ACHARYA INSTITUTE OF TECHNOLOGY
Department of Business Administration | Affiliated to VTU, Belagavi

MBA

Curriculum (2024 Scheme)

Scheme & Syllabus | 2024 Scheme | Batch 2024 - 2026

Outcome Based Education | Choice Based Credit System | Dual Specialisation

Marketing | Finance | Human Resources | Business Analytics

"Nurturing Aspirations Supporting Growth"

PEP - Participative | Experiential | Problem Solving

PART 00

Contents

Your roadmap through the 2024 scheme

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How to read a course card

Module map
Bars show the teaching hours (or marks) allotted to each module M1-M6.

Bloom level
Cognitive depth of each course outcome, from L2 Understand to L5 Evaluate.

PO links
How strongly the course contributes to PO1-PO6: 1 low, 3 high.

Colour code

Core | Marketing | Finance | Human Resources | Business Analytics | Experiential

2007	240	100	120	75+	15,000+
Department launched	Intake per batch	Credits in the MBA	Acre campus	Countries on campus	Students at Acharya

PART 01

Welcome to Acharya

Institute, department, vision & mission

Established in 2000, **Acharya Institute of Technology (AIT)** has grown into a centre of excellence in technical education, endorsed by NAAC and NBA accreditation and a NIRF ranking. Set across a 120-acre campus in Bengaluru, minutes from leading multinationals and Indian corporates, it blends experiential and collaborative learning with students drawn from 75 countries.

Motto

"Nurturing Aspirations Supporting Growth"

Vision

Sustainable, value-based education in all disciplines; a global fountainhead of innovative human enterprise with inspirational initiatives for academic excellence.

Mission

An excellent academic ambience to reach global standards of technical education, foster intellectual and personal development, meaningful research and ethical service to sustainable societal needs.

Core values

- **Pursuit of Excellence**
- **Integrity & Transparency**
- **Leadership**
- **Teamwork**

Quality policy

We promise to continually strive towards total quality in all our endeavours through Equity with Accessibility, Commitment with Honesty, Adaptability with Efficiency, while blending Concern for Environment and Social Development.

A campus that cares for the planet

Extensive afforestation, rainwater harvesting, a 4-acre artificial lake, water treatment, alternative energy and a ban on non-environment-friendly substances - alongside a 10,000+ seat stadium, amphitheatre and indoor sports facilities.

The Department of Business Administration

Launched in **2007** with 60 seats under AIT, the MBA programme (approved by AICTE, affiliated to VTU) has grown to an intake of **240 students** - one of the largest MBA programmes under VTU. It delivers outcome-based education integrated with the Choice-Based Credit System, taught by a doctorate-rich faculty.

The PEP philosophy

PARTICIPATIVE
Learn through discussion, cases, simulations and collaboration with peers from across India and abroad.

EXPERIENTIAL
Live industry projects, internships, workshops, bootcamps, study tours and executive talks.

PROBLEM SOLVING
Case-based problem solving, analytics labs and live projects that build corporate-ready decision making.

Your two years in a glance

Year 1 - Foundations
Marketing, Finance, HRM, Decision Sciences and Quantitative Methods, plus credit-based value-added courses, Skill Development Programmes and MOOCs (NPTEL, SWAYAM, Coursera, LinkedIn Learning) via LMS and ALIVE.

Year 2 - Specialise
Dual specialisation across Finance, HR, Marketing and Business Analytics (FinTech coming). Intensive internship and capstone research between Sem III and IV; placements start at the end of Sem III.

Ecosystem around you

Centre of Excellence for Industry Collaboration (CEIC)	**Institution's Innovation Council (IIC)**	**Acharya Technology Business Incubator (TBI)**
PRAGMA - student management forum	**VTU Research Centre (Ph.D.)**	**MDPs, FDPs & national student conclaves**

Memberships: AIMA | CII | FKCCI | ASSOCHAM | NHRDN

Department vision & mission

Vision
To develop globally competent, value-driven management professionals who inspire innovation, lead with integrity, and contribute to sustainable economic and social growth.

M1 Global relevance
Industry-focused curriculum that shapes professionals with strong analytical, leadership and decision-making abilities.

M2 Values & innovation
Integrity, ethical responsibility and a creative mindset for evolving business and societal challenges.

M3 Sustainable growth
Leaders who drive inclusive economic development and meaningful industry collaboration.

PART 02

Programme Outcomes

What the MBA is designed to make of you

Programme Educational Objectives (PEOs)

PEO1 Professional Excellence & Global Competence
Strong analytical, leadership and decision-making skills to perform in diverse, global business environments.

PEO2 Ethical & Value-Driven Leadership
Integrity, ethical responsibility and social consciousness in professional and personal life.

PEO3 Sustainable & Lifelong Adaptability
Contribute to sustainable economic and social development while continuously learning and adapting.

Programme Outcomes (POs)

PO1	**Management Knowledge** Apply management theories and practices to solve business problems.
PO2	**Decision Making Ability** Analytical and critical thinking for data-based decision making.
PO3	**Leadership Skill** Develop value-based leadership.
PO4	**Ethics & Global Communication** Understand, analyse and communicate global, economic, legal and ethical aspects of business.
PO5	**Team Environment** Lead oneself and others to achieve organisational goals within a team.
PO6	**Life-long Learning** Adapt and engage in lifelong learning for professional growth.

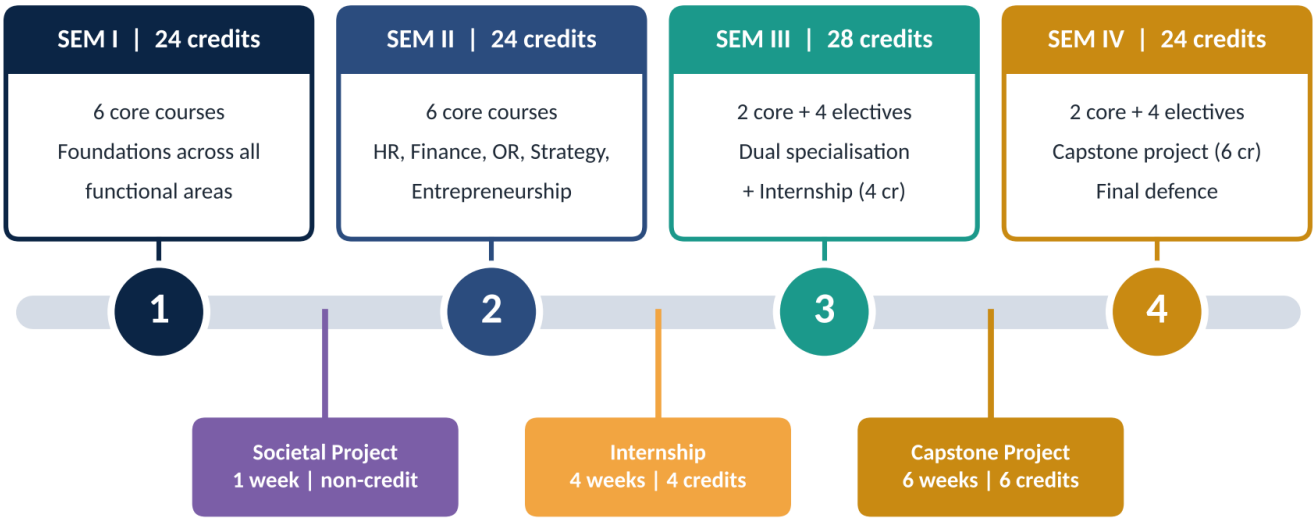
Programme Specific Outcomes (PSOs)

PSO1	**Functional Expertise & Integration** Apply marketing, finance, HR and analytics knowledge to functional challenges and align them with strategy.
PSO2	**Innovation & Entrepreneurship** Foster innovative thinking, identify opportunities and create business models.
PSO3	**Contemporary Tool Usage** Use the latest business tools and methods.

