moving averages and their application, Volume analysis for confirming trends, Integrating technical and fundamental signals for informed decision-making |
| **Learning Outcome:** Students will be able to analyze and evaluate securities using a combination of fundamental and technical methods. |

**No. of Hours:18**

| **Module 3: Risk and Return Management in Investment Portfolios** |
|---|
| **Scope of Module:**<br>To understand and compute risk and return for individual securities and portfolios. |
| **Topics:** Definition of risk and return with real-world examples, Calculation of holding .period return (HPR) with practical scenarios, Expected return and standard deviation using sample data, Covariance and correlation in portfolio construction, Portfolio return and risk with practical portfolio examples, Systematic and unsystematic risk and their impact on investments, Beta and its role in risk contribution and capital asset pricing, Capital Asset Pricing Model (CAPM) and the Security Market Line (SML) with practical use cases, Arbitrage Pricing Theory (APT) and its real-world applications, Volatility measurement with implied vs historical volatility, Value at Risk (VaR) for risk assessment, Diversification and risk reduction strategies in portfolio management. |
| **Learning Outcome:** Students will be able to measure and interpret the risk and return characteristics of financial assets and portfolios. |

**No. of Hours:18**

| **Module 4: Advanced Portfolio Construction and Asset Allocation Theory** |
|---|
| **Scope of Module:** To provide knowledge of portfolio optimization, asset allocation and construction techniques. |
| **Topics:** Advanced portfolio construction principles with emphasis on **modern portfolio theory** (MPT) and **alternative assets**, Application of **Markowitz Model** in multi-asset and global portfolio optimization, Analysis of **Efficient Frontier** and **optimal portfolios,** |

| |
|---|
| Integration of the **Single-Index Model** for simplifying risk-return analysis in large portfolios, understanding of **Capital Market Line (CML)** and its role in identifying efficient portfolios, **Strategic vs. tactical asset allocation**: blending long-term policies with short-term market adjustments, **Constraints in portfolio design**: addressing liquidity, tax implications, regulatory constraints, and client-specific needs, **Risk-return optimization,** Practical implementation of portfolio rebalancing: threshold-based, calendar-based, and optimization approaches, Behavioral finance insights: overcoming cognitive biases and optimizing asset allocation, Constructing mutual fund-based portfolios using advanced techniques like fund style analysis, smart beta, and factor investing. |
| **Learning Outcome:** Students will be able to construct efficient investment portfolios aligned with risk-return preferences. |

**No. of Hours:18**

| **Module 5: Portfolio Evaluation and Performance Measurement** |
|---|
| **Scope of Module:** To evaluate portfolio performance using various risk-adjusted metrics and improve investment strategies. |
| **Topics:** Need for portfolio evaluation, Sharpe ratio, Treynor ratio, Jensen's alpha, Information ratio, Benchmark comparison, Tracking error, Return attribution analysis, Performance reporting, Portfolio revision techniques, Investment Policy Statement (IPS), Fund manager evaluation, Strategy consistency and drift analysis, Cost and tax efficiency, Using Excel for performance analytics. |
| **Learning Outcome:** Students will be able to evaluate and revise portfolios using appropriate risk-return metrics and strategic tools. |

**CO-PO Mapping**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** |
|---|---|---|---|---|---|---|---|
| **CO1** | 2 | | 2 | | | | |
| **CO2** | 2 | | | 3 | | | |
| **CO3** | | 3 | | 2 | | 2 | |
| **CO4** | 2 | 3 | | | 2 | | |
| **CO5** | | | 2 | | 3 | | 2 |
| **Articulation** | **2** | **3** | **2** | **2.5** | **2.5** | **2** | **2** |

| | |
|---|---|
| **Course Title**: | Banking and Insurance |
| **Course Code**: | 25VMB1S303 |
| **Semester**: | III |
| **Credits**: | 3 |
| **Course Type** | DSE |
| **Learning Hours** | 90 |
| **Live Sessions** | 12 hours |

**Course Description:** This course provides an in-depth understanding of the banking and insurance sectors. It covers the structure and functioning of banks, credit creation, central and commercial banking systems, risk management, and various aspects of insurance including underwriting, claims, and regulations. Students will gain insights into modern trends in banking and insurance including digital banking, cyber security, and bank assurance.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Explain the structure and functioning of banking systems and their regulatory environment | 5 |
| CO2 | Apply principles of risk management and lending in the banking sector | 3 |
| CO3 | Evaluate the working of central and commercial banks and their credit creation mechanisms | 5 |
| CO4 | Examine the various types of insurance and the roles of key stakeholders | 4 |
| CO5 | Analyse trends and regulatory aspects in the insurance industry | 4 |

**Course Module**

**No. of Hours:18**

| ***Module 1: Introduction to Banking Systems*** |
|---|
| ***Scope of Module:*** *Covers the evolution, structure, and functions of the banking system including financial intermediation and regulatory aspects* |
| ***Topics:*** Overview and structure of Indian Banking System, RBI's role in Indian Banking, Role and importance of banks in economic development, Functions of banks and banking terminologies, Types of banks – Commercial, Cooperative, RRBs, Payment Banks, Small Finance Banks, Role of RBI and Monetary Policy |
| ***Learning Outcome:*** *Examine the basic structure and role of banks in the financial system.* |

**No. of Hours:18**

| **Module 2: Banking types and processes** |
|---|
| ***Scope of Module:*** *Explores the different types and aspects of banking, the various processes and priorities of banking including credit creation and gaining insights into NBFCs and their roles in the Indian Financial System.* |
| Topics: Retail and Corporate Banking, Introduction to CASA, KYC/AML, Credit creation |

| |
|---|
| process, treasury management, Principles and types of lending, Loan appraisal techniques, Credit risk management and NPAs, Priority sector lending and its impact, E-banking and rural banking, NBFC and its role in the Indian Financial system: types and relevance |
| ***Learning Outcome:*** *Examine the various types of banking in India, their processes and the role of NBFCs.* |

**No. of Hours:18**

| **Module 3: Banking Regulations and Risk Management** |
|---|
| ***Scope of Module:*** *Focuses on key regulations governing banks and tools for managing financial and operational risks.* |
| **Topics:** Basel Norms I, II and III, Risk in banking: market, credit, *operational, Asset-Liability Management (ALM), Bank frauds and cyber security issues, CAMELS rating system and NPAs* |
| ***Learning Outcome:*** *Understand risk management practices and regulatory compliance in banking.* |

**No. of Hours:18**

| **Module 4: Introduction to Insurance** |
|---|
| ***Scope of Module:*** *Introduces the insurance industry, fundamental principles, and the roles of insurers and intermediaries.* |
| **Topics:** Meaning, nature, and functions of insurance, History of insurance industry, Classification of insurance: Life and General: types, Principles of insurance and insurable interest, Role of IRDA and insurance intermediaries, Ombudsman, Role of LIC and GIC, Underwriting and product design in insurance, Uncertainty and risk: degree of risk, perils and hazards, Actual Cash Value, Subrogation |
| ***Learning Outcome:*** *Explore the insurance industry and its regulatory framework.* |

**No. of Hours:18**

| **Module 5: Claims, Reinsurance and Emerging Trends in Insurance** |
|---|
| ***Scope of Module:*** The module provides a detailed insight into the processes associated with claims management, reinsurance, bank assurance and emerging developments in insurance sector. |
| **Topics:** Premiums and types, Claims management process in insurance, Types and functions of reinsurance, Non-proportional reinsurance, Underwriting and actuarial framework, Bank assurance – models and practices, regulatory frameworks, Insurance frauds and grievance redressal, Recent developments and regulatory changes in insurance |
| ***Learning Outcome:*** *Analyses current trends and regulatory aspects in the insurance sector.* |

**CO/PO Mapping Table**

| **COs** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** |
|---|---|---|---|---|---|---|---|
| CO1 | 3 | | 2 | | | | |
| CO2 | | 3 | | 2 | | | |
| CO3 | | 3 | 2 | | | | |
| CO4 | | | 2 | 3 | | | |
| CO5 | | | | 2 | 3 | | |
| **Articulation** | 3 | 3 | 2 | 2.3 | 3 | - | - |

| | |
|---|---|
| **Course Title:** | Fintech - Foundations and Applications |
| **Course Code:** | 25VMB1S304 |
| **Semester:** | III |
| **Credits:** | 3 |
| **Course Type** | SEC |
| **Learning Hours** | 90 |
| **Live Sessions** | 12 hours |

**Course Description:** This course provides a comprehensive foundation in Fintech, covering the evolution, technologies, business models, and regulatory frameworks that are transforming financial services. Learners will gain practical exposure to digital payments, lending, investment platforms, block chain, cryptocurrency, and RegTech tools. With a strong emphasis on hands-on application using tools such as Excel, APIs, and Python, the course equips students with skills to design, evaluate, and operate within modern Fintech environments. The curriculum is ideal for students seeking careers at the intersection of finance and technology.

**Course Outcomes (COs): (With BTL)**

| CO. | Course Outcome | BTL |
|---|---|---|
| CO1 | Analyze the Fintech ecosystem, categorize domain areas, and interpret business models | 4 |
| CO2 | Demonstrate practical use of digital tools for payments, lending, and investments | 3 |
| CO3 | Apply API, AI/ML, and cybersecurity principles in Fintech workflows | 3 |
| CO4 | Evaluate blockchain concepts, simulate cryptocurrency transactions, and implement tokenization and smart contracts using Python | 5 |
| CO5 | Design compliant, secure, and risk-mitigated Fintech product strategies aligned with Indian regulatory frameworks | 5 |

**Course Modules**

**No. of Hours:24**

| **Module 1: Fintech Landscape, Ecosystem & Business Models** |
|---|
| **Scope of Module**: To introduce the Fintech ecosystem, business models, and evolution of digital finance across verticals. |
| **Topics**: Fintech definition and scope, Evolution and key milestones, Traditional vs. tech-driven finance, Fintech categories: PayTech, LendTech, WealthTech, InsurTech, RegTech, Fintech ecosystem and stakeholder roles, B2B vs. B2C vs. B2B2C models, Revenue models in Fintech, Digital banks vs. neobanks, Fintech super apps, Case study on Paytm, Razorpay, Pine Labs, India Stack components: Aadhaar, UPI, DigiLocker, Practical mapping of Fintech startups using online databases. |
| **Learning Outcome**: Students will be able to classify Fintech domains and explain models, platforms, and value propositions within the Fintech ecosystem. |

**No. of Hours:24**

| **Module 2: Digital Payments, Lending & Wealth Technologies** |
|---|
| **Scope of Module**: To equip learners with hands-on understanding of payment systems, digital lending lifecycle, and Wealth Tech solutions. |
| ◆**Topics:** UPI, IMPS, NEFT infrastructure, QR-code and dynamic payments, Contactless and NFC-based payments, Buy Now Pay Later (BNPL) models, Wallets vs. UPI apps comparison, Digital lending lifecycle, eKYC and Aadhaar onboarding, Loan management and underwriting tools, Alternative data for credit scoring, LendingTech case studies (ZestMoney, KreditBee), Loan risk modeling using Excel, WealthTech overview, Robo-advisory logic and tools, SIP/NAV calculators, Portfolio tracking using Groww/INDmoney, Risk profiling and thematic investing, Algo-trading and behavioral nudges |
| **Learning Outcome**: Students will be able to simulate payment and lending workflows and construct digital investment portfolios using live tools. |

**No. of Hours:24**

| **Module 3: Core Fintech Technologies & AI Applications** |
|---|
| **Scope of Module**: To develop foundational understanding of APIs, open banking, cybersecurity, and AI/ML applications in financial services. |
| **Topics**: Overview of enabling technologies, API-based finance and Postman testing, Open banking protocols, AI/ML in credit scoring and fraud detection, OCR and NLP in claim automation, Conversational AI in financial services, Cloud-native banking stacks (Mambu), Cybersecurity fundamentals: encryption, 2FA, biometric layers, AML and continuous monitoring tools, Risk-based pricing models using Excel, eSign and eMandates in digital onboarding, Real-world case studies of Fintech data breaches. |
| **Learning Outcome**: Students will be able to apply APIs, AI tools, and secure architectures in Fintech workflows. |

**No. of Hours:24**

| **Module 4: Blockchain, Cryptocurrency & Smart Contracts** |
|---|
| **Scope of Module**: To explore the architecture and practical use of blockchain, cryptocurrency, tokenization, and smart contracts. |
| **Topics**: Blockchain fundamentals and DLT, No single point of failure, provably Immutable, Digital Signature, Blockchain wallets, External key, Multi Sign, cold nodes, block chain explorer tools, Blockchain apis, blockchain fork, Types of Blockchain, permission management, Atomic exchange transaction, Evolution: from Bitcoin to DeFi, CeFi and HYFi, Public vs. private blockchains, Consensus mechanisms (PoW, PoS), Smart contracts: concept and deployment, Ethereum, Multi chain Framework, Binance smart chain and Hyperledger, Tokenization: concept, types and process, Cryptocurrency overview (Bitcoin, Ethereum, stablecoins), Crypto wallets and exchanges, Central Bank Digital Currencies (CBDCs), Blockchain for KYC, insurance, and settlements, Intro to Python for blockchain, Basic transaction simulation using Python, |
| **Learning Outcome**: Students will be able to describe blockchain concepts, execute smart contracts, and simulate crypto transactions using Python. |

**No. of Hours:24**

| **Module 5: Compliance, Regulation & Risk in Fintech** |
|---|
| **Scope of Module**: To understand regulatory frameworks, risk mitigation, and ethical considerations in Fintech product design. |
| **Topics**: RBI, SEBI, IRDAI regulations in Fintech, RBI digital lending guidelines, GDPR vs. DPDP Act, Fraud vectors: phishing, identity theft, AML/KYC requirements and verification tools, RegTech dashboards and APIs, Open Credit Enablement Network (OCEN), Account Aggregator framework in India, Digital product compliance mapping, Fintech ethics and AI bias, Cybersecurity laws in digital finance, Capstone: Building a compliant Fintech product lifecycle, Regulatory sandbox case studies |
| **Learning Outcome**: Students will be able to apply legal frameworks, mitigate risk, and incorporate compliance in digital financial solutions. |

**CO-PO Mapping Table**

| CO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 0 | 2 | 0 | 0 | 0 | 0 |
| **CO2** | 0 | 3 | 0 | 2 | 0 | 0 | 0 |
| **CO3** | 0 | 2 | 2 | 2 | 0 | 0 | 0 |
| **CO4** | 0 | 2 | 2 | 3 | 0 | 0 | 0 |
| **CO5** | 2 | 2 | 2 | 2 | 3 | 3 | 3 |
| **Articulation** | **2.5** | **2.25** | **2** | **2.25** | **3** | **3** | **3** |

# Semester IV
# Courses

| | |
|---|---|
| **Course Title:** | **Strategic Management** |
| **Course Code:** | **25VMB0C401** |
| **Semester:** | **VI** |
| **Credits:** | **4** |
| **Course Type:** | **CC** |
| **Learning Hours:** | **120 hours** |
| **Live Sessions:** | **12 hours** |

**Course Description:** This course offers a comprehensive understanding of strategic management principles and processes. It emphasizes strategy formulation, implementation, evaluation, and change in competitive and global business environments. Through real-world case analyses, students will learn to develop and present strategic solutions aligned with organizational goals and environments.

**Course Outcomes (COs): (With BTL)**

| CO | Course Outcome Statement | BTL |
|---|---|---|
| CO1 | Understand the strategic decisions that organisations make and have the ability to engage in strategic planning. | 2 |
| CO2 | Explain the basic concepts, principles and practices associated with strategy formulation and implementation. | 5 |
| CO3 | Integrate and apply knowledge gained in basic concepts to the formulation and implementation of strategy from holistic and multi-functional perspectives. | 3 |
| CO4 | Analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective. | 4 |
| CO5 | Conduct and present a credible business analysis in a team setting. | 5 |

**Course Modules**

**No. of Hours: 24**

| **Module 1: *Fundamentals of Strategic Management*** |
|---|
| **Scope of Module:** Introduces the basic definitions, strategic decision-making processes, and the conceptual foundations of strategic planning and execution. |
| **Topics:** Definition of strategy, competitive advantage, strategic managers, strategic management process, vision, mission, goals, objectives, strategy-making in unpredictable environments, feedback loops, SWOT analysis, business models, company philosophy, quality and environmental policies, scenario planning, decentralized planning, strategic decision-making, cognitive biases, strategic leadership |
| ***Learning Outcome:*** Understand the fundamentals of strategic thinking and planning. |

**No. of Hours: 24**

| **Module 2: Environmental and Organizational Analysis** |
|---|
| **Scope of Module:** Examines the internal and external factors influencing an organization's strategic choices and performance. |
| **Topics:** External analysis, Porter's Five Forces, industry life cycle analysis, STEEPLE analysis, internal analysis of resources and capabilities, value chain, competitive advantage roots, sustainability of |

| |
|---|
| competitive advantage, industry dynamics |
| ***Learning Outcome:*** Analyze internal strengths and external opportunities and threats. |

**No. of Hours: 24**

| **Module 3: Functional and Business-Level Strategies** |
|---|
| **Scope of Module:** Covers functional strategies that create efficiency and competitive positioning at the business level. |
| **Topics:** Functional strategies, superior efficiency, quality and innovation, business-level strategies, generic strategies, focused cost leadership, differentiation, BCG matrix, failures in competitive positioning |
| **Learning Outcomes:** Formulate functional and business-level strategies to build competitive advantage. |