PART 03

Programme Structure

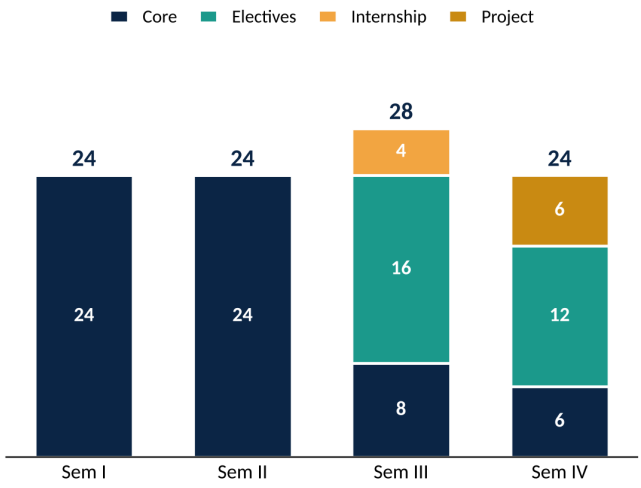
Four semesters, 100 credits, two specialisations



Placements and campus recruitment begin at the end of Semester III

Where the 100 credits go





Credit norms

A 4-credit course is designed for 50 hours of teaching-learning; a 3-credit course for 40 hours. The societal project is a mandatory, non-credit audit course and the degree is not awarded without completing it.

Choose your path: dual specialisation

CORE | common to every student

Logistics & Supply Chain | International Business | Emerging Technologies | Innovation & Design Thinking

Dual specialisation: first 2 electives from any two streams | Single stream: all 4 electives from one stream

MARKETING

SEM III	Consumer Behaviour
SEM III	Sales & Retail Management
SEM III	Services Marketing
SEM III	Rural Marketing
SEM IV	Strategic Brand Management
SEM IV	Integrated Marketing Communications
SEM IV	Digital & Social Media Marketing
SEM IV	B2B Marketing

FINANCE

SEM III	Strategic Cost Management
SEM III	Investment Analysis & Portfolio Management
SEM III	Advanced Financial Management
SEM III	Banking & Financial Services
SEM IV	Tax Management
SEM IV	International Financial Management
SEM IV	Risk Management & Insurance
SEM IV	Mergers, Acquisitions & Corporate Restructuring

HUMAN RESOURCES

SEM III	Recruitment & Selection
SEM III	Industrial Relations & Legislations
SEM III	Organisational Change & Development
SEM III	Compensation & Reward Management
SEM IV	Conflict & Negotiation Management
SEM IV	International HRM
SEM IV	Personal Growth & Interpersonal Effectiveness
SEM IV	Strategic Talent Management

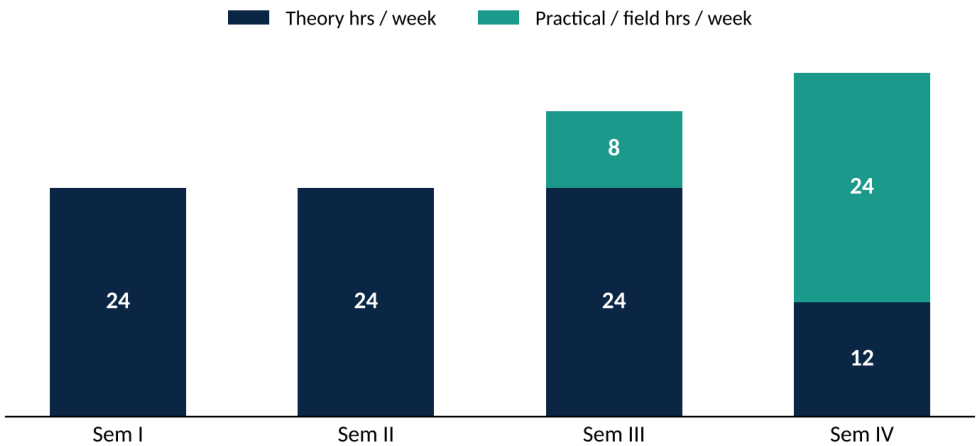
BUSINESS ANALYTICS

SEM III	Introduction to Python, Data & Control Systems
SEM III	Data Visualisation
SEM III	Business Analytics & Intelligence
SEM III	Big Data Analytics
SEM IV	Machine Learning
SEM IV	Predictive Analytics
SEM IV	Digital Analytics
SEM IV	Strategy Analytics

How electives work

Every student studies 2 core courses plus 4 specialisation electives in each of Sem III and IV. **Dual specialisation**: the first 2 electives of any two streams (e.g. 2 core + 2 Marketing + 2 HR). **Single stream**: all 4 electives from one stream.

Weekly workload



PART 04

Assessment & Academic Rules

How marks, credits and passing work

CIE | 50 marks

25 — Tests

25 — Assignments, quizzes, simulations, mini-projects, viva, fieldwork

Minimum to pass CIE: 50% (25/50)

SEE | 50 marks

Paper of 100 marks, scaled to 50

Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8

8 questions x 20 marks. Answer 5: 4 from Q1-Q7 + Q8 (compulsory)

Minimum to pass SEE: 40% (20/50)

To earn the credits: at least 50% of CIE + SEE combined (50/100)

Continuous Internal Evaluation (CIE)

- **25 marks - tests.** Written tests conducted during the semester.
- **25 marks - applied components.** Assignments, presentations, quizzes, simulations, experimentation, mini-projects, oral examinations, fieldwork and class participation. Course instructors choose a few suited to the subject and maintain supporting documents.

Semester End Examination (SEE)

- The paper is set for 100 marks and scaled to 50. Eight questions of 20 marks each; every question covers topics across a module.
- Answer **five** questions: four from Q1-Q7 plus the compulsory Q8. Most courses use a 3 / 7 / 10 marks pattern across three sub-questions.
- At least **20% of SEE marks** are application-oriented questions drawn from the practical component.

SEE paper mix by course

40% theory | 60% problems	MBA102 Financial Accounting & Reporting, MBA104 Business Statistics, MBA202 Financial Management, MBA204 Operations Research, MBAFM313 Strategic Cost Management, MBAFM314 Investment Analysis & Portfolio Management, MBAFM315 Advanced Financial Management, MBAFM413 Tax Management, MBAFM414 International Financial Management
80% theory | 20% problems	MBA103 Economics for Decision Making, MBAFM316 Banking & Financial Services
60% theory | 40% problems	MBAFM416 Mergers, Acquisitions & Corporate Restructuring
100% theory	All other courses where the scheme specifies a pure-theory paper, including most electives.

Academic rules at a glance

1	**Practical work is part of teaching** Practical, field work and assignments are part of faculty contact hours. Real corporate events and cases must be used to demonstrate concepts, and a record of tools and cases used is maintained.
2	**One industrial visit per semester** Mandatory. Each student submits a report in the department's format, ideally with geo-tagged photographs as proof.
3	**Case-based teaching** Each course lists indicative case studies. Instructors may add cases from Harvard, Sage Business Cases or The Case Centre.
4	**Pass criteria** Minimum 50% in CIE (25/50), 40% in SEE (20/50) and 50% of CIE + SEE combined to earn the credits of a course.
5	**Dual specialisation rule** 2 core courses + the first 2 electives of two streams; or 2 core + 4 electives of a single stream.
6	**Digital and skill learning** Value-added courses, Skill Development Programmes and MOOCs (NPTEL, SWAYAM, Coursera, LinkedIn Learning) through LMS and ALIVE complement the classroom.
7	**Societal project is mandatory** A one-week, non-credit individual project between Sem I and II. Without successful completion the MBA degree is not awarded.

PART 05

Scheme of Teaching

2024-26 batch: hours, marks and credits

Semester I - 24 credits

#	Type	Code	Course title	L	P	Exam hrs	CIE	SEE	Total	Cr
1	PCC	MBA101	Management & Organisational Behaviour	4	0	3	50	50	100	4
2	PCC	MBA102	Financial Accounting & Reporting	4	0	3	50	50	100	4
3	PCC	MBA103	Economics for Decision Making	4	0	3	50	50	100	4
4	PCC	MBA104	Business Statistics	4	0	3	50	50	100	4
5	PCC	MBA105	Marketing Management	4	0	3	50	50	100	4
6	PCC	MBA106	Managerial Communication	4	0	3	50	50	100	4
			TOTAL	**24**	**0**	**18**	**300**	**300**	**600**	**24**

Semester II - 24 credits

#	Type	Code	Course title	L	P	Exam hrs	CIE	SEE	Total	Cr
1	PCC	MBA201	Human Resource Management	4	0	3	50	50	100	4
2	PCC	MBA202	Financial Management	4	0	3	50	50	100	4
3	PCC	MBA203	Research Methodology & IPR	4	0	3	50	50	100	4
4	PCC	MBA204	Operations Research	4	0	3	50	50	100	4
5	PCC	MBA205	Corporate Strategy	4	0	3	50	50	100	4
6	PCC	MBA206	Entrepreneurship Development	4	0	3	50	50	100	4
7	SEC	MBA287	Societal Project (non-credit, audit)	-	-	-	-	-	-	0
			TOTAL	**24**	**0**	**18**	**300**	**300**	**600**	**24**

PCC: Professional Core Course | SEC: Skill Enhancement Course. Four-credit courses are designed for 50 hours of teaching-learning.