**No. of Hours: 24**

| **Module 4: *Industry and Global Strategy*** |
|---|
| **Scope of Module:** Explores market dynamics and strategic positioning in both domestic and global environments. |
| **Topics:** Industry dynamics, market maturity, declining industries, global and national environments, global expansion, cost vs. local responsiveness, international and transnational strategies, entry modes, global alliances, glocal strategies |
| **Learning Outcomes:** Evaluate strategic considerations for competing in global and mature markets. |

**No. of Hours: 24**

| **Module 5: *Application of Strategy and Execution*** |
|---|
| **Scope of Module:** Focuses on the real-world application of strategic management through teamwork, critical thinking, and presentations. |
| **Topics:** Strategic execution, leading organizational change, decision-making at strategic levels, persuasive communication, presentation strategies, case analysis, teamwork in strategic planning, final strategic business analysis and report |
| **Learning Outcomes:** Apply strategic tools in real-life settings and deliver business analysis collaboratively. |

**CO-PO Mapping Table**

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 2 | 1 | 1 | 1 | 1 |
| **CO2** | 3 | 2 | 2 | 2 | 1 | 1 | 1 |
| **CO3** | 3 | 3 | 2 | 2 | 2 | 1 | 2 |
| **CO4** | 3 | 3 | 2 | 3 | 2 | 2 | 2 |
| **CO5** | 2 | 2 | 1 | 2 | 3 | 1 | 2 |

| | |
|---|---|
| **Course Title:** | Indian Financial System & Financial Markets |
| **Course Code:** | 25VMB1S401 |
| **Semester:** | IV |
| **Credits:** | 4 |
| **Course Type** | DSE |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 hours |

**Course Description:** This advanced course offers a comprehensive exploration of the Indian financial system and its markets, designed for MBA students with foundational knowledge in finance. It bridges classical concepts—such as the structure and functions of financial institutions, traditional financial instruments, and regulatory frameworks—with the latest innovations transforming India's financial landscape. The syllabus covers evolving financial markets, digital payment ecosystems, fintech disruptions, regulatory advancements, and emerging instruments like derivatives and digital currencies.

**Course Outcomes (COs): (With BTL)**

| CO | Course Outcome Description | BTL |
|---|---|---|
| CO1 | Analyze the structure and functions of the Indian financial system, including traditional and digital institutions. | 4 |
| CO2 | Evaluate the operations of primary and secondary financial markets with an emphasis on recent technological innovations. | 5 |
| CO3 | Interpret key regulatory frameworks governing Indian financial markets and assess their role in promoting market integrity and innovation. | 4 |
| CO4 | Apply knowledge of classical and advanced financial instruments, including derivatives, to real-world risk management and investment scenarios. | 3 |
| CO5 | Critically assess emerging fintech trends, digital currencies, and innovations shaping the future of India's financial ecosystem. | 5 |

**Course Modules**

**No. of Hours:24**

| **Module 1: Evolution and Structure of Indian Financial System** |
|---|
| **Scope:** Foundational understanding of the Indian financial system's architecture with evolution from classical institutions to modern digital players. |
| **Topics:**Functions and role of financial system, Components: Financial institutions, markets, instruments, and services, Development financial institutions (DFIs) and their role in industrial growth, Financial inclusion: classical concepts and digital initiatives, Payment systems evolution: from cheque to UPI and digital wallets, Neo-banks and Payment Banks, RBI's monetary policy tools and evolution, Case study: UPI revolution vs traditional banking channels, Fintech disruptions in lending and credit assessment |
| **Learning Outcome:**Students will grasp both classical financial structures and the impact of |

| |
|---|
| recent technological shifts on inclusion and service delivery. |

**No. of Hours:24**

| **Module 2: Indian Financial Markets – Primary and Secondary Markets** |
|---|
| **Scope:** Covers classical market operations along with modern trading innovations and regulatory environment. |
| Topics:Primary market functions: IPO, rights issue, and private placements, Role of merchant bankers and underwriters, Secondary markets: stock exchanges, trading mechanisms, and settlement systems, Market microstructure fundamentals: bid-ask spread, order types, liquidity, price discovery, Classical trading systems vs electronic trading, Dematerialization and electronic settlement (Demat), Algorithmic trading and high-frequency trading (HFT) in India, Introduction of T+1 settlement and its significance, Investor protection and market conduct rules, Case study: Evolution of NSE from floor trading to electronic markets. |
| **Learning Outcome:** Students will understand the core market operations and apply knowledge of modern trading systems and regulations. |

**No. of Hours:24**

| **Module 3: Regulation and Supervision of Indian Financial Markets** |
|---|
| **Scope:** Examines classical regulatory frameworks alongside modern compliance, risk mitigation, and innovation governance. |
| **Topics:** History and objectives of SEBI, RBI, and IRDA regulation, Insider trading and prevention of market manipulation, Classical compliance: KYC, AML, and investor protection norms, Modern RegTech applications and automation, SEBI's regulatory sandbox for fintech, Data privacy laws and cybersecurity frameworks in finance, Cross-border regulatory coordination and challenges, ESG regulation and sustainable finance reporting, Digital disclosures and investor grievance mechanisms, Case study: SEBI's recent reforms in algorithmic trading. |
| **Learning Outcome:** Students will analyze regulatory principles from classical to modern frameworks and develop compliance strategies. |

**No. of Hours:24**

| **Module 4: Financial Instruments and Derivatives in India** |
|---|
| **Scope:** Introduction to classical and contemporary financial instruments and their application in risk management and investment. |
| **Topics:** Equity shares, preference shares, bonds, and debentures, Government securities and treasury bills, Mutual funds and their classifications, Introduction to derivatives: forwards, futures, options, swaps, and warrants, Classical hedging and speculation strategies, Advanced derivatives: currency and interest rate swaps, Commodity derivatives and exchange platforms, Structured products and securitization, Use of derivatives for corporate risk management, Practical derivative pricing basics, Case study: Corporate use of derivatives for forex risk mitigation. |

| |
|---|
| **Learning Outcome:**Students will be able to apply concepts of traditional and modern financial instruments for effective risk and investment management. |

**No. of Hours:24**

| **Module 5: Innovations, Fintech, and Emerging Trends in Indian Financial Markets** |
|---|
| **Scope:** Overview of cutting-edge financial innovations integrated with classical finance principles to shape future markets. |
| **Topics:** Fintech ecosystem in India: lending, payments, wealthtech, insurtech, Blockchain fundamentals and financial applications, Cryptocurrency and regulatory challenges, Central Bank Digital Currency (CBDC) and pilot projects, Robo-advisors and AI in portfolio management, API banking and open finance, Decentralized Finance (DeFi) overview, Sustainable finance and ESG investing trends, Digital identity and KYC innovations, Impact of AI, Big Data, and ML on credit and fraud risk, Case study: Fintech disruption in MSME finance. |
| **Learning Outcome:**Students will critically evaluate the integration of classical finance concepts with innovations transforming Indian financial markets. |

**CO-PO Mapping Table**

| Course Outcomes | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| CO1 | 3 | 3 | 1 | 2 | 1 | 1 | 1 |
| CO2 | 2 | 3 | 2 | 3 | 1 | 1 | 1 |
| CO3 | 2 | 2 | 3 | 2 | 1 | 1 | 2 |
| CO4 | 3 | 3 | 1 | 3 | 2 | 1 | 1 |
| CO5 | 1 | 3 | 2 | 3 | 1 | 2 | 2 |
| Articulation | 2.2 | 2.8 | 1.8 | 2.6 | 1.2 | 1.2 | 1.4 |

| | |
|---|---|
| **Course Title:** | **Wealth Management** |
| **Course Code:** | **25VMB1S402** |
| **Semester:** | **IV** |
| **Credits:** | **4** |
| **Course Type:** | **DSE** |
| **Learning Hours:** | **120 hours** |
| **Live Sessions:** | **12 hours** |

**Course Description:** This course explores the dynamic domains of wealth management and personal financial planning, offering comprehensive insights into investment instruments, asset allocation, and portfolio construction. With a strong industry orientation, students will engage with real-life case lets, learn to manage wealth for diverse customer profiles, and apply financial tools and simulations to optimize asset strategies. The integration of AI-based tools in portfolio optimization and financial analytics ensures learners are industry-ready and tech-savvy in a rapidly evolving financial landscape.

| CO | Course Outcome | BTL |
|---|---|---|
| **CO1** | Evaluate and analyze evolving investment concepts, identify influencing factors, and examine diverse investment instruments. | **5** |
| **CO2** | Illustrate asset allocation simulations and explain the significance of diversification strategies. | **3** |
| **CO3** | Apply financial planning techniques for different life stages and customer profiles. | **3** |
| **CO4** | Construct appropriate portfolios for varying investor profiles and differentiate between financial planning and wealth management. | **4** |
| **CO5** | Examine the market behavior, corrections, and investor responses, especially in the context of wealth planning. | **4** |