Semester III - 28 credits

#	Type	Code	Course title	L	P	Exam hrs	CIE	SEE	Total	Cr
1	PCC	MBA301	Logistics & Supply Chain Management	4	0	3	50	50	100	4
2	PCC	MBA302	International Business	4	0	3	50	50	100	4
3	PEC	-	Specialisation elective 1 (see grid)	4	0	3	50	50	100	4
4	PEC	-	Specialisation elective 2	4	0	3	50	50	100	4
5	PEC	-	Specialisation elective 3	4	0	3	50	50	100	4
6	PEC	-	Specialisation elective 4	4	0	3	50	50	100	4
7	PCC	MBAIN387	Internship (4 weeks)	-	8	-	50	50	100	4
			TOTAL	**24**	**8**	**18**	**350**	**350**	**700**	**28**

Specialisation electives (choose per the dual / single-stream rule)

Marketing	Finance	Human Resources	Business Analytics
MBAMM313 **Consumer Behaviour**	MBAFM313 **Strategic Cost Management**	MBAHR313 **Recruitment & Selection**	MBABA313 **Introduction to Python, Data & Control Systems**
MBAMM314 **Sales & Retail Management**	MBAFM314 **Investment Analysis & Portfolio Management**	MBAHR314 **Industrial Relations & Legislations**	MBABA314 **Data Visualisation**
MBAMM315 **Services Marketing**	MBAFM315 **Advanced Financial Management**	MBAHR315 **Organisational Change & Development**	MBABA315 **Business Analytics & Intelligence**
MBAMM316 **Rural Marketing**	MBAFM316 **Banking & Financial Services**	MBAHR316 **Compensation & Reward Management**	MBABA316 **Big Data Analytics**

PEC: Professional Elective Course. Internship (MBAIN387) is carried out for 4 weeks after Sem II exams, before Sem III classes begin.

Semester IV - 24 credits

#	Type	Code	Course title	L	P	Exam hrs	CIE	SEE	Total	Cr
1	PCC	MBA401	Emerging Technologies for Business	2	2	3	50	50	100	3
2	PCC	MBA402	Innovation & Design Thinking	2	2	3	50	50	100	3
3	PEC	-	Specialisation elective 1 (see grid)	2	2	3	50	50	100	3
4	PEC	-	Specialisation elective 2	2	2	3	50	50	100	3
5	PEC	-	Specialisation elective 3	2	2	3	50	50	100	3
6	PEC	-	Specialisation elective 4	2	2	3	50	50	100	3
7	PCC	MBAPR487	Project Report (6 weeks)	-	12	-	50	50	100	6
			TOTAL	**12**	**24**	**18**	**350**	**350**	**700**	**24**

Specialisation electives

Marketing	Finance	Human Resources	Business Analytics
MBAMM413 **Strategic Brand Management**	MBAFM413 **Tax Management**	MBAHR413 **Conflict & Negotiation Management**	MBABA413 **Machine Learning**
MBAMM414 **Integrated Marketing Communications**	MBAFM414 **International Financial Management**	MBAHR414 **International HRM**	MBABA414 **Predictive Analytics**
MBAMM415 **Digital & Social Media Marketing**	MBAFM415 **Risk Management & Insurance**	MBAHR415 **Personal Growth & Interpersonal Effectiveness**	MBABA415 **Digital Analytics**
MBAMM416 **B2B Marketing**	MBAFM416 **Mergers, Acquisitions & Corporate Restructuring**	MBAHR416 **Strategic Talent Management**	MBABA416 **Strategy Analytics**

Each Sem IV course has 2 hrs theory + 2 hrs practical (3 credits, 40 hours). The practical component must be conducted as regular classroom teaching hours.

PART 06

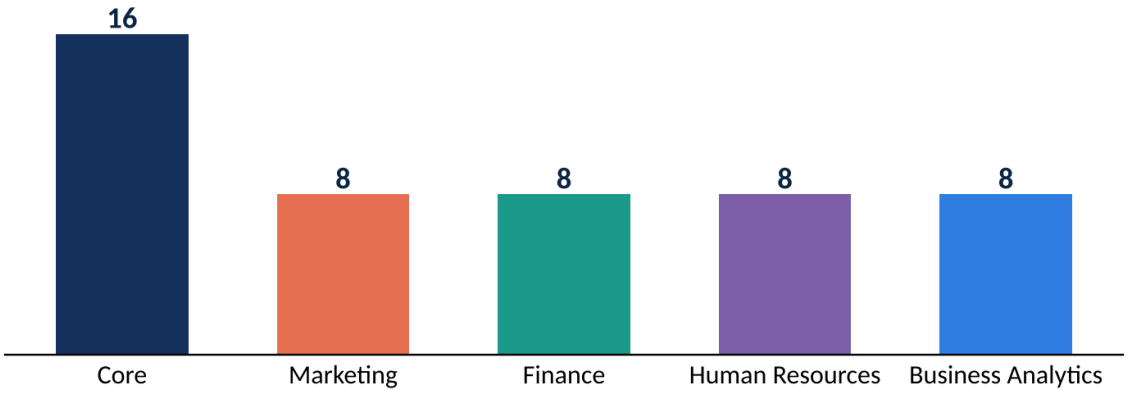
Course Catalogue

Module map, outcomes, assessment and resources

Each card summarises one course: where its teaching hours go, how deeply its outcomes are pitched, which programme outcomes it advances, and what to read and do. Courses are grouped by semester and stream.

Semester I - 6 core courses	**Semester II - 6 core courses**
Semester III - core + 4 streams	**Semester IV - core + 4 streams**
Marketing | Finance | HR | Analytics	**Internship & Project: see Part 7**

Courses per stream



Reading tip

Start with your Semester I-II core cards to see how modules build toward the Sem III-IV electives. Then compare the stream cards: Bloom levels and PO links show where each specialisation goes deeper into analysis, evaluation and leadership.

MBA101 | CORE

Management & Organisational Behaviour

SEM I

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Foundations of Management	9
M2	Planning, Organising, Leading, Controlling	9
M3	Introduction to OB	7
M4	Individual Behaviour & Motivation	9
M5	Teams, Power & Conflict	8
M6	Culture & Change	8

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	2	2	1	1	1

SEE PAPER MIX

Not specified in the scheme

KEY REFERENCES

Schermerhorn - Management; McShane & Von Glinow - Organizational Behavior

SUGGESTED SKILL ACTIVITY

Visit an organisation and record the management functions performed in a day

MBA102 | CORE

Financial Accounting & Reporting

SEM I

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Accounting	7
M2	The Accounting Cycle	9
M3	Final Accounts of Companies	9
M4	Financial Statement Analysis (Excel lab)	9
M5	Bank Reconciliation	6
M6	Depreciation & Emerging Issues	10

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L4	L3	L3

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	2	-	1	-	2

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

Narayanaswamy - Financial Accounting; Maheswari - Accounting for Management

SUGGESTED SKILL ACTIVITY

Analyse annual reports of listed companies; get hands-on with Tally / ERP

MBA103 | CORE

Economics for Decision Making

SEM I

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Managerial Economics & Theory of the Firm	7
M2	Demand Analysis & Forecasting	9
M3	Cost & Production Analysis	9
M4	Market Structures & Pricing	9
M5	Indian Business Environment	9
M6	Indian Industrial Policy	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	-	2	-	1