**Course Modules**

**No. of Hours: 24**

| **Module 1: Investment Concepts and Asset Allocation** |
|---|
| **Scope of Module:** Introduces the evolution of investment philosophy, explores key determinants affecting investment decisions, and evaluates various asset classes. This module provides foundational knowledge on asset allocation and highlights how AI-based Robo-Advisory tools assist in customizing investment strategies. |
| **Topics:** Evolution of Investing; Four Pillars of Investing – Why, Where, How and When To Invest; Investing For Events; Inflation Influencing Investing Decisions; Aspirational Living and Changing Investing Styles; Introduction to Different Asset Classes; Traditional Instruments; Non-Traditional Instruments; Risk and Return Parameters of Different Assets; Merits and Demerits of Different Instruments; Introduction to Asset Allocation; Importance of Asset Allocation; Asset Allocation Simulations; Different Asset Allocation Opportunities; Integration of AI-based Robo-Advisory Systems for Asset Allocation. |
| **Learning Outcome:** Students will be able to analyze investment options and simulate asset allocation strategies using traditional and AI-based tools. |

**No. of Hours: 24**

| **Module 2: Financial Planning Techniques** |
|---|
| **Scope of Module:** This module focuses on personal financial planning stages, goal identification, and creating customized financial plans with the support of case-based discussions. It also explores the role of AI-powered chatbots and advisory systems in personal finance counseling. |
| **Topics:** Fundamentals of Planning; Threats and Trivia of Planning; Life Stages; Customer Profiling Process; Pre-Planning Questions; Preparing Financial Planning Questionnaire; Preparing Financial Planning Status; Today's Cost vs. Future Cost; Importance of Mutual Funds and Insurance in Financial Planning; Planning for Life Goals; Financial Planning Case for Unmarried Individuals; Financial Planning Case of Married Individuals without Children; Financial Planning Case for Married Individuals with Children; Importance of Retirement Planning; Merits and Demerits of Financial Planning; Introduction to Wealth Management Concepts; Stages of Wealth Management; Wealth Management Target Customers; Identifying Wealthy Customers; Asset Allocation under Wealth Management; Cash-Flow Management; Products Suitable for Wealth Management Customers; Understanding the Psychology of Wealthy Customers; Government Regulations Governing Wealth Management; Application of AI-powered Personal Finance Assistants in Goal-Based Planning. |
| **Learning Outcome:** Students will be able to create financial plans for various customer profiles using planning tools and AI-supported systems. |

**No. of Hours: 24**

| **Module 3: Portfolio Services and Construction** |
|---|
| **Scope of Module:** Covers applied aspects of wealth management using real-time cases and introduces emerging services such as PMS and AIF. The module also explains portfolio construction for stock-based investments and introduces AI algorithms for stock selection and portfolio balancing. |
| **Topics:** Wealth Management Cases of Different Types of Customers with Different Financial Backgrounds and Different Future Financial Needs; Introduction to Portfolio Management Services or PMS; Difference Between Portfolio Management Services and Wealth Management; Emerging Trends in Wealth Management; Introduction to Alternative Investment Funds or AIFs; Regulations Governing PMS and AIF; Introduction to Portfolios; Passive vs. Active Management; Portfolio Management Styles; Investment Framework; Sector Classification; Beta Rationale; Understanding Market Capitalization; Top-Down and Bottom-Up Approaches; Indices and Benchmarking; Ideal Portfolio Construction Theory; Monitoring Portfolios; Constructing Mini Portfolios; Use of AI in Portfolio Optimization and Stock Screening Techniques. |
| **Learning Outcome:** Students will be able to construct and evaluate portfolios using both traditional models and AI-based stock analysis tools. |

**No. of Hours: 24**

| **Module 4: Mutual Fund Strategies and Market Behavior** |
|---|
| **Scope of Module:** This module focuses on portfolio strategies for mutual funds and evaluates investor behavior during various market cycles. It explores how AI-driven sentiment analysis is used in mutual fund strategy design and behavioral assessment. |
| **Topics:** Mutual Funds Theme and Scheme Classification; Allocation of Themes; Insights into Mutual Fund Portfolio Construction; Equity and Debt Mutual Fund Model Portfolios; Managing Portfolios; Taxation Aspects; Difference Between Market Corrections and Crashes; Prelude to Market Crashes; Understanding Asset Bubbles; Market Crashes and Recovery; Concepts of Losses and Recovery in Equity Mutual Fund Investing; Investor Psychology During Different Market Conditions; Emerging Trends in Investor Behavior in Financial Markets; Application of AI-based |

| |
|---|
| Sentiment Analysis in Mutual Fund Portfolio Adjustments. |
| **Learning Outcome:** Students will be able to design mutual fund strategies and understand market trends with the aid of AI insights. |

**No. of Hours: 24**

| **Module 5: Strategic Applications in Wealth and Market Analytics** |
|---|
| **Scope of Module**: Focuses on high-level strategic decision-making using EMH principles, behavior trends during market cycles, and overcoming decision-making pitfalls. Emphasizes AI-powered forecasting and analytics for strategic investment decisions. |
| **Topics:** Introduction to EMH; Theoretical Foundations of EMH; FAMA's Investment Theory; Variations of EMH; Pros and Cons of EMH; Relationship Between EMH and Common Investor Behavior; Influence of Emotions; Rupee-Cost / Dollar-Cost Averaging Types of Investing; Overconfidence in the Market; Decision-Making Pitfalls; Ingredients of Investment Philosophy; Psychographic Models; Techniques for Overcoming Investor Biases; Use of AI-based Predictive Models for Market Correction Forecasting and Investment Advice. |
| **Learning Outcome:** Students will be able to apply strategic investment principles and leverage AI analytics for improving wealth planning decisions. |

**CO-PO Mapping Table**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **3** | **2** | **2** | **2** | **1** | **1** |
| **CO2** | **2** | **3** | **3** | **2** | **2** | **1** | **1** |
| **CO3** | **3** | **2** | **3** | **2** | **2** | **2** | **1** |
| **CO4** | **3** | **3** | **3** | **3** | **3** | **2** | **2** |
| **CO5** | **3** | **3** | **2** | **3** | **3** | **2** | **1** |
| **Articulation** | **14** | **14** | **13** | **12** | **12** | **8** | **6** |

| | |
|---|---|
| **Course Title**: | International Finance & Investment Banking |
| **Course Code**: | 25VMB1S403 |
| **Semester**: | IV |
| **Credits**: | 4 |
| **Course Type** | Elective |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 hours |

**Course Description:** This course provides a comprehensive overview of international finance, focusing on global monetary systems, foreign exchange markets, international financial institutions, and instruments. The latter part introduces core concepts of investment banking including IPOs, M&As, and regulatory frameworks, offering a bridge between theoretical foundations and real-world financial strategies. It prepares students for careers in global finance, banking, and consulting.

**Course Outcomes (COs)**

**Upon successful completion of this course, learners will be equipped to:**

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Examining the functioning of international financial markets and global monetary systems. | 4 |
| CO2 | Analyze foreign exchange markets and apply hedging strategies | 4 |
| CO3 | Evaluate international investment decisions considering risk and return factors | 5 |
| CO4 | Explain the role of investment banks and their service lines | 5 |
| CO5 | Apply the knowledge of international finance and investment banking in strategic financial decisions | 3 |

**Course Module**

**No. of Hours:24**

| **Module 1: Foundations of International Finance** |
|---|
| **Scope of Module:** This module covers the evolution of international financial systems, balance of payments, exchange rate regimes, and global monetary frameworks to build foundational knowledge. |
| **Topics:** Introduction to International Finance: history, trends in international trade, flow of funds through FDI and FPI, Balance of Payments : components, equilibrium and disequilibrium, trade deficits and capital account convertibility, Exchange Rate Systems and Mechanisms: Nominal and real exchange rates, NEER & REER, forecasting models of exchange rates, Purchasing Power Parity and Interest Rate Parity, International Monetary System: evolution, gold standard, Bretton Woods, Smithsonian Agreement, EMU and other agencies facilitating international flow of funds |
| **Learning Outcome:** Explain the core concepts and frameworks in international financial systems. |

**No. of Hours:24**

| **Module 2: Foreign Exchange Markets and Risk Management** |
|---|
| **Scope of Module:** This module focuses on foreign exchange markets, currency risk exposure, and hedging tools including forwards, futures, options, and swaps. |
| **Topics:** Foreign Exchange Markets and Participants: transactions and settlements, Types of Exchange Rate Exposures, Currency Derivatives – Forwards, Futures, Options, Hedging Techniques and Strategies, Arbitrage and Speculation in FX Markets |
| **Learning Outcome:** Apply foreign exchange risk management strategies using financial derivatives. |