SEE PAPER MIX

80% theory | problems

KEY REFERENCES

Kalkundrikar & Inamdar - Managerial Economics; Salvatore - Managerial Economics

SUGGESTED SKILL ACTIVITY

Study the impact of the Union Budget on sectors of the Indian economy

MBA104 | CORE

Business Statistics

SEM I

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Descriptive Statistics	8
M2	Correlation & Regression	7
M3	Probability & Distributions	9
M4	Time Series Analysis	8
M5	Hypothesis Testing	8
M6	SPSS Computer Lab	10

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L4	L3

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	-	-	1

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

S C Gupta - Fundamentals of Statistics; J K Sharma - Business Statistics

SUGGESTED SKILL ACTIVITY

Field surveys and SPSS-based analysis of the collected data

MBA105 | CORE

Marketing Management

SEM I

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Marketing	7
M2	Analysing Consumer Behaviour	9
M3	Product Management & Pricing	9
M4	Distribution & Promotion	9
M5	Segmentation, Targeting & Positioning	9
M6	Emerging Trends in Marketing	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	1

SEE PAPER MIX

Not specified in the scheme

KEY REFERENCES

Ramaswamy & Namakumari - Marketing Management; Kotler, Keller et al. - South Asian Perspective

SUGGESTED SKILL ACTIVITY

Study the product life cycle of an FMCG product; draft an advertising copy

MBA106 | CORE

Managerial Communication

SEM I

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Foundations of Communication	7
M2	Oral Communication & Listening	9
M3	Written Communication	9
M4	Reports, Proposals & Meetings	9
M5	Case Method & Employment Communication	9
M6	Presentation, Negotiation & Etiquette	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L3	L4	L4	L3

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	2	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Chaturvedi & Chaturvedi - Business Communication; Ober & Newman - Communicating in Business

SUGGESTED SKILL ACTIVITY

Conduct a mock meeting with notice, agenda & minutes; 5-minute individual presentations

MBA201 | CORE

Human Resource Management

SEM II

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to HRM	6
M2	HR Planning, Recruitment & Training	12
M3	Compensation, Appraisal & IR	9
M4	HRM in SMEs & Services	7
M5	HR Innovations & HRIS	9
M6	Future Trends in HRM	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	2

SEE PAPER MIX

Not specified in the scheme

KEY REFERENCES

Sengupta - HRM: Concepts; R C Sharma - HRM: Theory & Practices

SUGGESTED SKILL ACTIVITY

Conduct mock interviews and HR role-plays

MBA202 | CORE

Financial Management

SEM II

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction & Indian Financial System	6
M2	Time Value of Money	7
M3	Long-term Finance & Cost of Capital	7
M4	Investment Decisions	10
M5	Capital Structure & Dividend	10
M6	Working Capital Management	10

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L5	L4	L5

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	-	1	-	1

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

Khan & Jain - Financial Management; Prasanna Chandra - Financial Management

SUGGESTED SKILL ACTIVITY

Study stock splits & bonus issues and their effect on share price

MBA203 | CORE

Research Methodology & IPR

SEM II

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Business Research	7
M2	Business Research Design	9
M3	Sampling	7
M4	Data Collection, Measurement & Scaling	9
M5	Data Analysis & Report Writing	9
M6	Intellectual Property Rights	9

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

C R Kothari - Research Methodology; Cooper & Schindler - Business Research Methods

SUGGESTED SKILL ACTIVITY

Design a questionnaire and run a consumer-perception survey

MBA204 | CORE

Operations Research

SEM II

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to OR	7
M2	Linear Programming	9
M3	Decision Theory & Job Sequencing	8
M4	Transportation Problems	8
M5	Game Theory & Assignment	9
M6	Project Management (PERT/CPM)	9

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	1	-	-	1

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

H A Taha - Operations Research; J K Sharma - Operations Research

SUGGESTED SKILL ACTIVITY

Apply LPP, assignment and game theory to organisational problems

MBA205 | CORE

Corporate Strategy

SEM II

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Overview of Strategic Management	7
M2	Assessing the External Environment	9
M3	Assessing the Internal Environment	9
M4	Strategy Formulation	9
M5	Strategy Implementation	9
M6	Strategy Evaluation	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	1	1	1	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Fred David - Strategic Management; Thompson et al. - Crafting & Executing Strategy

SUGGESTED SKILL ACTIVITY

Apply SWOT to a local company; draft a vision & mission for your institute

MBA206 | CORE

Entrepreneurship Development

SEM II

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Entrepreneur, Creativity & Innovation	7
M2	Business Model & Business Plan	9
M3	Venture Growth & Financing	9
M4	Government & Supporting Institutions	9
M5	Incorporation, IP & Ethics	7
M6	Emerging Trends in Entrepreneurship	9

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L3	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	1	2	1	2

SEE PAPER MIX

Not specified in the scheme

KEY REFERENCES

Vasant Desai - Entrepreneurial Development; Kuratko & Hodgetts - Entrepreneurship

SUGGESTED SKILL ACTIVITY

Design a Business Model Canvas; interview a local entrepreneur

MBA301 | CORE

Logistics & Supply Chain Management

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Logistics	8
M2	Strategic Logistics Planning & Warehousing	9
M3	Supply Chain Concepts	9
M4	Inventory Management	9
M5	Distribution Management	9
M6	IT in Supply Chain	6

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L3	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	3	1	2	2	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Coyle, Bardi & Longley - Logistics Approach to SCM; Chopra & Meindl - Supply Chain Management

SUGGESTED SKILL ACTIVITY

Study the supply chain drivers of four Indian organisations

MBA302 | CORE

International Business

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to International Business	8
M2	International Business Environment	8
M3	Theories of International Business	9
M4	International Institutions	9
M5	Multi-National Corporations	8
M6	International Functional Areas	8

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L4	L3

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	1	2	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Subba Rao - International Business; Charles Hill - International Business

SUGGESTED SKILL ACTIVITY

Study the CSR role in international business practice

MBAMM313 | MARKETING

Consumer Behaviour

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Consumer Behaviour	7
M2	Consumer Decision Making & Models	9
M3	Individual Determinants	6
M4	Group Determinants	12
M5	Environmental Influences	9
M6	Customer Relationship Management	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	1	2	-	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Schiffman, Kanuk & Ramesh Kumar - Consumer Behaviour; Sethna - Consumer Behaviour

SUGGESTED SKILL ACTIVITY

Observe shoppers in malls and unorganised retail; present findings

MBAMM314 | MARKETING

Sales & Retail Management

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Sales Management & Selling Skills	8
M2	Sales Territory & Quota	8
M3	Sales Force Motivation & Pay	9
M4	Retail Management	9
M5	Setting up a Retail Organisation	9
M6	Relationship Marketing & Intl Retailing	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	2	2	2	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Panda & Sahadev - Sales & Distribution Mgmt; Levy & Weitz - Retail Management

SUGGESTED SKILL ACTIVITY

Compare a kirana store with a supermarket on layout, pricing and service

MBAMM315 | MARKETING

Services Marketing

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Services Marketing	7
M2	GAP Models of Service Quality	9
M3	Yield Management & Capacity	9
M4	Boundary-Spanning Roles & Customer Role	9
M5	Pricing of Services & SERVQUAL	9
M6	Physical Evidence & Servicescapes	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	3	-	-	2	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Zeithaml & Bitner - Services Marketing; Lovelock - Services Marketing

SUGGESTED SKILL ACTIVITY

Prepare a service blueprint for a service of your choice

MBAMM316 | MARKETING

Rural Marketing

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Rural Markets	7
M2	Understanding the Rural Consumer	9
M3	Marketing Mix in Rural Markets	9
M4	Innovation in Rural Markets	9
M5	Initiatives in Rural Marketing	9
M6	Future of Rural Marketing	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	-	2	2	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Bijapurkar - We Are Like That Only; Prahalad - Fortune at the Bottom of the Pyramid

SUGGESTED SKILL ACTIVITY

Visit a village and study rural buying patterns and disposable income

MBAFM313 | FINANCE

Strategic Cost Management

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Cost Management	8
M2	Overheads & Activity-Based Costing	8
M3	Marginal & Process Costing	9
M4	Budgetary Control & Standard Costing	9
M5	Cost Audit & Management Reporting	9
M6	Responsibility Centres & Transfer Pricing	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L2	L2

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	3	1	2	-	1

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

Khan & Jain - Cost Accounting; M N Arora - Cost & Management Accounting

SUGGESTED SKILL ACTIVITY

Prepare a cost statement for a product; analyse standard vs. actual variances

MBAFM314 | FINANCE

Investment Analysis & Portfolio Management

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Investment	8
M2	Return & Risk Concepts	9
M3	Valuation of Securities	9
M4	Fundamental & Technical Analysis	8
M5	Modern Portfolio Theory	9
M6	Strategies & Performance Evaluation	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	3	1	1	1	2

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

Prasanna Chandra - Investment Analysis & PM; Bodie, Kane, Marcus - Investments

SUGGESTED SKILL ACTIVITY

Manage a virtual Rs 10 lakh equity portfolio through the semester

MBAFM315 | FINANCE

Advanced Financial Management

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Cash Management	10
M2	Receivables Management & Factoring	10
M3	Inventory Management	8
M4	Capital Structure Decisions	8
M5	Dividend Policy	7
M6	Value-Based Management	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L3	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	1	-	-	2

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

Khan & Jain - Financial Management; Van Horne - Financial Management & Policy

SUGGESTED SKILL ACTIVITY

Prepare a cash budget from the annual reports of two companies

MBAFM316 | FINANCE

Banking & Financial Services

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Banking System & Structure	8
M2	Commercial Banking	8
M3	Merchant Banking	8
M4	NBFCs, Microfinance, Leasing & HP	10
M5	Credit Rating, VC & Depositories	8
M6	Mutual Funds	8

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	2	-	1	-	2

SEE PAPER MIX

80% theory | problems

KEY REFERENCES

M Y Khan - Financial Services; Madhu Vij - Merchant Banking & Financial Services

SUGGESTED SKILL ACTIVITY

Compare ratios of public, private and foreign banks

MBAHR313 | HUMAN RESOURCES

Recruitment & Selection

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Workforce Planning & Recruitment Analytics	7
M2	Job Analysis, Description & Design	9
M3	Job Evaluation	9
M4	Selection & Interview Strategy	9
M5	Testing & Assessment	9
M6	Making the Hire	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L4	L4	L4	L4	L5	L5

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	2	2	2	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Picardi - Recruitment & Selection; R C Sharma - Human Resource Management

SUGGESTED SKILL ACTIVITY

Design a job advertisement and a job description with a manager

MBAHR314 | HUMAN RESOURCES

Industrial Relations & Legislations

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Industrial Relations	7
M2	Labour Legislation & Grievance Redressal	9
M3	Collective Bargaining & Discipline	9
M4	Employee Relations	9
M5	Factories, Contract Labour & Wage Acts	9
M6	ID Act, Trade Union & Welfare Acts	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	3	2	3	2	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Venkata Ratnam & Dhal - Industrial Relations; P R N Sinha - IR, Trade Unions & Labour Legislation

SUGGESTED SKILL ACTIVITY

Visit a factory and study its grievance-redressal procedure

MBAHR315 | HUMAN RESOURCES

Organisational Change & Development

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Changing Organisations	7
M2	Building the Need for Change	9
M3	Measuring Change	9
M4	Models of Change	9
M5	Organisation Development	9
M6	OD Practitioner & Consulting	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	3	2	2	2	3

SEE PAPER MIX

100% theory

KEY REFERENCES

Ratan Raina - Change Management & OD; Cawsey & Deszca - Organizational Change Toolkit

SUGGESTED SKILL ACTIVITY

Interview an OD / change manager and list the interventions in use

MBAHR316 | HUMAN RESOURCES

Compensation & Reward Management

SEM III

4 credits | 50 teaching hrs | L:P 4:0 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Compensation Fundamentals	7
M2	Compensation Management	9
M3	Wage Determination Practices	9
M4	Contingent Pay & Pay for Performance	9
M5	Salary Administration & Review	9
M6	Non-financial Rewards	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	3	2	2	-	-

SEE PAPER MIX

100% theory

KEY REFERENCES

R C Sharma - Compensation Management; B D Singh - Compensation & Reward Management

SUGGESTED SKILL ACTIVITY

Use MS Excel / HRIS packages for compensation & benefits exercises

MBABA313 | BUSINESS ANALYTICS

Introduction to Python, Data & Control Systems

SEM III

4 credits | 50 teaching hrs | L:P 3:1 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Python Programming	9
M2	Data Manipulation & Analysis	9
M3	Advanced Python Techniques	9
M4	Introduction to Control Systems	9
M5	Python for Control Systems	7
M6	Applications in Data & Control	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L3	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	3	2	2	-	-

SEE PAPER MIX

100% theory

KEY REFERENCES

Wes McKinney - Python for Data Analysis; Ogata - Control Systems

SUGGESTED SKILL ACTIVITY

Build Pandas / Matplotlib notebooks on business datasets in Jupyter

MBABA314 | BUSINESS ANALYTICS

Data Visualisation

SEM III

4 credits | 50 teaching hrs | L:P 3:1 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Visual Perception & Data Abstraction	9
M2	Visual Representations	8
M3	Classification of Visualisation Systems	8
M4	Visualisation of Groups & BI Tools	9
M5	Volumetric & Geographic Data	8
M6	Evaluating Visualisations	8

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L3	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	-	1	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Munzner - Visualization Analysis & Design; Cairo - The Functional Art

SUGGESTED SKILL ACTIVITY

Build dashboards in Tableau / Power BI for strategic insights

MBABA315 | BUSINESS ANALYTICS

Business Analytics & Intelligence

SEM III

4 credits | 50 teaching hrs | L:P 3:1 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to BA & Intelligence	9
M2	Descriptive Analytics	8
M3	Prescriptive & Predictive Analytics	9
M4	Business Intelligence	8
M5	Data Ethics & Governance	8
M6	Emerging Trends in Analytics	8

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Albright & Winston - Business Analytics; Davenport & Harris - Competing on Analytics

SUGGESTED SKILL ACTIVITY

Hands-on projects with real business data in Excel, Tableau or Power BI

MBABA316 | BUSINESS ANALYTICS

Big Data Analytics

SEM III

4 credits | 50 teaching hrs | L:P 3:1 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Big Data	7
M2	Big Data Technologies & Tools	8
M3	Data Management & Processing	9
M4	Data Analytics & Visualisation	9
M5	Advanced Topics in Big Data	9
M6	Applications & Case Studies	8

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L3	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	-	2	-	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Marz & Warren - Big Data; Tom White - Hadoop: The Definitive Guide

SUGGESTED SKILL ACTIVITY

Analyse real-world big-data case studies in finance, healthcare and retail

MBA401 | CORE

Emerging Technologies for Business

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Emerging Technologies	7
M2	Data Science	7
M3	Artificial Intelligence	7
M4	Internet of Things	7
M5	AR & VR	6
M6	Ethics & Other Technologies	6

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	3	-	-	3

SEE PAPER MIX

Not specified in the scheme

KEY REFERENCES

Kulkarni & Gokhale - Emerging Exponential Technologies; Sadiku - Emerging Internet-Based Technologies

SUGGESTED SKILL ACTIVITY

Big-data analysis with an analytical tool; 3D-print a model in teams

MBA402 | CORE

Innovation & Design Thinking

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Design Thinking	6
M2	Sense Intent & Know Context	7
M3	Know People	7
M4	Frame Insights	7
M5	Explore Concepts	7
M6	Frame Solutions & Realise Offerings	6

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L3	L5

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	1	-	2	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Vijay Kumar - 101 Design Methods; Roger Martin - The Design of Business

SUGGESTED SKILL ACTIVITY

Visit start-ups to see prototype development; interview social entrepreneurs

MBAMM413 | MARKETING

Strategic Brand Management

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Brands	6
M2	Brand Equity & Positioning	7
M3	Brand Knowledge & Elements	6
M4	Branding Strategies	7
M5	Brand Value Chain	7
M6	Global & Luxury Brands	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L4	L4

Understand Apply Analyse Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Kevin Lane Keller - Strategic Brand Management; Kapferer - Strategic Brand Management

SUGGESTED SKILL ACTIVITY

Analyse the brand portfolio and extensions of a multi-product company

MBAMM414 | MARKETING

Integrated Marketing Communications

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	IMC & Advertising	6
M2	Agencies, Objectives & Budgeting	6
M3	Media Planning & Strategy	7
M4	Direct Marketing, Promotion & PR	7
M5	Monitoring & Evaluation	7
M6	International, Internet & Ethics	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L4	L4