**No. of Hours:24**

| **Module 3: Global Financial Instruments and Institutions** |
|---|
| **Scope of Module:** This module covers global capital markets, international financial institutions, cross-border investments, and international taxation. |
| **Topics:** International Financial Markets (Equity, Debt): International bond markets, ADRs, GDRs, GRS, Multinational Capital Budgeting and Financing Decisions: methods of payments in international trade, Global Financial Institutions (IMF, World Bank, WTO), International Taxation and Transfer Pricing: accounting implications, Arm's Length Principle, OECD Transfer Pricing Guidelines, Transfer Pricing Methods, Advance Pricing Agreements (APAs), Country-by-Country Reporting (CbCR), Transfer Pricing Audits and Dispute Resolution, Recent Developments and Trends in Global Finance, Ethical Considerations in Transfer Pricing. |
| **Learning Outcome:** Evaluate the role of global financial institutions and instruments in international investing. |

**No. of Hours:24**

| **Module 4: Introduction to Investment Banking** |
|---|
| **Scope of Module:** Introduces investment banking fundamentals, including issue management, IPO process, and regulatory requirements. |
| **Topics:** Overview of Investment Banking Industry, Functions of Investment Banks, Public Issue Management – IPO/FPO Process, Underwriting, Book Building and Due Diligence, SEBI Regulations and Compliance for IB |
| **Learning Outcome:** Analyse the core functions of investment banking and issue management process. |

**No. of Hours:24**

| **Module 5: Advanced Topics in Investment Banking and Strategic Applications** |
|---|
| **Scope of Module:** Explores mergers and acquisitions, valuation models, and strategic applications of investment banking services. |
| **Topics:** Mergers and Acquisitions – Concepts and Deal Structuring, Valuation Techniques in M&A – DCF, Multiples, Private Equity and Venture Capital, Strategic Advisory Services in IB, Real-world Applications and Case Studies |
| **Learning Outcome:** Integrate financial and strategic knowledge to assess investment banking deals and advisory services. |

**CO/PO Mapping Table**

| **COs** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PO7** |
|---|---|---|---|---|---|---|---|
| CO1 | 2 | | 3 | | | | |
| CO2 | | 3 | | 2 | | | |
| CO3 | | 2 | | 3 | | | |
| CO4 | 2 | | 3 | | | | |
| CO5 | 3 | 2 | | | | | 2 |
| **Articulation** | 2.3 | 2.3 | 3 | 2.5 | - | - | 2 |

**Note:** The Articulation is indicative of how a particular course maps to a PO.

| | |
|---|---|
| **Course Title:** | Risk Management & Behavioural Finance |
| **Course Code:** | 25VMB1S404 |
| **Semester:** | IV |
| **Credits:** | 4 |
| **Course Type** | DSE |
| **Learning Hours** | 120 |
| **Live Sessions** | 12 hours |

**Course Description:** This course equips students with an integrated understanding of financial risk management and behavioural finance, emphasizing modern investment and corporate finance applications. It blends classical theories with cutting-edge methods, including data-driven risk analytics, behavioural biases, derivative-based hedging, and strategic risk governance, preparing students for the dynamic financial landscape.

| CO | Course Outcome | BTL |
|---|---|---|
| CO1 | Apply quantitative techniques to measure and manage various financial risks including ESG risks. | 3 |
| CO2 | Analyze and construct optimized investment portfolios incorporating factor models and ESG criteria. | 4 |
| CO3 | Evaluate and implement derivative and alternative instruments for effective risk hedging. | 5 |
| CO4 | Analyze behavioural biases and apply behavioural finance concepts to improve investment decisions. | 4 |
| CO5 | Develop integrated strategic risk management frameworks incorporating governance, ethics, and technology. | 5 |

**Course Outcomes (COs): (With BTL) Course Modules**
**Course Module**

**No. of Hours:24**

| **Module 1: Financial Risk Fundamentals and Quantitative Analytics** |
|---|
| **Scope of Module:** Introduce fundamental and advanced risk concepts with quantitative tools for real-world applications. |
| **Topics:** Types of financial risk: market, credit, liquidity, operational, model risk, Expected return, volatility and covariance, Risk-adjusted performance metrics (Sharpe, Sortino, Information ratios), Value at Risk (VaR) and Conditional VaR, Stress testing and scenario analysis, Multi-factor risk models (Fama-French, Macro factors), Introduction to machine learning in risk prediction, ESG risk factors and measurement. |

| |
|---|
| **Learning Outcome:** Apply quantitative techniques to measure and analyze diverse financial risks including emerging ESG risks. |

**No. of Hours:24**

| **Module 2: Portfolio Theory, Asset Allocation and Factor Investing** |
|---|
| **Scope of Module:** Explore modern portfolio construction integrating factor models, ESG, and practical constraints. |
| **Topics:** Modern Portfolio Theory (MPT) and limitations, Factor investing (size, value, momentum), Strategic vs tactical asset allocation, ESG integration in portfolios, Portfolio optimization with constraints (liquidity, taxes, transaction costs), Dynamic asset allocation, Portfolio rebalancing and risk budgeting, Smart beta and alternative beta strategies, Use of robo-advisors and AI in portfolio management. |
| **Learning Outcome:** Design and manage optimized portfolios incorporating multi-factor risks and sustainability criteria. |

**No. of Hours:24**

| **Module 3: Derivatives, Alternative Instruments and Risk Hedging** |
|---|
| **Scope of Module:** Advanced study of derivatives and alternative tools to hedge and transfer financial risks effectively. |
| **Topics:** Derivatives overview: forwards, futures, options, swaps, Exotic options and structured products, Interest rate and credit derivatives, Hedging strategies and risk mitigation, Collateral and margin management, Cryptocurrency derivatives, Tokenization concepts and digital assets, Regulatory environment and compliance, Real-life derivative applications in corporate finance. |
| **Learning Outcome:** Implement derivative and alternative instruments for comprehensive risk management in modern markets. |

**No. of Hours:24**

| **Module 4: Behavioural Finance and Investor Decision-Making** |
|---|
| **Scope of Module:** Develop into cognitive biases, emotions, and behavioural models influencing financial decisions. |
| **Topics:** Behavioural finance foundations, Cognitive biases: overconfidence, loss aversion, anchoring, herd behaviour, Prospect theory, Mental accounting, Investor sentiment and market anomalies, Behavioural portfolio theory, Debiasing techniques, Impact of social media and digital platforms on investor behaviour, Application of behavioural insights in corporate finance and risk management. |
| **Learning Outcome:** Integrate behavioral finance principles to enhance risk assessment and investment strategies. |

**No. of Hours:24**

| **Module 5: Strategic Risk Management, Governance and Emerging Trends** |
|---|
| **Scope of Module:** Comprehensive strategies for risk governance, incorporating technology, ethics, |

| |
|---|
| and sustainability. |
| **Topics:** Enterprise Risk Management (ERM) frameworks, Risk governance and regulatory compliance, Scenario planning and contingency strategies, Risk culture and behavioural risk management, ESG and sustainability risk integration, Ethical considerations in financial risk-taking, Tax-efficient risk strategies, Digital transformation in risk management (blockchain, AI), Cybersecurity risk, Future trends in financial risk and behavioural finance. |
| **Learning Outcome:** Develop integrated risk management strategies aligned with governance, ethics, and technological advances. |

**CO-PO Mapping Table**

| CO / PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 |
|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 2 | 1 | 1 | 1 | 1 |
| **CO2** | 2 | 3 | 2 | 2 | 1 | 1 | 2 |
| **CO3** | 3 | 3 | 2 | 3 | 1 | 1 | 1 |
| **CO4** | 3 | 2 | 2 | 3 | 1 | 1 | 1 |
| **CO5** | 3 | 3 | 2 | 3 | 2 | 2 | 2 |
| **Articulation** | 2.8 | 2.6 | 2 | 2.4 | 1.2 | 1.2 | 1.4 |

# Elective: Marketing

**Course Matrix**

| | | Marketing | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB2S301 | DSE | Consumer Behavior and Insights | 3 |

| | | | |
|---|---|---|---|
| 25VMB2S302 | DSE | Integrated Marketing Communications | 3 |
| 25VMB2S303 | DSE | Omni Channel Marketing | 3 |
| 25VMB2S304 | SEC | Market Research Tools | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB2S401 | DSE | B2B Marketing | 4 |
| 25VMB2S402 | DSE | Retail Marketing and Service Management | 4 |
| 25VMB2S403 | DSE | Digital Marketing and Brand Management | 4 |
| 25VMB2S404 | DSE | Global marketing | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Human Resource Management