Understand Apply Analyse Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Belch & Belch - Advertising & Promotion; O'Guinn et al. - Advertising & Integrated Brand Promotion

SUGGESTED SKILL ACTIVITY

Create an IMC plan and prepare advertising copy

MBAMM415 | MARKETING

Digital & Social Media Marketing

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Digital Marketing Overview	5
M2	Display Advertising	6
M3	Digital Advertising: PPC & YouTube	7
M4	Emerging Trends: Email, Social, Content	8
M5	Search Engine Optimisation	7
M6	E-Commerce & Payment Gateways	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L3	L4	L4	L3

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
3	2	-	-	-	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Kotler - Marketing 4.0; Ryan & Jones - Understanding Digital Marketing

SUGGESTED SKILL ACTIVITY

Create a digital marketing plan and a YouTube banner-ad campaign

MBAMM416 | MARKETING

B2B Marketing

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	B2B Marketing Introduction	5
M2	Organisational Buying Behaviour	8
M3	B2B Strategy & Segmentation	8
M4	Market Communication	7
M5	Relationship Portfolio & Key Accounts	5
M6	B2B Offerings & Price Setting	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Brennan, Canning & McDowell - Business to Business Marketing; Heidi Taylor - B2B Marketing Strategy

SUGGESTED SKILL ACTIVITY

Interview a B2B salesperson; analyse methods for secure internet selling

MBAFM413 | FINANCE

Tax Management

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Direct Tax	6
M2	Salaries & House Property	10
M3	Business or Profession	8
M4	Capital Gains & Deductions	8
M5	Company Tax & MAT	4
M6	Indirect Tax: GST & Customs	4

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L3	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	1	-	1

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

Singhania - Direct Taxes Law & Practice; K M Bansal - GST & Customs Law

SUGGESTED SKILL ACTIVITY

Compute taxable income in Excel; assist with filing individual returns

MBAFM414 | FINANCE

International Financial Management

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	International Financial Environment	6
M2	Foreign Exchange Market	8
M3	Forex Risk Management	8
M4	International Financial Markets	6
M5	Forecasting Exchange Rates	6
M6	Exposure & Intl Capital Budgeting	6

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L5	L3	L5	L5

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	-	2	-	1

SEE PAPER MIX

40% theory | 60% problems

KEY REFERENCES

Jeff Madura - International Corporate Finance; Eun & Resnick - International Financial Management

SUGGESTED SKILL ACTIVITY

Track INR vs USD / EUR in spot and forward markets for a week

MBAFM415 | FINANCE

Risk Management & Insurance

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Risk Management	6
M2	Risk Measurement	6
M3	Introduction to Insurance	6
M4	Life Insurance	8
M5	General Insurance	8
M6	Management of Insurers	6

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L3	L4	L4	L3

Understand Apply Analyse Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

George Rejda - Principles of Risk Management & Insurance; P K Gupta - Insurance & Risk Management

SUGGESTED SKILL ACTIVITY

Compare life and general insurance policies of public and private insurers

MBAFM416 | FINANCE

Mergers, Acquisitions & Corporate Restructuring

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to M&A	6
M2	The Merger Process	6
M3	Financial Evaluation of M&A	8
M4	Accounting for Amalgamation	8
M5	Takeovers & Post-Acquisition Integration	6
M6	Corporate Restructuring	6

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L3	L3	L4	L4

Understand Apply Analyse Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	1	2	1	1

SEE PAPER MIX

60% theory 40% problems

KEY REFERENCES

Rabi Narayan Kar - M&A; and Corporate Restructuring; Sheeba Kapil - Mergers & Acquisitions

SUGGESTED SKILL ACTIVITY

Study two recent Indian M&A; deals: valuation, synergies and challenges

MBAHR413 | HUMAN RESOURCES

Conflict & Negotiation Management

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Conflict	6
M2	Analogy of Conflict	7
M3	Conflict Management	7
M4	Negotiation	6
M5	Resolving Disputes: BATNA & ZOPA	7
M6	Managing Impasse	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L3	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	1	1	2	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Lewicki, Saunders & Barry - Negotiation; Fisher & Ury - Getting to Yes

SUGGESTED SKILL ACTIVITY

Group negotiation role-plays and management games

MBAHR414 | HUMAN RESOURCES

International HRM

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to IHRM	6
M2	Culture & Cross-Cultural Management	6
M3	International Staffing	7
M4	Training & International Compensation	7
M5	Performance Management	7
M6	Diversity, Ethics & Standards	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L3	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Kandula - International HRM; Dowling & Welch - International HRM

SUGGESTED SKILL ACTIVITY

Compare recruitment, selection and training practices across countries

MBAHR415 | HUMAN RESOURCES

Personal Growth & Interpersonal Effectiveness

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Dynamics of Personal Growth	5
M2	Interpersonal Trust (Johari Window)	6
M3	Personality & Neuro Functioning	7
M4	Attitudes, Beliefs & Values	8
M5	Interpersonal Relations (FIRO-B)	8
M6	Transactional Analysis	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L4	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	-	2	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Newstrom & Davis - Organizational Behavior; Lussier - Human Relations in Organizations

SUGGESTED SKILL ACTIVITY

Take MBTI / FIRO-B and build a personal growth plan

MBAHR416 | HUMAN RESOURCES

Strategic Talent Management

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Basics of Talent Management	6
M2	Talent Planning	6
M3	Developing & Retaining Talent	7
M4	Competency Mapping	7
M5	Methodology of Competency Mapping	7
M6	Assessment & Development Centres	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L3	L3	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	-	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Gowri Joshi - Talent Management; Spencer & Spencer - Competence at Work

SUGGESTED SKILL ACTIVITY

Build a competency dictionary for key positions in your college

MBABA413 | BUSINESS ANALYTICS

Machine Learning

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Machine Learning	4
M2	Data Preparation & Feature Engineering	6
M3	Supervised Learning	9
M4	Unsupervised Learning	6
M5	Model Evaluation & Selection	6
M6	Practical Implementation with Python	9

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L4	L4	L4	L4

Understand Apply Analyse Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Aurelien Geron - Hands-On Machine Learning; Bishop - Pattern Recognition & ML

SUGGESTED SKILL ACTIVITY

Build, train and evaluate models with Scikit-learn in Jupyter

MBABA414 | BUSINESS ANALYTICS

Predictive Analytics

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Predictive Analytics	7
M2	Data Collection & Preparation	7
M3	Statistical Foundations	5
M4	Predictive Modelling Techniques	7
M5	Machine Learning Basics	7
M6	Big Data & Predictive Tools	7

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L3	L3	L4	L4

Understand Apply Analyse Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	2	-	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Provost & Fawcett - Data Science for Business; Eric Siegel - Predictive Analytics

SUGGESTED SKILL ACTIVITY

Clean data in Excel / Python / R and build regression and ARIMA models

MBABA415 | BUSINESS ANALYTICS

Digital Analytics

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Digital Analytics	6
M2	Tools & Platforms	8
M3	Data Collection & Integration	6
M4	Web Analytics Fundamentals	6
M5	Social Media Analytics	6
M6	Mobile & App Analytics	8

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L3	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	-	-	-	2

SEE PAPER MIX

100% theory

KEY REFERENCES

Burby & Atchison - Digital Analytics 101; Clifton - Advanced Web Metrics with Google Analytics

SUGGESTED SKILL ACTIVITY

Set up a Google Analytics account and build a KPI dashboard

MBABA416 | BUSINESS ANALYTICS

Strategy Analytics

SEM IV

3 credits | 40 teaching hrs | L:P 2:2 | CIE 50 + SEE 50

MODULE MAP - TEACHING HOURS PER MODULE

M1	Introduction to Strategy Analytics	5
M2	Strategic Management Fundamentals	5
M3	Data-Driven Strategy Formulation	6
M4	Analytical Tools & Techniques	8
M5	Strategic Performance Measurement	8
M6	Advanced Analytical Methods	8

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L3	L3	L4	L4	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	3	-	-	-	1

SEE PAPER MIX

100% theory

KEY REFERENCES

Davenport & Harris - Competing on Analytics; Fred David - Strategic Management

SUGGESTED SKILL ACTIVITY

Design KPIs and a balanced scorecard; run scenario simulations

PART 07

Experiential Learning

Societal project, internship and capstone

Societal Project - MBA287 - non-credit



- **When:** one week between Semester I and II; evaluated in Semester II as a mandatory audit course.
- **Who:** individual work only - group projects are not permitted. Guidance from an internal guide; an external guide or NGO certificate is optional.
- **Report (min. 10 pages):** cover page, introduction, background of the social issue (past, present, future), identification of the issue, literature review (min. 5), data analysis and discussion, suggestions, conclusion.
- **Evaluation:** viva-voce after submission using institute rubrics; completion certificate signed by guide, HOD and Principal.