## Course Matrix

| | | Human Resource Management | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB3S301 | DSE | Talent Acquisition and Management | 3 |
| 25VMB3S302 | DSE | Learning and Development | 3 |
| 25VMB3S303 | DSE | Industrial Relations and Labor Laws | 3 |

| | | | |
|---|---|---|---|
| 25VMB3S304 | SEC | Employee Management & Negotiation Skills | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB3S401 | DSE | International Human Resource Management | 4 |
| 25VMB3S402 | DSE | Performance Management Systems | 4 |
| 25VMB3S403 | DSE | Organization Development and Change Management | 4 |
| 25VMB3S404 | DSE | Employee Compensation & Benefits Management | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Finance & Marketing

## Course Matrix

| | | Finance and Marketing | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB1S301 | DSE | Direct and Indirect Taxes | 3 |

| | | | |
|---|---|---|---|
| 25VMB1S302 | DSE | Investment Analysis and Portfolio Management | 3 |
| 25VMB2S301 | DSE | Consumer Behavior and Insights | 3 |
| 25VMB2S304 | SEC | Market Research Tools | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB1S401 | DSE | Indian Financial System & Financial Markets | 4 |
| 25VMB1S404 | DSE | Risk Management & Behavioural Finance | 4 |
| 25VMB2S402 | DSE | Retail Marketing and Service Management | 4 |
| 25VMB2S403 | DSE | Digital Marketing and Brand Management | 4 |
| | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Marketing & Human Resource Management

## Course Matrix

| | | Marketing and Human Resource Management | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB3S301 | DSE | Talent Acquisition and Management | 3 |
| 25VMB3S303 | DSE | Industrial Relations and Labor Laws | 3 |

| | | | |
|---|---|---|---|
| 25VMB2S301 | DSE | Consumer Behavior and Insights | 3 |
| 25VMB2S304 | SEC | Market Research Tools | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB2S402 | DSE | Retail Marketing and Service Management | 4 |
| 25VMB2S403 | DSE | Digital Marketing and Brand Management | 4 |
| 25VMB3S402 | DSE | Performance Management Systems | 4 |
| 25VMB3S403 | DSE | Organization Development and Change Management | 4 |
| | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Human Resource Management & Finance

## Course Matrix

| | | Human Resource Management and Finance | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | | **Course Title** | |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB1S301 | DSE | Direct and Indirect Taxes | 3 |
| 25VMB1S302 | DSE | Investment Analysis and Portfolio Management | 3 |

| | | | |
|---|---|---|---|
| 25VMB3S301 | DSE | Talent Acquisition and Management | 3 |
| 25VMB3S304 | SEC | Employee Management & Negotiation Skills | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB3S402 | DSE | Performance Management Systems | 4 |
| 25VMB3S403 | DSE | Organization Development and Change Management | 4 |
| 25VMB1S401 | DSE | Indian Financial System & Financial Markets | 4 |
| 25VMB1S404 | DSE | Risk Management & Behavioural Finance | 4 |
| | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: General Management

## Course Matrix

| | General Management | | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB3S301 | DSE | Talent Acquisition and Management | 3 |
| 25VMB2S301 | DSE | Consumer Behavior and Insights | 3 |

| | | | |
|---|---|---|---|
| 25VMB1S302 | DSE | Investment Analysis and Portfolio Management | 3 |
| 25VMB2S304 | SEC | Market Research Tools | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB2S402 | DSE | Retail Marketing and Service Management | 4 |
| 25VMB3S403 | DSE | Organization Development and Change Management | 4 |
| 25VMB1S401 | DSE | Indian Financial System & Financial Markets | 4 |
| 25VMB3S402 | DSE | Performance Management Systems | 4 |
| | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: 7. Finance and Business Analytics

## Course Matrix

| | | Finance and Business Analytics | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB1S302 | DSE | Investment Analysis and Portfolio Management | 3 |
| 25VMB7S301 | DSE | Data Visualization and Analysis | 3 |
| 25VMB7S302 | DSE | R for Finance | 3 |

| | | | |
|---|---|---|---|
| 25VMB1S304 | SEC | Fintech - Foundations and Applications | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB7S401 | DSE | Data Analytics using SPSS | 4 |
| 25VMB7S402 | DSE | Advanced Spreadsheet Modelling | 4 |
| 25VMB1S401 | DSE | Indian Financial System & Financial Markets | 4 |
| 25VMB1S404 | DSE | Risk Management & Behavioural Finance | 4 |
| | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Marketing and Business Analytics

## Course Matrix

| | | Marketing and Business Analytics | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB2S301 | DSE | Consumer Behavior and Insights | 3 |
| 25VMB2S302 | DSE | Integrated Marketing Communications | 3 |
| 25VMB8S301 | DSE | Data Analytics with Python | 3 |

| | | | |
|---|---|---|---|
| 25VMB7S301 | SEC | Data Visualization and Analysis | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB7S401 | DSE | Data Analytics using SPSS | 4 |
| 25VMB7S402 | DSE | Advanced Spreadsheet Modelling | 4 |
| 25VMB2S403 | DSE | Digital marketing & Brand management | 4 |
| 25VMB2S402 | DSE | Retail Marketing and Service Management | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: HRM and Analytics

## Course Matrix

| | | HRM and Analytics | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VMX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB3S301 | DSE | Talent Acquisition and Management | 3 |
| 25VMB3S304 | DSE | Employee Management & Negotiation Skills | 3 |
| 25VMB8S301 | DSE | Data Analytics with Python | 3 |

| | | | |
|---|---|---|---|
| 25VMB7S301 | SEC | Data Visualization and Analysis | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB3S403 | DSE | Organization Development and Change Management | 4 |
| 25VMB3S402 | DSE | Performance Management Systems | 4 |
| 25VMB7S402 | DSE | Advanced Spreadsheet Modelling | 4 |
| 25VMB7S401 | DSE | Data Analytics using SPSS | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Project Management

## Course Matrix

| | | Project Management | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB11S301 | DSE | Sub-Systems of Project Management | 3 |
| 25VMB11S302 | DSE | Project Selection and Portfolio Management | 3 |

| | | | |
|---|---|---|---|
| 25VMB11S303 | DSE | Project Finance and Investment Analysis | 3 |
| 25VMB11S304 | SEC | Project Planning & Scheduling Tools | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB11S401 | DSE | Project Monitoring and Information Systems | 4 |
| 25VMB11S402 | DSE | Project Risk Management | 4 |
| 25VMB11S403 | DSE | Project Team Building, Evaluation and Control | 4 |
| 25VMB11S404 | DSE | Total quality Management | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Supply Chain, Production and Operations Management

## Course Matrix

| | | Supply Chain, Production and Operations Management | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB12S301 | DSE | Logistics and Supply Chain Management | 3 |
| 25VMB12S302 | DSE | Materials and Inventory Mangement | 3 |
| 25VMB12S303 | DSE | Agile Manufacturing & Lean Mangement | 3 |

| | | | |
|---|---|---|---|
| 25VMB12S304 | SEC | Export & Import Documentation | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB12S401 | DSE | Information System for Logistics & Supply Chain | 4 |
| 25VMB12S402 | DSE | Negotiation Skills for Supply Chain Operations | 4 |
| 25VMB12S403 | DSE | Sustainable Supply Chain Management | 4 |
| 25VMB11S404 | DSE | Total quality Management | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Information Technology Management

## Course Matrix

| | Information Technology Management | | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB13S301 | DSE | Enterprise Resource Planning | 3 |
| 25VMB13S302 | DSE | Database Management System | 3 |
| 25VMB13S303 | DSE | IT Strategy and Governance | 3 |

| | | | |
|---|---|---|---|
| 25VMB13S304 | SEC | Software Engineering | 3 |
| | OE | Open Elective | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB13S401 | DSE | Technology Management | 4 |
| 25VMB13S402 | DSE | IT Project Management | 4 |
| 25VMB13S403 | DSE | IT Privacy and Security | 4 |
| 25VMB13S404 | DSE | Digital Transformation and Innovation | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Retail Management and Quick Commerce

## Course Matrix

| | | Retail Management and Quick Commerce | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB2S301 | DSE | Consumer Behavior and Insights | 3 |
| 25VMB2S302 | DSE | Integrated Marketing Communications | 3 |
| 25VMB12S301 | DSE | Logistics & Supply Chain Management | 3 |
| 25VMB2S304 | SEC | Market Research Tools | 3 |

| | | | |
|---|---|---|---|
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB14S401 | DSE | E-tailing & Quick Commerce | 4 |
| 25VMB14S402 | DSE | Retail Marketing | 4 |
| 25VMB14S403 | DSE | Retail CRM | 4 |
| 25VMB14S404 | DSE | International Retailing | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Healthcare Management