Internship - MBAIN387 - 4 credits



- No two students from an institute may work on the same organisation.
- **Report chapters:** introduction to organisation & industry; organisation profile; McKinsey 7S and Porter's Five Forces; SWOT analysis; analysis of financial statements; learning experience.
- **Format:** MS Word, Times New Roman 12, A4, 1.5 line spacing, minimum 50 pages; hard-bound in royal blue plus a PDF copy.
- **Marks (100):** CIE 25 (guide interaction / seminars) + 25 (report); SEE 50 viva-voce by guide and an external examiner.

MBAIN387 | EXPERIENTIAL

Internship

SEM III

4 credits | Experiential | CIE 50 + SEE 50

MODULE MAP - VIVA / ASSESSMENT MARKS BY AREA

M1	Introduction & understanding the industry	5
M2	Corporate functions & company profile	10
M3	McKinsey 7S & Porter's Five Forces	10
M4	SWOT / SWOC analysis	10
M5	Financial statement analysis	5
M6	Learning experience	10

COURSE OUTCOMES - BLOOM LEVEL

CO1	CO2	CO3	CO4	CO5	CO6
L3	L4	L4	L3	L5	L4

Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)

PO1	PO2	PO3	PO4	PO5	PO6
2	2	2	1	2	2

KEY REQUIREMENTS

Report: 50+ pages; viva-voce 50 marks

FOCUS

Study the host organisation with 7S, Porter's Five Forces, SWOT & financials

Capstone Project - MBAPR487 - 6 credits



- **Timing:** six weeks after the Sem III examinations; report submitted in Sem IV. The topic may come from a business organisation or be a freelance project approved by the department committee.
- **Report structure:** (1) introduction, industry and company profile; (2) conceptual background and literature review (minimum 20 reviews); (3) research design; (4) analysis and interpretation with statistical tools; (5) findings, conclusion and suggestions.
- **Format:** MS Word, Times New Roman 12, A4, 1.5 spacing, maximum 100 pages, APA referencing; submit as an un-editable PDF.
- **Integrity:** plagiarism up to 10% is allowed - a plagiarism check is compulsory before submission.
- **Marks (100):** internal 50 (three presentations and rubric), report 25 (average of guide and external examiner), viva-voce 25.

MBAPR487 | EXPERIENTIAL

Project Report

SEM IV

6 credits | Experiential | CIE 50 + SEE 50

MODULE MAP - VIVA / ASSESSMENT MARKS BY AREA

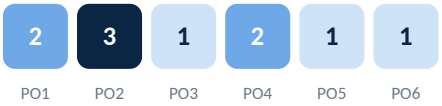
M1	Three progress presentations	15
M2	Introduction & methodology	5
M3	Industry & company profile	5
M4	Theoretical background of the study	5
M5	Data analysis & interpretation	10
M6	Findings, suggestions & conclusion	10

COURSE OUTCOMES - BLOOM LEVEL



Understand | Apply | Analyse | Evaluate

PROGRAMME OUTCOME LINKS (1 low - 3 high)



KEY REQUIREMENTS

Report: max 100 pages; plagiarism up to 10%; viva-voce

FOCUS

Study a real organisational problem in your area of specialisation

Publish your work

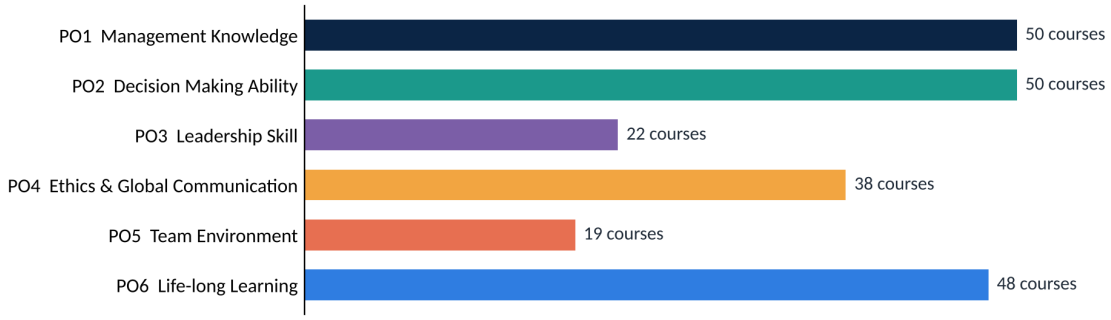
Students are encouraged to present project findings at seminars, conferences or management fests, or publish in journals with their internal guide. This is given appropriate weight in internal evaluation and the viva.

PART 08

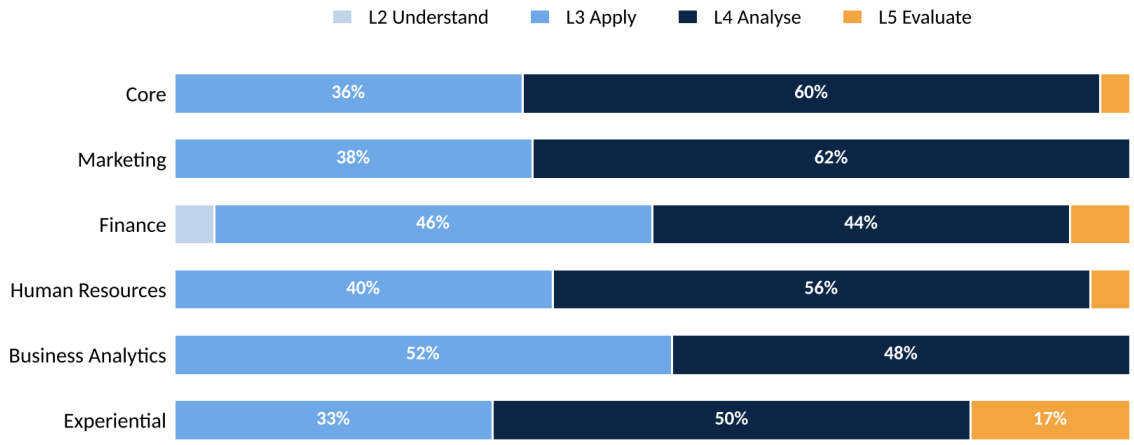
Outcomes Analytics

The curriculum mapped against programme outcomes

How many courses contribute to each PO?



Cognitive depth of course outcomes (Bloom's taxonomy)



Course vs. Programme Outcome map

Darker cells indicate a stronger contribution (1 low - 3 high). Course labels are coloured by stream.

	PO1	PO2	PO3	PO4	PO5	PO6
MBA101 Management & Organisational Behavi	3	2	2	1	1	1
MBA102 Financial Accounting & Reporting	3	2		1		2
MBA103 Economics for Decision Making	2	3		2		1
MBA104 Business Statistics	2	2				1
MBA105 Marketing Management	2	2		2		1
MBA106 Managerial Communication	2	2		2	2	1
MBA201 Human Resource Management	2	2		2		2
MBA202 Financial Management	2	3		1		1
MBA203 Research Methodology & IPR	2	2		2		1
MBA204 Operations Research	2	3	1			1
MBA205 Corporate Strategy	2	3	1	1	1	1
MBA206 Entrepreneurship Development	2	2	1	2	1	2
MBA301 Logistics & Supply Chain Managemen	3	3	1	2	2	1
MBA302 International Business	2	2	1	2		1
MBAMM313 Consumer Behaviour	2	3	1	2		2
MBAMM314 Sales & Retail Management	2	2	2	2	2	1
MBAMM315 Services Marketing	3	3			2	2
MBAMM316 Rural Marketing	2	3		2	2	2
MBAFM313 Strategic Cost Management	3	3	1	2		1
MBAFM314 Investment Analysis & Portfolio Ma	3	3	1	1	1	2
MBAFM315 Advanced Financial Management	2	2	1			2
MBAFM316 Banking & Financial Services	3	2		1		2
MBAHR313 Recruitment & Selection	2	3	2	2	2	1
MBAHR314 Industrial Relations & Legislation	3	3	2	3	2	2
MBAHR315 Organisational Change & Developmen	3	3	2	2	2	3
MBAHR316 Compensation & Reward Management	3	3	2	2		
MBABA313 Introduction to Python, Data & Con	3	3	2	2		
MBABA314 Data Visualisation	2	2			1	1
MBABA315 Business Analytics & Intelligence	2	2		2		2
MBABA316 Big Data Analytics	2	3		2		2
MBAIN387 Internship	2	2	2	1	2	2
MBA401 Emerging Technologies for Business	2	2	3			3
MBA402 Innovation & Design Thinking	2	2	1		2	1
MBAMM413 Strategic Brand Management	2	2		2		1
MBAMM414 Integrated Marketing Communication	2	2		2		1
MBAMM415 Digital & Social Media Marketing	3	2				2
MBAMM416 B2B Marketing	2	2		2		1
MBAFM413 Tax Management	2	2		1		1
MBAFM414 International Financial Management	2	3		2		1
MBAFM415 Risk Management & Insurance	2	2		2		1
MBAFM416 Mergers, Acquisitions & Corporate	2	3	1	2	1	1
MBAHR413 Conflict & Negotiation Management	2	3	1	1	2	1
MBAHR414 International HRM	2	2		2		1
MBAHR415 Personal Growth & Interpersonal Ef	2	2			2	1
MBAHR416 Strategic Talent Management	2	2				1
MBABA413 Machine Learning	2	2		2		2
MBABA414 Predictive Analytics	2	2		2		2
MBABA415 Digital Analytics	2	2				2
MBABA416 Strategy Analytics	2	3				1
MBAPR487 Project Report	2	3	1	2	1	1

PART 09

People & Governance

Who shapes and reviews the programme

Department Advisory Board (DAB)

Name	Designation	Role
Dr. C K Marigowda	Principal, AIT	Chief Advisor
Dr. Abhishek Venkteshwar	Professor & HOD, Dept. of Business Administration	Chairperson
Prof. Immaculate Joseph Kirthika	Assistant Professor	Member Secretary
Dr. Monica M	Associate Professor & Programme Coordinator	Internal - HR & OB
Prof. Suhas Patel	Assistant Professor	Internal - Marketing & Analytics
Dr. Rohith B	Assistant Professor	Internal - Finance & FinTech
Mr. Josep Clotet	CEO, Barcelona Technology School, Spain	External - International academics
Mr. Gireesh V Ghumastee	Co-Chairman, Start-up & Incubation Centre, KASSIA	External - Industry
Mr. Naveen Kumar	Sr. Risk Consultant, Ernst & Young, India	External - Industry
Col. Sanwal Shah	Group Commander, NCC Bengaluru Group B (Kalia)	External - Alumnus
Dr. Evangelin Whitehead	Tutor & Grader, Doctoral Programmes, Edgewood College, USA	External - International academics
Dr. Vijaya Sunder M	Faculty & Programme Director, ISB Hyderabad	External - Academics
Mr. Bibin George	Director - Brand & Product Marketing, Pine Labs; Faculty of Practice, IIM Indore	External - Industry & academics
Mr. Raghavendra J	Executive Director, JP Morgan Chase & Co	External - Industry
Dr. Pankaj Bharti	Associate Professor, Entrepreneurship Development Institute, Ahmedabad	External - Academics

Department Academic Committee (DAC)

Name	Designation	Role
Dr. Abhishek Venkteshwar	Professor & HOD	Chairperson
Dr. Monica M	Associate Professor	Programme Coordinator
Prof. Immaculate Joseph Kirthika	Assistant Professor	Member Secretary
Prof. Suhas Patel	Assistant Professor	University Coordinator; Area Chair - Decision Sciences
Dr. Rohith B	Assistant Professor	CIE & Exams Coordinator; Area Chair - FinTech
Dr. Juin Choudhury	Professor	Area Chair - Human Resources
Dr. Nijaguna G	Professor	Area Chair - Marketing
Dr. Mahak Balani	Associate Professor	Area Chair - General Management
Prof. Bhavya V M	Assistant Professor	Area Chair - Finance
Dr. Siva Reddy	Assistant Professor	Area Chair - Business & Strategy
Prof. Arunmani	Assistant Professor	Placement Officer
Prof. B Bhavani	Assistant Professor	Training Officer
Prof. Sana Naeem	Assistant Professor	COE Coordinator

Programme Assessment Committee (PAC)

Name	Designation	Role
Dr. Abhishek Venkteshwar	Professor & HOD	Chairperson
Dr. Rajeswari	Dean Academics, AIT	Academic expert; inter-disciplinary member
Dr. Monica M	Associate Professor	Domain expert - HR & OB
Prof. Suhas Patel	Assistant Professor	Domain expert - Marketing & Analytics
Dr. Rohith B	Assistant Professor	Domain expert - Finance & FinTech
Prof. Immaculate Joseph Kirthika	Assistant Professor	Member Secretary

Institute deans & key coordinators

Role	Coordinator
Dean Academics	Dr. Rajeswari
Dean Quality Assurance & IQAC / NBA Coordinator	Dr. Lakshmikanth S
NAAC Coordinator	Dr. Nagaraja K C
NIRF Coordinator	Dr. Asha C N
Dean Research & Development	Dr. Harish MNK
Dean Faculty & Staff Development	Dr. Kala Venugopal
Dean Innovation & Entrepreneurship Development	Dr. Nijaguna G
Dean Examinations	Dr. Manjunatha B
Dean Students Affairs & Development	Dr. Rajanna K R
Dean Student Discipline	Dr. Devarajaiah R M
Dean Outreach	Dr. Shilpa Shivashankar
Director Placement	Dr. Hemamalini J
Head - Assessment (ATP)	Dr. Monica M
Head - Training (ATP)	Prof. Arun K H
Student Counsellor	Ms. Kshithi
Internal Complaints Committee Coordinator	Dr. Renuka Devi
Grievance Redressal Committee Coordinator	Dr. Rajanna K R
Library & NDLI Coordinator	Dr. Balachandra Joshi
Alumni Coordinator	Dr. Sujatha B M

PART 10

Course Index

Find any course by code

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MBA102	Financial Accounting & Reporting	14	MBABA313	Introduction to Python, Data & Control Systems	27
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MBA104	Business Statistics	15	MBABA315	Business Analytics & Intelligence	28
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MBA106	Managerial Communication	16	MBAIN387	Internship	39
MBA201	Human Resource Management	17	MBA401	Emerging Technologies for Business	29
MBA202	Financial Management	17	MBA402	Innovation & Design Thinking	29
MBA203	Research Methodology & IPR	18	MBAMM413	Strategic Brand Management	30
MBA204	Operations Research	18	MBAMM414	Integrated Marketing Communications	30
MBA205	Corporate Strategy	19	MBAMM415	Digital & Social Media Marketing	31
MBA206	Entrepreneurship Development	19	MBAMM416	B2B Marketing	31
MBA301	Logistics & Supply Chain Management	20	MBAFM413	Tax Management	32
MBA302	International Business	20	MBAFM414	International Financial Management	32
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MBAMM316	Rural Marketing	22	MBAHR414	International HRM	34
MBAFM313	Strategic Cost Management	23	MBAHR415	Personal Growth & Interpersonal Effectiveness	35
MBAFM314	Investment Analysis & Portfolio Management	23	MBAHR416	Strategic Talent Management	35
MBAFM315	Advanced Financial Management	24	MBABA413	Machine Learning	36
MBAFM316	Banking & Financial Services	24	MBABA414	Predictive Analytics	36
MBAHR313	Recruitment & Selection	25	MBABA415	Digital Analytics	37
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Source: AIT Department of Business Administration - Outcome Based Education Curriculum, 2024 Scheme (VTU). This handbook reorganises that scheme for student use; the official VTU scheme and syllabus remain the governing documents.