## Course Matrix

| | Healthcare Management | | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance & Ethics | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB15S301 | DSE | Healthcare Operations Management | 3 |
| 25VMB15S302 | DSE | Health Economics and Policy | 3 |
| 25VMB15S303 | DSE | Healthcare Quality Management | 3 |
| 25VMB15S304 | SEC | Health Informatics | 3 |

| | | | |
|---|---|---|---|
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 24VMB15S401 | DSE | Health Insurance | 4 |
| 24VMB15S402 | DSE | Healthcare Laws | 4 |
| 24VMB15S403 | DSE | Medical Tourism | 4 |
| 24VMB15S404 | DSE | Hospital Infrastructure Planning & Management | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Entrepreneurship and Venture Creation

## Course Matrix

| | Entrepreneurship and Venture Creation | | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance & Ethics | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB16S301 | DSE | Launching and Managing an Enterprise | 3 |
| 25VMB2S301 | DSE | Consumer Behavior and Insights | 3 |
| 25VMB16S302 | DSE | Social Entrepreneurship and Corporate Entrepreneurship | 3 |

| | | | |
|---|---|---|---|
| 25VMB16S303 | SEC | Opportunity Sensing & Design Thinking | 3 |
| | OE | Open Elective Course | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB16S401 | DSE | Entrepreneurship Finance | 4 |
| 25VMB16S402 | DSE | Managing Innovation and Technology | 4 |
| 25VMB16S403 | DSE | Managing Family Business | 4 |
| 25VMB16S404 | DSE | Project Formulation and Feasibility Analysis | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Business Intelligence and Analytics

## Course Matrix

| | | Business Intelligence and Analytics | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance & Ethics | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB17S301 | DSE | Analytics Language for Managers * | 4 |
| 25VMB17S302 | DSE | DBMS for Managers * | 4 |

| | | | |
|---|---|---|---|
| 25VMB17S303 | SEC | Mathematical Foundation for Machine Learning * | 4 |
| 25VMB17S304 | OE | Open Elective Course - BI Reporting for Managers * | 4 |
| | | | |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB17S401 | DSE | Business Intelligence | 4 |
| 25VMB17S402 | DSE | Data Warehousing * | 4 |
| 25VMB17S403 | DSE | Data Mining for Intelligence * | 4 |
| 25VMB17S404 | DSE | Web Data Extraction and Analytics * | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: International Finance

## Course Matrix

| | | International Finance | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB18S201 | CC | Corporate and Business Law (ACCA) | 4 |
| 25VMB18S202 | CC | Taxation (ACCA) | 4 |
| 25VMB18S203 | SEC | Performance Management (ACCA) | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB18S301 | DSE | Financial Reporting (ACCA) | 4 |
| 25VMB18S302 | DSE | Audit and Assurance (ACCA) | 4 |
| 25VMB18S303 | SEC | Financial Management (ACCA) | 4 |

| | | | |
|---|---|---|---|
| 25VMB18S304 | OE | Open Elective Course- Strategic Business Leadership (ACCA) | 4 |
| | | | |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB18S401 | CC | Analytics for Finance | 4 |
| 25VMB18S402 | DSE | Financial Markets | 4 |
| 25VMB18S403 | DSE | Advanced Financial Management (ACCA) | 4 |
| 25VMB18S404 | DSE | Advanced Performance Management (ACCA) | 4 |
| 25VMB18S405 | DSE | Strategic Business Reporting (ACCA) | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Digital Marketing and E-Commerce

## Course Matrix

| | | Digital Marketing and E-Commerce | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB19S201 | CC | Inbound Marketing: Content and Search Marketing | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB19S301 | DSE | Data Visualisation | 4 |
| 25VMB19S302 | DSE | Outbound Marketing – Digital Ads and Social Media Marketing | 4 |

| | | | |
|---|---|---|---|
| 25VMB19S303 | SEC | Brand Management for E-Commerce | 4 |
| 25VMB0AL306 | OE | Applied Learning | 4 |
| | | | |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Mangement | 4 |
| 25VMB19S404 | DSE | Integrated Marketing Communication Strategy | 4 |
| 25VMB19S402 | DSE | Digital Product Management | 4 |
| 25VMB19S403 | DSE | Growth Marketing | 4 |
| 25VMB19S401 | DSE | Marketing Analytics | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Data Science & Analytics

## Course Matrix

| | | Data Science and Analytics | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB20S201 | CC | Python for Data Science | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB19S301 | DSE | Data Visualisation | 4 |
| 25VMB20S301 | DSE | SQL for Data Science | 4 |
| 25VMB20S302 | SEC | Satistical Methods for Decision Making | 4 |

| | | | |
|---|---|---|---|
| 25VMB0AL306 | OE | Applied Learning | 4 |
| | | | |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Management | 4 |
| 25VMB20S401 | DSE | Predictive Analytics for Machine Learning | 4 |
| 25VMB20S402 | DSE | Text Mining | 4 |
| 25VMB20S403 | DSE | Web and Social Media Analytics | 4 |
| 25VMB19S401 | DSE | Marketing Analytics | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Artificial Intelligence

## Course Matrix

| | | Artificial Intelligence | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB20S201 | CC | Python for Data Science | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB19S301 | DSE | Data Visualisation | 4 |
| 25VMB21S301 | DSE | Artificial Intelligence and Machine Learning Models | 4 |
| 25VMB21S302 | SEC | Statistical Analysis using Python | 4 |

| | | | |
|---|---|---|---|
| 25VMB0AL306 | OE | Applied Learning | 4 |
| | | | |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Strategic Management | 4 |
| 25VMB20S401 | DSE | Predictive Analytics for Machine Learning | 4 |
| 25VMB21S402 | DSE | Generative AI for Practitioners | 4 |
| 25VMB21S403 | DSE | Applied Artificial Intelligence for Managers | 4 |
| 25VMB19S401 | DSE | Marketing Analytics | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Banking and Finance

## Course Matrix

| | | Banking and Finance | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | **Semester II** | | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB0C203 | CC | Operations Research | 4 |
| 25VMB0C204 | CC | Business Law & Corporate Governance | 4 |
| 25VMB0C205 | SEC | Business Analytics & Artificial Intelligence | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB22S301 | DSE | Banking Domain - Retail and Corporate Business | 4 |
| 25VMB22S302 | DSE | KYC in Banking | 4 |
| 25VMB22S303 | SEC | Customer Service and Banking Codes and Standards | 4 |

| | | | |
|---|---|---|---|
| | OE | Open Elective | 4 |
| | | | |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Management of Financial Services | 4 |
| 25VMB22S401 | DSE | Financial Management and Valuation | 4 |
| 25VMB22S402 | DSE | Financial Analysis and Audit Reports | 4 |
| 25VMB22S403 | DSE | Digital Banking - Fraud and Risk Management | 4 |
| 24VMB26S403 | DSE | Project Risk Management | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: Strategic Accounting

## Course Matrix

| | | Strategic Accounting | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C101 | CC | Business Economics | 4 |
| 25VMB0C102 | CC | Sustainability & Ethics | 2 |
| 25VMB0C103 | SSC | Financial Reporting & Corporate Finance | 4 |
| 25VMB0C104 | DSC | Organizational Behavior and Human Resources Management | 4 |
| 25VMB0C105 | CC | Quantitative Techniques for Business Decisions | 4 |
| 25VBX0S105 | SEC | Generative AI for Online Learners | 2 |
| | **Semester II** | | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C201 | TDPCL | Entrepreneurship | 4 |
| 25VMB0C202 | DSC | Marketing Management | 4 |
| 25VMB23S201 | CC | External Financial Reporting Decisions (CMA US - Part 1) | 4 |
| 25VMB23S202 | CC | Planning, Budgeting, and Forecasting (CMA US - Part 1) | 4 |
| 25VMB23S203 | SEC | Technology and Analytics (CMA US - Part 1) | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C301 | CC | Business Research Methods | 4 |
| 25VMB0C302 | CC | Operations Management | 4 |
| 25VMB23S301 | DSE | Performance Management (CMA US - Part 1) | 4 |
| 25VMB23S302 | DSE | Cost Management (CMA US - Part 1) | 4 |
| 25VMB23S303 | SEC | Internal Controls (CMA US - Part 1) | 4 |

| | | | |
|---|---|---|---|
| | OE | Open Elective course | 4 |
| | | | |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB0C401 | CC | Corporate Finance (CMA US - Part 2) | 4 |
| 25VMB23S401 | DSE | Financial Statement Analysis (CMA US - Part 2) | 4 |
| 25VMB23S402 | DSE | Decision Analysis and Investment decision (CMA US - Part 2) | 4 |
| 25VMB23S403 | DSE | Professional Ethics and Risk Management (CMA US - Part 2) | 4 |
| 25VMB23S404 | DSE | Goods and Service Tax & Income Tax | 4 |
| 25VMB0P406 | Thesis | Master Thesis / Project * | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: AI for Business

## Course Matrix

| | | AI for Business | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VM25S101 | CC | Financial and Management Accounting with AI Tools | 4 |
| 25VM25S102 | CC | Managerial Economics in the Age of AI | 2 |
| 25VM25S103 | CC | Marketing Principles with Generative AI | 4 |
| 25VM25S104 | SSC | AI Tools for Business Productivity | 4 |
| 25VM25S105 | DSC | Data Analytics and Visualization | 4 |
| | SEC | The Art of Persuasive Communication | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VM25S201 | CC | AI in Sales Intelligence and Distribution Strategy | 4 |
| 25VM25S202 | CC | Organizational Behavior and People Analytics | 4 |
| 25VM25S203 | DSC | Operations and Supply Chain with AI Automation | 4 |
| 25VM25S204 | SEC | Business Communication and Report Writing | 4 |
| 25VM25S205 | TDPCL | Entrepreneurship Essentials | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB25S301 | CC | Business Research Methods | 4 |
| 25VMB25S302 | CC | AI for Business Decision Making | 4 |
| 25VMB25S303 | DSE | Strategic Management in the AI Era | 3 |
| 25VMB25S304 | DSE | Strategic Foresight and Scenario Planning with AI | 3 |
| 25VMB25S305 | DSE | AI for Marketing Intelligence and Competitive Positioning | 3 |

| | | | |
|---|---|---|---|
| 25VMB25S303 | SEC | Psychology of Leadership | 3 |
| | OE | Design Thinking and Product Development/ Business Law in the Digital Age | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB25S401 | CC | AI-Enabled Leadership and Change Management | 4 |
| 25VMB25S402 | DSE | Sustainable Value Creation with AI | 4 |
| 25VMB25S403 | DSE | Corporate and Growth Strategy in AI-First Organizations | 4 |
| 25VMB25S404 | DSE | Agile Business Models with AI | 4 |
| 25VMB25S405 | DSE | Emerging Tech in Business | 4 |
| 25VMB0P406 | Thesis/ Project | Research / Project (Earn While You Learn) | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: AI for Marketing

## Course Matrix

| | | AI for Marketing | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VM25S101 | CC | Financial and Management Accounting with AI Tools | 4 |
| 25VM25S102 | CC | Managerial Economics in the Age of AI | 2 |
| 25VM25S103 | CC | Marketing Principles with Generative AI | 4 |
| 25VM25S104 | SSC | AI Tools for Business Productivity | 4 |
| 25VM25S105 | DSC | Data Analytics and Visualization | 4 |
| | SEC | The Art of Persuasive Communication | 2 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VM25S201 | CC | AI in Sales Intelligence and Distribution Strategy | 4 |
| 25VM25S202 | CC | Organizational Behavior and People Analytics | 4 |
| 25VM25S203 | DSC | Operations and Supply Chain with AI Automation | 4 |
| 25VM25S204 | SEC | Business Communication and Report Writing | 4 |
| 25VM25S205 | TDPCL | Entrepreneurship Essentials | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB25S301 | CC | Business Research Methods | 4 |
| 25VMB25S302 | CC | AI for Business Decision Making | 4 |
| 25VMB25S303 | DSE | Strategic Management in the AI Era | 3 |
| 25VMB26S301 | DSE | Customer Behaviour Prediction and Segmentation | 3 |
| 25VMB26S302 | DSE | MartechTools andMarketing Automation | 3 |
| 25VMB26S303 | SEC | Psychology of Leadership | 3 |

| | | | |
|---|---|---|---|
| | OE | Design Thinking and Product Development/ Business Law in the Digital Age | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB25S401 | CC | AI-Enabled Leadership and Change Management | 4 |
| 25VMB26S401 | DSE | AI for Performance Marketing and Attribution | 4 |
| 25VMB26S402 | DSE | Smart Digital Marketing: Targeting, Personalization and AI | 4 |
| 25VMB26S403 | DSE | AI-Enhanced Brand Management | 4 |
| 25VMB25S405 | DSE | Emerging Tech in Business | 4 |
| 25VMB0P406 | Thesis/ Project | Research / Project (Earn While You Learn) | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: AI for Finance

## Course Matrix

| | | AI for Finance | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | |
| 25VM25S101 | CC | Financial and Management Accounting with AI Tools | 4 |
| 25VM25S102 | CC | Managerial Economics in the Age of AI | 4 |
| 25VM25S103 | CC | Marketing Principles with Generative AI | 4 |
| 25VM25S104 | SSC | AI Tools for Business Productivity | 4 |
| 25VM25S105 | DSC | Data Analytics and Visualization | 4 |
| | SEC | The Art of Persuasive Communication | 2 |
| | | **Semester II-** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VM25S201 | CC | AI in Sales Intelligence and Distribution Strategy | 4 |
| 25VM25S202 | CC | Organizational Behavior and People Analytics | 4 |
| 25VM25S203 | DSC | Operations and Supply Chain with AI Automation | 4 |
| 25VM25S204 | SEC | Business Communication and Report Writing | 4 |
| 25VM25S205 | TDPCL | Entrepreneurship Essentials | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB25S301 | CC | Business Research Methods | 4 |
| 25VMB25S302 | CC | AI for Business Decision Making | 4 |
| 25VMB25S303 | DSE | Strategic Management in the AI Era | 3 |
| 25VMB27S301 | DSE | AI in Corporate Finance and Valuation | 3 |
| 25VMB27S302 | DSE | AI-Driven Risk Management and Fraud Detection | 3 |

| | | | |
|---|---|---|---|
| 25VMB27S303 | SEC | Psychology of Leadership | 3 |
| | OE | Design Thinking and Product Development/ Business Law in the Digital Age | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB25S401 | CC | AI-Enabled Leadership and Change Management | 4 |
| 25VMB27S401 | DSE | Fintech Innovations: Blockchain, RPA and Beyond | 4 |
| 25VMB27S402 | DSE | Predictive Financial Modelling for Business Decisions | 4 |
| 25VMB27S403 | DSE | Tech-Driven MandA and Corporate Restructuring | 4 |
| 25VMB25S405 | DSE | Emerging Tech in Business | 4 |
| 25VMB0P406 | Thesis/ Project | Research / Project (Earn While You Learn) | 6 |
| | **Total Credits** | | **90** |

**Legend**

| | |
|---|---|
| CC | Core Course |
| SC | Specialization Course |
| OEC | Open Elective Course |
| CFE | Cross-Functional Elective Course |

# Elective: AI for HT

## Course Matrix

| | | AI for HR | |
|---|---|---|---|
| | | **Semester I** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VM25S101 | SSC | Financial and Management Accounting with AI Tools | 4 |
| 25VM25S102 | CC | Managerial Economics in the Age of AI | 2 |
| 25VM25S103 | DSC | Marketing Principles with Generative AI | 4 |
| 25VM25S104 | CC | AI Tools for Business Productivity | 4 |
| 25VM25S105 | DSC | Data Analytics and Visualization | 2 |
| | SEC | The Art of Persuasive Communication | 4 |
| | | **Semester II** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VM25S201 | CC | AI in Sales Intelligence and Distribution Strategy | 4 |
| 25VM25S202 | CC | Organizational Behavior and People Analytics | 4 |
| 25VM25S203 | DSC | Operations and Supply Chain with AI Automation | 4 |
| 25VM25S204 | SEC | Business Communication and Report Writing | 4 |
| 25VM25S205 | TDPCL | Entrepreneurship Essentials | 4 |
| | | **Semester III** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB25S301 | CC | Business Research Methods | 4 |
| 25VMB25S302 | CC | AI for Business Decision Making | 4 |
| 25VMB25S303 | DSE | Strategic Management in the AI Era | 3 |
| 25VMB28S301 | DSE | AI for Recruitment and Onboarding Automation | 3 |
| 25VMB28S302 | DSE | Performance and Engagement Measurement using AI | 3 |

| | | | |
|---|---|---|---|
| 25VMB28S303 | SEC | Psychology of Leadership | 3 |
| | OE | Design Thinking and Product Development/ Business Law in the Digital Age | 4 |
| | | **Semester IV** | |
| **Course Code** | **Course Type** | **Course Title** | **Credits** |
| 25VMB25S401 | CC | AI-Enabled Leadership and Change Management | 4 |
| 25VMB28S401 | DSE | Diversity, Inclusion and Retention Prediction Models | 4 |
| 25VMB28S402 | DSE | Predictive Human Resource Analytics | 4 |
| 25VMB28S403 | DSE | Smart Talent Development and Learning Systems | 4 |
| 25VMB25S405 | DSE | Emerging Tech in Business | 4 |
| 25VMB0P406 | Thesis/ Project | Research / Project (Earn While You Learn) | 6 |
| | **Total Credits** | | **90** |